



ACE PROGRAMME

Deliverable 1.1

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List of Abbreviations

ACE – Accelerate Cross Border Engagement

SME – Small and Medium Enterprise

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1. Introduction

The “Accelerating Cross-border Engagement” (ACE) project was launched in September 2013 to accelerate the early engagement of highly innovative ICT start-ups, SMEs and entrepreneurs in cross-border cooperation and venturing. In order to achieve this goal, project partners will build on a mapping analysis of existing and emerging good practices in internationalisation support to design and pilot test the ACE operational programme. Under this programme, companies will be assigned an experienced local ACE mentor who will analyse their internationalisation strengths and weaknesses and in response put together a customised programme of support measures and an internationalisation support team drawing on the facilities, services and local expertise and knowledge of partners in other countries.

Funded by the Seventh Framework Programme (FP7) of the European Union (EU) for a period of two years, ACE involves 15 partners (leading incubators, clusters, living labs and accelerators) from across 12 European countries.

Table 1 - ACE Consortium

Full Partner Name	Country	Role in Project
European Business and Innovation Centre Network (EBN)	Belgium	Coordinator
Sociedade Portuguesa de Inovacao – Consultadoria Empresarial e Fomenta da Inovacao S.A. (SPI)	Portugal	Impact Assessor
European Network of Living Labs (ENoLL)	Belgium	Dissemination Partner
Coventry University Enterprises Limited (CUE)	United Kingdom	Supporting Companies
JIC, Zajmove Sdruzeni Pravnickch Osob (JIC)	Czech Republic	Supporting Companies
Forum Virium Helsinki OY (FORUM VIRIUM)	Finland	Supporting Companies
Cap Digital Paris Region (CAP DIGITAL)	France	Supporting Companies
baden württemberg connected (bwcon)	Germany	Supporting Companies
Dublin Business Innovation Center Limited (Dublin BIC)	Ireland	Supporting Companies
Meta Group S.R.L (Meta Group)	Italy	Supporting Companies

Technoport SA (Technoport)	Luxembourg	Supporting Companies
Instituto Pedro Nunes, Associação para a Inovação e de Desenvolvimento em Ciência e Tecnologia (IPN)	Portugal	Supporting Companies
Lunds Universitet (LU Open)	Sweden	Supporting Companies
Ionad Forbartha Gnó Teoranta (WESTBIC)	Ireland	Supporting Companies
iMinds VZW (iMinds)	Belgium	Supporting Companies

1.2 Scope of the Deliverable

The objective of Work Package (WP) 1 of the ACE project is to harness the expertise of all partners and their supporting networks in the design of the ACE programme to accelerate the growth of ICT start-ups, SMEs and entrepreneurs through internationalisation. In order to achieve this, WP1 includes the following tasks:

- i. mapping new and emerging practices in internationalisation which could further strengthen and add value to the ACE programme;
- ii. defining how individual investor networks of each partner organisation can be harnessed into a concrete operational scheme to support cross-border venturing;
- iii. identifying how existing online platforms and tools can be adapted to support the goals of creating a dynamic and open international community; and,
- iv. designing the ACE strategy, positioning and operational programme.

This deliverable originally synthesised the findings and outcomes of these tasks at the end of month 3 (November 2013), translating them into the ACE vision and mission and setting out the basis for the ACE operational programme to be implemented in WP2. It has been updated at the end of Year 1 to reflect adjustments made along the way to tailor ACE to companies' real needs.

2. The ACE Vision and Mission

A study conducted for the European Commission on the internationalisation of SMEs in 2010 identified a positive correlation between business performance, in terms of turnover growth, job creation and level of innovation, and being internationally active¹. Yet today only 25% of European SMEs export and in general, the smaller the SME the lower their prospects of engagement in any form of internationalisation or cross border activity². In order to achieve the smart, sustainable and inclusive economy envisioned in the Europe 2020 growth strategy³ this low level of internationalisation among SMEs, which account for up to 99% of all businesses and 67% of private sector jobs in Europe⁴, must be addressed urgently.

ACE aims to address this in the ICT sector by providing targeted support to help highly innovative start-ups and SMEs in the ICT sector to grow internationally. In order to achieve this, from creation, companies must be connected with potential users, partners and clients at a global level. **The overall objective of ACE is thus to accelerate the early engagement of these companies in cross-border cooperation and venturing in order to boost their growth.**

To realise this goal, companies must have the strategy and resources in place to identify, develop and exploit new innovations, to move quickly to get these innovations to market and to have the financial backing in place to enable rapid scale up and growth in global markets. Some of the principle barriers impeding SME expansion into international markets include:

- i. lack of market knowledge in other countries;
- ii. lack of awareness of internationalisation support measures;
- iii. lack of strategic approach to internationalisation;
- iv. lack of trusted support partners in other countries; and,
- v. lack of high impact support measures for SMEs such as identifying and meeting potential clients, marketing and promotion in target countries etc⁵.

In order to overcome these barriers the ACE consortium networks leaders in start-up creation, growth and internationalisation from incubators, accelerators, clusters and living labs throughout Europe, each bringing complementary strengths and skill sets and committed to pooling their knowledge and expertise in internationalisation and opening up their existing facilities and support networks of investor and mentors to the other ACE partners. **By building on and connecting the existing internationalisation support services available, the ACE acceleration programme aims to deliver new value-added support to high potential ICT start-ups and SMEs.**

¹ http://ec.europa.eu/enterprise/policies/sme/market-access/files/internationalisation_of_european_smes_final_en.pdf

² 'Small Business, Big World — a new partnership to help SMEs seize global opportunities' Brussels, 9.11.2011 COM(2011) 702 final

³ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:2020:FIN:EN:PDF>

⁴ http://s3platform.jrc.ec.europa.eu/documents/10157/0/CE_OpenDays_GB_7_EN_10_04.pdf

⁵ 'Small Business, Big World — a new partnership to help SMEs seize global opportunities' Brussels, 9.11.2011 COM(2011) 702 final

3. Strategy

At a strategic level, the ACE programme builds on and connects existing internationalisation support services available in order to accelerate the rapid growth of highly innovative companies in the ICT sector through internationalisation. This is reflected in the selection criteria for companies and the high level of attention to individual company needs that will be required in the composition of their international support teams.

The 120 SMEs selected to participate in the full ACE pilot programme will be exposed early in their development cycle to international partners and will be supported to achieve their internationalisation targets by a dedicated team of international partners working closely with them to meet their business needs. Unsuccessful applicants will be invited to join an online stakeholder community through which they may connect with mentors, investors and other SMEs throughout Europe to prepare themselves for internationalisation.

3.1 Context: New and Emerging Practices in Internationalization

At an operational level, the ACE programme is designed to build on, connect and add value to internationalisation support measures already in place to help ICT start-ups, SMEs and entrepreneurs overcome barriers to internationalise. Therefore, when the project launched in September 2013, one of the very first tasks of the ACE consortium was to map existing and emerging internationalisation support services in partner regions⁶. Emphasis has been placed on this activity to ensure that from the outset the ACE partnership has a very clear picture of how well supported potential clients will be and where there may be gaps in provision.

Good practices in cross-border and internationalisation support (i.e. EBN Soft Landing, ENOLL, EEN) were reviewed and used as the basis for designing a survey to gather this data from ACE partners. After a brief pilot period, partners completed the survey for as many initiatives as they felt appropriate. By the close of the mapping exercise 106 surveys had been completed covering 12 partner regions.

The survey data was then analysed by WP1 leader, CUE, and a strengths, weaknesses, opportunities and threats (SWOT) analysis was developed for each partner region along with a graphical analysis of the data. The strengths and weaknesses identified and indeed the initiatives themselves were validated by partners and the ACE High Level Advisory Board (HLAB). During this data validation process it became apparent that new support initiatives are constantly being launched and that there will be a need to update this data on an ongoing basis. To facilitate this, CUE's Serious Games Institute (SGI) has translated the data gathered into an interactive online application that can be easily updated by all ACE partners and searched by users. This will be made available on the ACE website at: <http://app.europeanace.eu/>

A summary of the combined findings of the individual SWOT analyses, which forms the basis for the ACE Programme Design, is presented in Table 2 overleaf. The detailed SWOT analysis is included as Appendix 1 at the end of this document. Particularly noteworthy is that only just over half (57 of 106) of the initiatives identified offer support to foreign SMEs in the markets they wish to export to. ACE partners are committed to addressing this by:

- i. increasing the number and range of schemes available to ACE client companies in other countries; and,
- ii. opening up the initiatives the ACE partners deliver to foreign companies wherever possible.

Strengths
<ul style="list-style-type: none"> ➤ Support for SMEs based within the country providing the scheme is generally good and whilst there are numerous geographical and sector restrictions which complicate the picture, business advice and guidance support is present for most of the support areas measured⁷ in the mapping survey. ➤ Depth of service coverage is very varied across the regions/countries. ➤ F6S (www.f6s.com), the tool selected for the online application procedure for ACE companies, will provide smooth and effective application and evaluation processes for ACE participants. ➤ EuroQuity (www.euroquity.eu) will provide an additional route to investors for ACE companies. ➤ ACE coordinated the StartUp Europe Hub initiatives and can benefit from the synergies in focus between, and complimentary ambitions of, these initiatives⁸. ➤ As ACE works through and builds on existing services rather than duplicating them it will add value to the client experience.
Weaknesses
<ul style="list-style-type: none"> ➤ Support for foreign SMEs in the markets they wish to export to is less common with only just over half (57 of 106) of the initiatives identified offering this type of assistance. ➤ Compounding this, the range and depth of the support provided to foreign SMEs in the markets they wish to export to is less extensive and online tools are generally not widely offered. ➤ Generally access to grants for foreign SMEs was very low.
Opportunities

⁷ Support was measured for: access to shared facilities and services, awareness raising; market knowledge; mentoring/consultancy; online tools; access to finance; networks; and, monitoring

⁸ In August 2014 a decision was taken to end the Startup Europe Hub platform (www.startupeuropehub.eu) but the ACE consortium will foster the positive working relationships developed with providers of the other Startup Europe Hub services to continue leveraging synergies and complementarities in Year 2 of the projects.

- The ACE partners are committed to increasing the number and range of schemes available to their clients (outgoing SMEs) through the support that will be provided to their clients by ACE partners in other countries⁹.
- Although the majority of initiatives presented are aimed at SMEs in the domestic market, quite a high number are able to accommodate foreign SMEs. ACE partners will specifically provide support to foreign SMEs (incoming SMEs) to address this issue. There is no reason that this will not be the case when additional schemes are identified.
- It is envisaged that the ACE programme will be tailored to the SMEs needs – using the existing service provision when it is available but due to the programme’s flexibility shortfalls in provision will be managed by the ACE partner/market mentor thus maximising resources and avoiding duplication.
- The ACE app has the potential to be a valuable tool. It can be used for both local and foreign companies who wish to target a market. Further foreign SMEs can explore what service provision would be available if they decided to register in that country. Being housed on the ACE website also ensures that the SME always has an initial point of contact.

Threats

- Support provided is diverse. Restrictions – geographical and other - make over all comparisons complex. It is unlikely that all countries will be able to offer the full range of services surveyed by ACE through the mapping exercise across all their regions. ACE partners will need to manage SME expectations and relationships with non ACE project partner deliverers.
- The ACE app will need to be expanded and kept up to date. The tool will only be as good as the information it provides.

Table 2 - New and Emerging Practices in Internationalisation, SWOT Analysis Summary Findings

3.2 Company Selection Criteria

In order to attract up to 120 ICT companies with the potential to internationalise and participate in the hands-on ACE acceleration programme - ACE partners agreed that the application process should be: (a) as simple as possible; and, (b) meet the companies on their own territory.

Therefore a one-step application and two-step evaluation process via f6s was agreed upon. The application form is accessible via the ACE website and at <http://www.f6s.com/aceprogram#/apply>. The questions asked are included at the end of this document as Annex 1.

To ensure consistency across the evaluations the following criteria have been agreed for both step one and step two:

- i. Level of innovation ('Innovativeness')
- ii. International growth potential

⁹ As of February 2014, it is anticipated that this ACE partners and stakeholders will be able to update this data via an interactive, online application CUE is developing to present the mapping data

iii. Internal resources and motivation

Each criterion has the same weight and shall be assessed against a standard rating system from 0 to 5 as in FP7:

- 5: Excellent
- 4: Good
- 3: Fair
- 2: Poor
- 1: Very poor
- 0: Not relevant (missing or incomplete information)

In the first step, these criterion have been mapped against specific questions in the application form as indicated in Annex 1.

Companies shortlisted on the basis of the step one evaluation were then invited to an interview, over Skype (or similar technology) or in person, with their local ACE partner. The evaluation criteria and scoring system at this second step will be the same as at step one.

Based on this application process, at the end of Year 1 75 companies have been invited to participate in the hands-on ACE acceleration programme to support their international growth..

3.3 Internationalization Support Teams

The international support teams are a key component of the ACE programme. They include the following stakeholders:

- one allocated ACE contact point for each individual company (the local ACE mentor): This team leader will most probably be the ACE partner who was initially involved in the engagement of the company in ACE and/or its selection for the tailored and intensive internationalisation support programme. That partner is the most likely to have regular and easy contacts with the entrepreneur, based on pre-existing business relationships and/or a suitable geographical location. He/she will lead and drive as far as needed the exchange of information and interactions between the supported entrepreneur and the potential international team members.

- the supported entrepreneur: The entrepreneur himself/herself will play a key role in the team building process as the one who will accept or decline the individual ACE service offers drafted in his tailored internationalisation support programme. The inclusion of a specific ACE partner in the international team will be done upon acceptance of a given service offer, resulting from an interactive exchange process between the partners, the entrepreneur and the local ACE mentor for the business.

- a variable number of other ACE partners who made offers of services to the selected company and the support of whom was validated and accepted by the entrepreneur.

Each team is tailored to the particular needs of the selected company. The teams are built so as to fully take into account the existing vision and plans of the entrepreneur but also to address any lack of knowledge and perception of opportunities available cross-border. When applying for ACE, the companies indicate which international markets are the most appealing to them (see Annex 1). ACE takes into account the entrepreneurs' stated needs while at the same time drawing their attention to other specific market opportunities they may not be aware of. Section 4 below on implementation describes the process of putting together the internationalisation support teams in more detail.

3.4 Open Innovation Platform

A wider objective of ACE is to stimulate the creation of an online stakeholder community. At the centre of this community are the start-up companies themselves who can use it to engage and network with other start-ups, as well as potential investors and mentors, throughout Europe.

Setting up of the Open Innovation Platform has been led by WestBIC who shortlisted three potential existing platforms that could facilitate this interaction. The shortlisted platforms were:

- i. Yammer
- ii. JIVE
- iii. Mango Apps

On the basis of a competitive review process and consultation with all ACE partners JIVE has been selected as the most appropriate platform to facilitate this interaction and a license for 25 internal users (ACE and partner organisations) secured. Each internal user can invite approximately 50 external users (companies, investors, mentors) to a total of 1250 users. At the end of Year 1, some 300 users had registered on the platform comprising entrepreneurs, ACE partners, mentors, funders and other stakeholders. The most popular spaces on the platform include the 'Going International' and 'Mentor' spaces. In addition, some of the partner service guides and the funding spaces have also proved to be popular among users. A review is underway to assess the value added of the platform to users.

3.5 Cross Border Venturing Scheme

Another objective of ACE is to support more and better cross border venturing in Europe by building relationships between partners and investors in cross border regions. In keeping with the principle of building on and adding value to existing internationalisation support services, this will include actions to link in with existing EU measures in this area such as the ICT Finance Marketplace¹⁰ initiative or the Seed4Start¹¹ and European Investor Gate¹² projects.

¹⁰ <http://www.ict-finance-marketplace.com/>

¹¹ <http://www.seed4start.org/>

¹² <http://www.eig-project.eu/>

The detailed design of this cross border venturing scheme was led by Meta Group. It was presented to all partners in October 2013 and refined based on feedback received. This design has been further refined and translated into the ACE Operational Action Plan for Cross Border Venturing by Dublin BIC, with input from all partners. This Operational Action Plan for Cross Border Venturing is included as Appendix 2 at the end of this document.

4. Implementation

The **open call** for candidates for the ACE acceleration programme was launched in December 2013, with a first cut-off date of 28 February 2014. The call has been widely promoted across Europe among key audiences of innovative entrepreneurs, start-ups and SMEs with the broader objective of raising start-up and SME awareness about the benefits of internationalisation and the supports available in this area. After the initial cut-off date of 28 February for the first cohort of companies, the application was closed until after the ACE Cooperation Summit on 29 April. It has since been reopened and applications continue to be accepted on an ongoing basis.

Evaluation is carried out on an ongoing basis according to the evaluation criteria set out in Annex 2. It is led by the applicant's local ACE partner who works with selected companies on their internationalisation action plans and coordinate with other ACE partners to put together international support teams for their local companies. When choosing the specific services they will offer as a potential international team member, the ACE partners take into account and build upon what has already been made available by others and focus on any complementary scheme or specific expertise they may be able to offer, in line with or beyond the support schemes specifically requested by the entrepreneur.

Diversity in the **international support teams** is recommended, in terms of content, service location and style. When building the international support teams, a balance will specifically be sought between on-site and remote support, physical facilities and virtual tools, extensive full-day coaching programmes and attendance to very specific sessions – all taking into account the specific needs and preferences of the SME. It is understood by the partners that different tools and channels can be suggested and offered as long as they are aligned and can be jointly implemented.

The team building process is thus designed to be highly flexible and include several steps. In the event that an offer is declined by the entrepreneur, an alternative offer may be drafted and submitted by other consortium members. Company's local ACE mentors take responsibility for ensuring the strategic coherence of the programme being offered to each company and validating it together with the entrepreneur.

With a view to maximising the benefits of ACE for selected companies, the international partners rank their offers to incoming companies and submit them in priority to the companies to whom they can deliver the most value-added support. To facilitate the ranking, it must be kept in mind that the ACE programme is an *acceleration* scheme, which means that it should provide short-term and actual results for the supported businesses. Offers should therefore fit to the largest extent with the business model of the company, its existing track record and the strategic developments it has been able to achieve so far. Good knowledge and understanding of the involved businesses is considered a must-have for the teams to be effective and the matching process optimised. One challenge is to reshape things as needed to develop businesses abroad but without jeopardising or duplicating the efforts and activities already undertaken on existing

markets, i.e. support brought by the international support team shouldn't induce any conflicting goals or lack of strategic focus for the entrepreneur.

To minimise the risks of any duplication of efforts, conflicting objectives or trying to address too many different goals in a limited period of time, a recommendation to potential international team members is to ensure full compliance of their services offers with the following S.M.A.R.T criteria:

- *Specific service*– target a specific area for improvement. Provide details on activities foreseen.
- *Measurable objective*– clarify the expected output / progress.
- *Assignment* – specify who will do what, where and how (e.g. service provided directly by the partner or involvement of an external mentor). Specify the costs for the entrepreneur if any.
- *Realistic offer*– state what results can realistically be achieved, given available resources and time. Clarify the investment required from the entrepreneur.
- *Time-related indicators*– specify different steps in the process if any, clearly state where the service starts and how far support goes, so that follow-up and complementary offers can be potentially included.

The first cohort of ACE companies met their international support teams at the **ACE Cooperation Summit** in Brussels on 29 April 2014. This marked the formal launch of their ACE acceleration programme. Since then companies have been working directly with their international support teams towards the internationalisation goals they defined with their local mentor. During this period the role of the local mentor is a monitoring one, to ensure the programme is being implemented to the companies' satisfaction and putting in place any necessary corrective actions with ACE partners responsible the companies' international support teams.

5. Next Steps

A criticism of many support measures in internationalisation is that their impact has not been properly evaluated. ACE addresses this head-on with an entire strand of activities dedicated to quality management and impact assessment running in parallel to the pilot ACE acceleration programme.

As part of this quality management and impact assessment a mid-term evaluation of the ACE programme will be conducted, the results of which will be available in November 2014. The results of this review will form the basis for a further update of the ACE programme by ACE partners and members of the HLAB and inform the decisions to be taken on expanding the ACE partner network and sustaining the programme beyond the pilot phase.

Some points already raised by partners for consideration are:

- The number of internationalisation support initiatives mapped needs to be increased and kept up to date when the ACE App goes live or there will be lots of “nil returns”
- The value added of the ACE social collaboration platform on JIVE needs to be assessed and alternatives, e.g. LinkedIn, considered
- Recruitment to the ACE programme will continue on an ad hoc basis. A decision needs to be taken as to whether or not a more concerted promotion campaign is necessary

These will be addressed at the ACE all-partner meeting on 2 October 2014 and discussed with the HLAB along with the feedback received from the end of Year 1 external review.

Annex 1 – ACE Application Form *

* To be completed online at: <https://www.f6s.com/aceprogram#/apply>

1. Company name and contact details

Company name

Year of foundation

Address of the company (Street, City, Country)

Company website

First name

Last name

Email

Phone

2. Tick box (YES/NO)

- a. Is your company's activity related to information and communication technologies?
- b. Do you have team of five or more members, but less than 100 employees?
- c. Do you have a revenue stream or other means of funding of your international expansion?
- d. Is your English good enough to represent your company abroad?
- e. Can you allocate one day a month, over 3-6 months, of your senior staff for ACE activities?
- f. If selected, are you committed to participate in ACE Cooperation Summit to be held on 29 April 2014 in Brussels?

+ Box for comments (optional)

3. Executive summary (open questions limited to 300 characters, including spaces, for each question)

- a. THE NEED
What problems are your potential customers dealing with? If possible, use data.
- b. YOUR SOLUTION
What is your solution to the problem? In one simple sentence, describe your product/service and company mission.
- c. MARKET
Who are your target customers?
- d. UNIQUE SELLING POINT
What is your competitive advantage? Why can't your solution be easily copied or reverse-engineered?
- e. REVENUE STREAMS
What is your revenue model and what is the gross margin (in %)?
- f. FUNDING
Have you already received external funding? Do you seek investment?
- g. MOTIVATION
What is your motivation in participating in ACE? What do you expect from ACE support?

4. Please upload your company presentation (PowerPoint, PDF, video, etc.)

5. Additional tick box questions

a. What markets are you interested in? Please rate in order of priority from 1 to 11.

- Belgium
- Czech Republic
- Finland
- France
- Germany
- Italy
- Ireland
- Luxembourg
- Portugal
- Sweden
- UK

b. What services would you like to apply for? Please select up to three and rank them in priority order.

- Office space
- Meeting rooms
- Training to develop business skills
- Accounting, legal and other related service
- Mentoring by industry experts or senior advisers
- Access to finance
- Living lab validation abroad
- Market research, sales and marketing support
- Access to potential clients
- Access to potential technology partners
- Access to potential distributors
- Help with raising bank finance, grants, venture capital
- Advice on recruitment of staff and personnel management
- Living lab validation
- Networking events
- Other services [please specify]

c. Where did you hear about ACE? Please select all that apply.

- ACE website
- Website of project partners
- Business development agency/incubator, please provide details
- Newsletter, please provide details
- Media, please provide details
- Social networks (Facebook, Twitter, LinkedIn, etc.)
- Personal recommendation
- Other, please specify

6. Could you share with us any additional information that would support your application (e. g. support received by an incubator, accelerator or any other advisory service provider, participation in EU programmes such as FP7)?

Annex 2 – ACE Evaluation Criteria*

***Evaluation completed online at <http://www.f6s.com/aceprogram>. Companies shall be evaluated by their local or nearest ACE partner**

1. First step – evaluation of the information provided through the questionnaire
 - a. Evaluation criteria
 - i. Innovativeness
 - ii. International growth potential
 - iii. Internal resources and motivation

Each criterion has the same weight and shall be assessed against a standard rating system 5 to 0 as in FP7:

- 5: Excellent
- 4: Good
- 3: Fair
- 2: Poor
- 1: Very poor
- 0: Not relevant (missing or incomplete information)

2. Second step – evaluation based on an interview in person or over Skype (only for companies selected from the first evaluation)
 - a. Evaluation criteria
 - i. Innovativeness
 - ii. International growth potential
 - iii. Internal resources and motivation

Each criterion has the same weight and shall be assessed against a standard rating system 5 to 0 as in FP7:

- 5: Excellent
- 4: Good
- 3: Fair
- 2: Poor
- 1: Very poor
- 0: Not relevant (missing or incomplete information)

Appendix 1



T1.2: Mapping existing levels of cross border cooperation and other support mechanisms

Coventry University Enterprise Limited
Prepared: November 2013

INTRODUCTION – THE MAPPING PROCESS

This document has been compiled in response to Task T1.2: Mapping existing levels of cross border cooperation and other support mechanisms, which forms one of the tasks within Work Package 1 - ACE Programme Design.

TASK AIMS & OBJECTIVES

Task 1.2 involves the process of mapping the partners existing support practices against new and emerging good practices in cross border and internationalisation support practices (e.g. EBN Soft Landing, ENoLL, EEN) to prepare the framework of the new ACE programme (Note: the term internationalisation is used throughout the proposal. Cross border or intra-EU trade is considered a sub-set of internationalisation which also covers trade outside of the EU. Many existing support schemes do not specifically differentiate between intra-EU and trade outside of the EU).

- Mapping will take into account both physical facilities & services and operational schemes supporting international cooperation and venturing in each country and participating partner organisations. Support measures for international cooperation will include cooperation in RTD, innovation and product development, an important contributor to sustained growth in highly innovative companies.
- Finance, network and consultant partners will provide input on current and emerging good practices outside of the consortium partnership and indeed outside of Europe, where relevant. A particular emphasis will be placed on an analysis and identification of successful cross border finance support mechanisms such as EuroQuity, GUST etc and on establishing synergies with previous initiatives such as the ICT Finance Marketplace and projects funded in response to target outcome (b) of this call topic.
- Mapping will involve not only sharing knowledge and experience but also sharing of concrete information about mentors, marketplace information, research leaders and investor networks in each partner country. Access to these established networks of potential clients, partners and investors in other countries will provide companies with a fast track to accelerate their international growth.
- The output from this mapping exercise will be a SWOT analysis on current regional, national and European measures supporting SME expansion into cross border and international markets concluding with recommendations on where the ACE programme can add most value.
- The High Level Advisory Board (HLAB) will provide input into this mapping exercise and the emerging recommendations and ACE framework programme design.
- The mapping exercise will be completed in month 1 and 2 of the project so that results can already be collated, analysed and presented to partners at the first partner meeting early in Month 3 of the project (21-22 October 2013). These results will also be available to present to the project clustering meeting which will take place in ICT 2013 in Vilnius on 6-8 November 2013.

METHODOLOGY

With its launch in September 2013 the ACE partnership activity started off very rapidly with the mapping of partners existing support practices. Key aspects of good practices in cross border and internationalisation support (e.g. EBN Soft Landing, ENoLL, EEN) were reviewed and used as the basis in the design of a survey to provide format and context for the mapping of initiatives put forward by the partners to prepare the framework of the new ACE programme.

The survey was designed and piloted on Survey Monkey for an agreed period of 2 days and amended in line with partner requests. Partners then had 18 days to complete the survey for as many initiatives as they felt appropriate. The survey data was then analysed and strengths and weaknesses were developed along with graphical analysis of the data. By the close of the mapping exercise 106 surveys had been completed through the efforts of 13 partners in 11 countries. The survey data was downloaded and has been provided at Annex 2.

Emphasis has been placed on this activity to ensure the ACE partnership has a very clear picture of how well supported potential clients will be and where there may be gaps in provision. The information used in the analysis reflects that provided via the survey. The strength and weaknesses identified and indeed the initiatives themselves were validated by partners to ensure that there are no inaccuracies presented. The concept of ACE is to build on the existing support offered to allow it to concentrate its resources towards areas that support does not cover as fully as required, rather than potentially duplicate established support.

BARRIERS TO INTERNATIONALISATION

In the ACE description of work a summary of the principle barriers to SME's internationalisation was presented. It is aimed to demonstrate that the mapping of existing support services has begun ACE's ability to impact on at least some of these barriers.

- Company size: The smaller the company the lower the level of internationalisation
- Lack of market knowledge in other countries
- Lack of awareness of internationalisation support measures
- Lack of strategic approach to internationalisation: SMEs need to adopt a long term approach to building capacities addressing internal barriers such as personnel and language skills, financing required for expansion etc
- Lack of trusted support partners in other countries: The preference of SMEs is to receive internationalisation support from trusted support partners in their own country. However these partners may not have the same in-depth 'on the ground' market knowledge and contacts in international markets.
- Lack of high impact support measures for SMEs such as identifying and meeting potential clients, marketing and promotion in target countries etc

SUMMARY OF PROGRAMMES AVAILABLE TO COMPANIES

NUMBER OF TOTAL INITIATIVES IDENTIFIED BY PARTNER AND DELIVERY BODY

Country	ACE partner entering the initiative/support/service in the survey	Response Count
Belgium	IMINDS VZW	10
Czech Republic	JIC, Zajmove Sdruzeni Pravnickch Osob	10
Finland	Forum Virium Helsinki OY	6
France	Cap Digital Paris Region	8
Germany	Wayra Deutschland	1
Ireland	Dublin Business Innovation Center Limited & WEST BIC	19
Italy	Meta Group S.R.L	14
Luxembourg	Technoport SA	11
Portugal	Instituto Pedro Nunes, Associacao para a Inovacao e de Senvolvimento em Ciencia e Tecnologia	15
Sweden	Lunds Universitet,	6
United Kingdom	Coventry University Enterprises Limited	6
	Total Initiatives Mapped	106

Number of surveys uploaded during the mapping process.

DESCRIPTION OF INITIATIVES IDENTIFIED BY PARTNER AND DELIVERY BODY

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
IMINDS VZW, Belgium	Addestino: Innovation Delivered	Addistino help their customers realize their ideas and boost innovation and entrepreneurship. A couple of services that are interesting for the ACE project participants: - Growth idea's: voice of the customer, listening to the customer to discover true needs and defining growth strategy - Commercialization: business development, steering ventures to market success, including internationalization and ecosystem setup - Knowledge: scanning new and existing markets, mapping relevant players and trends, spotting opportunities. - Etc.
IMINDS VZW, Belgium	Consulting / mentoring high-growth ICT companies	iMinds has a large network of mentors, consultants and experts in various domains. On a regular basis, iMinds involves these people and organizations to support its start-up companies. As part of the ACE project, these people can be approached to assist selected companies as well.
IMINDS VZW, Belgium	Start-up Garage	Co-working location for innovative ICT startups. Currently, this space is only available to iMinds' own incubation projects (Flemish ICT companies), but in the context of ACE, iMinds could open it up for some additional international companies that participate to the program. iMinds has partnerships with other co-working locations in other cities such as Brussels and Antwerp that can be leveraged as well.
IMINDS VZW, Belgium	Startups.be	Startups.be is a cluster organization that helps tech entrepreneurs to be successful by providing quality access to service providers, business partners, customers, and investors. Through our joint network, we connect startups and technology, create critical mass and international exposure and help develop the entrepreneurial climate. Our Goals 1) Offer tech entrepreneurs easy & qualitative access to all of the supporting instruments, activities, programs and activities

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		throughout Belgium. 2) Stimulate collaboration & cross fertilization between the different start-up supporting actors (coaches, mentors, incubators, accelerators, experts, financiers, etc). 3) Coordinate and consolidate an international outreach program for Belgian tech entrepreneurs, in close collaboration with the regional enterprise and import/export agencies.
IMINDS VZW, Belgium	Gazellesprong	The mission of the Flemish growth policy is to support high-growth companies and create opportunities where knowledge and experience can be shared: - Awareness raising - Growth opportunity assessment by external consultant - Tailored coaching program by external consultant
IMINDS VZW, Belgium	iLINC - ICT Law INCubators	The iLINC FP7 project will link the legal demands of ICT entrepreneurs and start-ups with the expertise of postgraduate students at leading academic law institutions through establishing an open European network of law incubators. Throughout a law incubator, companies will have the chance of working with postgraduate (law) students to receive legal advice. The LegalLINC Network will have: a 'Core Network' of four leading European academic institutions in London, Amsterdam, Leuven and Hamburg together with Brooklyn Law School as an Associate Partner; an 'Active Network' of up to 12 participating academic institutions with an interest in developing their own law incubator initiatives; and an 'Extended Network' of private and public sector non-academic entities as participants in the broader ICT innovation ecosystem.
IMINDS VZW, Belgium	Flanders Trade	FIT offers Flemish SMEs an ambitious event program with a balanced mix of trade-support activities within Flanders and abroad. Flemish SMEs can receive subsidies from FIT for their International expansion. FIT signals opportunities in International projects and answers questions about countries, sectors, trade practices and legal affairs. Through their International office and advisory network, FIT offers contact details of potential prospects, partners, etc.
IMINDS VZW, Belgium	Living Lab Research, co-creation and validation	In a living lab, a large number of users is carefully selected to interact with new products and services in their daily – professional and private – life. This allows for researchers to assemble user feedback and to systematically observe, monitor and analyze user behaviour in a natural environment. User feedback is collected through active co-creation sessions, field trials and workshops, but also through user activity logging and analysis of behaviour patterns. This way the innovation process is pulled out of the corporate lab context. A real-life setting is essential to find out whether a good idea or concept could form the basis of a successful product or service in the future. This heavy user involvement distinguishes a living lab from traditional market and user research. iMinds-iLab.o starts from a large set of scientifically proven research methods to compile an iterative approach in which the output of every research stage is taken into account as input for the next step. If requested, cross-border projects are set up with top-level partners drawing from the large network of the European Network of Living Labs (www.openlivinglabs.eu) to achieve validation and co-creation in multiple regional markets.

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
IMINDS VZW, Belgium	Go Global	Over the last couple of years, iMinds has built and strengthened its global network of coaches and business development partners. The Go Global program leverages this network to offer business development support to the selected companies. Some program benefits include: - Hands-on business development and coaching by a local consultant in US or Singapore - Access to office space where available Depending on a company's unique needs, the selected business developer can perform a number of services. These include: a market survey or business opportunity assessment for the selected region, collaboration on the market entry strategy, participation in events, engagement and follow-up on sales leads, introductions with strategic partners, etc.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	CzechAccelerator 2011 – 2014	The objective of CzechAccelerator 2011 – 2014 is to support innovative Czech companies in developed foreign markets through consulting services focused primarily on the development of management experience and enhancement of marketing skills. The programme also supports access to venture capital, business angels, strategic partners, advisors, networking events and seminars with investors. Apart from advisory service, mentoring and coaching, consulting, training and networking, successful applicants have access to office space in the selected destinations. Destinations include East and West Coast of the United States, Switzerland, Israel and Singapore. The length of stay in the selected destination is either 3-6 months (one stay) or 4 months (two stays within 6 months). The applicant must be a business entity with registered office or operations in the Czech Republic (excluding Prague) and fulfilling the definition of a small or medium-sized enterprise. The company must have a high degree of potential for successful commercialisation of the product, strong interest in and motivation for penetrating international markets, strong future growth potential and must be focused on development of new and innovative technological solutions. Applications delivered by the deadline and fulfilling the formal requirements and conditions of the call for participation are assessed by a committee upon the presentation of the business plan and product by the applicant in English. The committee assesses the level of technological advancement, attractiveness and level of innovation of the product, potential for commercialization, practical application of the product on the market, the quality of the team, etc. Support is divided into services 100% paid by CzechInvest (use of office space of a contracting foreign partner, access to networks, services ensured by the contracting foreign partner) and services pre-financed by the participant (participation in professional conferences and seminars, training, mentoring, coaching, services of experts and advisors, protection of intellectual property rights consulting, travel costs). Services pre-financed by the participant are 50-100% funded. Funding is provided according to the de minimis rule. CzechAccelerator 2011-2014 is being implemented within the Consulting Programme – Priority Axis 6, “Services for Business Development”, which is part of the Operational Programme Enterprise and Innovation (OPEI) for the period 2007-2013.

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	Czech ICT Alliance - trade missions, conferences and coaching for ICT companies	The objective of Czech ICT Alliance is to support Czech ICT companies in the area of networking, export and publicity. Most of the support is executed as a mini-grant opportunity for companies to attend relevant international trade fairs and conferences, covering travel expenses and entry fee. Most popular is a financial support of up to 5000 EUR per company for exhibition stand at CeBIT. Other support includes organization of ICT trade missions to countries such as the UK, Canada or Israel. Company gets access to relevant partners in foreign countries, but must pay for the travel expenses on their own. Further support is preparing the Czech ICT companies for entering the US market via partner organization US MAC. Mentors from US MAC deliver 3 day workshop for maximum of 15 teams, that are selected based on their business plans. All the expenses for the workshop with US mentors are covered by Czech ICT Alliance. Later stage of individual 6 week training program for up to 3 teams must be paid by the company.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	StarCube	StarCube is a three-month start-up accelerator programme for small groups with good ideas and it is held in Brno, Czech Republic. During three months of intensive workshops and joint projects, each group has a chance to quickly develop into a well-coordinated team and ideally established a company. The objective of this initiative is also to attract start-up teams from foreign countries in order to facilitate and engage start-ups in international markets, attract skilled teams to grow and settle in the Czech Republic and establish new networks between the Czech and foreign start-ups. To attract the interest of foreign teams, Microsoft Innovation Center (MIC) worldwide network is used. Through the regular newsletters distributed to the MIC network members, start-up accelerator StarCube is promoted and new applicants from various countries apply for participation in the StarCube programme. Around one third of teams participating in StarCube (like 3 from 12 teams in total) are selected from applicants from abroad during the selection process and invited to participate in StarCube programme for its three month period. At the moment, no particular financial support is provided to them compared to local teams (financial incentive covering at least partially their accommodation/food costs would improve the program significantly). The foreign teams get assistance with the VISA process, choosing accommodation, travelling directions etc., if needed.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	CzechTrade	The CzechTrade agency is an official contact partner for those foreign companies looking for qualified Czech-based suppliers of products, providers of services or investors. It was established by the Ministry of Industry and Trade of the Czech Republic in May 1997. CzechTrade operates worldwide via foreign representatives of the Ministry of Industry and Trade of the Czech Republic. The CzechTrade offers free and confidential services. Its activities are a part of the Export strategy of the Czech Republic for 2012-2020. A main goal is to increase the competitiveness of Czech companies, support their expansion into to foreign markets and leverage the amount of export with higher added values. The CzechTrade agency has a wide structure of services and tools to support Czech companies including export news, export

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		development and business development. Two main services include Export Packages and CzechTrade Export Club. Export packages provide the Czech companies with introductory information about target markets, mapping of possible export possibilities and market demands, participation at workshops and consultations with representatives of the Ministry of Industry and Trade. The business version of this package includes direct contact with possible foreign business partners, organizing business meetings and consultations in the field of intellectual property management. CzechTrade export club includes adding a company to the Czech Exporters Directory, which is presented at international trade fairs and at foreign Czech embassies. Foreign companies have access to the Czech suppliers through this directory. Included is a regular newsletter about export possibilities.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	120 Seconds for Innovative Companies	120 seconds is a special networking event that helps to stimulate new co-operations between innovative companies. In the first part, each participating firm (1 representative only) presents its products, activities and fields of potential co-operation in 2 minutes. In the second part, informal networking of participants follows. In addition, relevant researchers are invited to the event. Participation is free of charge. The only condition of participation is the presentation. The events are focused primarily on the Czech companies and research centres. At the previous 20 events, almost 500 participants gained more than 1500 new contacts and arranged more than 650 new co-operations. In addition, JIC has already organised 4 international events in the 120 seconds format with its partners from the following countries: Austria, Slovakia, Hungary, Russia, Slovenia.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	CzechEko System	The aim of the project CzechEko System is to improve the quality and availability of specific advisory services aimed at the preparation of projects of innovative small and medium-sized enterprises as potential beneficiaries of risk capital to increase their competitiveness. The objective of CzechEko System is to support Czech innovative companies through mentoring by experienced coaches (successful entrepreneurs, managers, etc.) and delivering consulting services in the area of finance, marketing, law etc. by experienced consultants from Deloitte consulting group. This programme helps companies to overcome the initial problems during the first years of their existence and eliminate their weaknesses and any threats to increase their probability to succeed in the global market. Companies (applicants) can ask for financial support up to 3 mil. CZK (1 mil. CZK for mentoring and 2 mil. CZK for consulting services). Applicants must be a business entity (up to 5 years of existence) with a registered office in the Czech Republic.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	US Market Access Program	In cooperation with US MAC we help companies reach their international goals and provide them with training for a lean and efficient US market entry. JIC and US MAC jointly select companies that would be eligible for this program. Where applicable, JIC helps selected companies apply for support funding to pay for the training. US MAC provides industry experts and coaches from Silicon Valley that work with the company on determining the goals of their US market entry,

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		and best strategy to achieve them. After a 6-week online preparation the company goes for 2-3 weeks to Silicon Valley to attend prepared meetings with a careful selection of potential investors and/or customers. The program helps the company to execute a lean market entry without the expenses of time and financial resources wasted on an uncoordinated presence on the market.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	Erasmus for young entrepreneurs	Erasmus for Young Entrepreneurs helps provide aspiring European entrepreneurs with the skills necessary to start and/or successfully run a small business in Europe. New entrepreneurs gather and exchange knowledge and business ideas with an experienced entrepreneur, with whom they stay and collaborate for a period of 1 to 6 months. The stay is partly financed by the European Commission. New entrepreneurs benefit from on-the-job training in a small or medium-sized enterprise elsewhere in the Participating Countries. This eases the successful start of their business or strengthens their new enterprise. They can also benefit from access to new markets, international cooperation and potential possibilities for collaboration with business partners abroad. Host entrepreneurs can benefit from fresh ideas from a motivated new entrepreneur on their business. New entrepreneurs may have specialised skills or knowledge in an area host entrepreneurs do not master. Most host entrepreneurs enjoyed the experience so much that they decide to host other new entrepreneurs afterwards. It is really a win-win collaboration whereby both parties can also discover new European markets or business partners, different ways of doing business. In the longer-term, they benefit from wide networking opportunities, and, possibly, decide to continue the collaboration, possibly as long-term business partners (e.g. joint ventures, sub-contracting activities, contractor-supplier relationships, etc). "Erasmus for Young Entrepreneurs" is financed by the European Commission and operates across the participating countries with the help of local contact points, competent in business support (e.g. Chambers of Commerce, start-up centres, incubators etc.). Their activities are coordinated at European level by the Support Office of the Programme.
Cap Digital Paris Region , France	Soft Landing	Soft Landing fosters SMEs and start-ups development internationally by connecting them to EIT established European ICT ecosystem. Soft landing targets promising companies doing business in areas consistent with the innovation areas of the EIT ICT Labs. EIT ICT Labs offers to SMEs and start-ups a range of services (generally designated as soft landing services) to facilitate their immersion in the EIT ICT Labs nodes. Soft Landing is implemented across nodes through a network of partners (clusters) and contributes to potentially two of these partners' objectives: - support the international development of the SMEs established in the node - support the local investment and settlement of foreign companies in the node. EIT ICT Labs added value: - EIT ICT Labs is identifying exciting new innovative ICT companies with potential to expand and creating growth in the European ICT sector. At the same time new technical solutions is reaching user all over Europe. - Access to a European market. - Soft landing via EIT ICT Labs Nodes in Europe. -

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		Hands-on mentoring & coaching by experienced European Business Developers.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	Support to the Internationalization Process	Through its vast network of contacts and international experience, SPI provides services in support to the identification, development and implementation of internationalization practices in different geographical areas (Europe, China, US and Brazil). Consultancy services are customized to the needs of each client. Main services provided include: support in the definition of the internationalization strategy (selection of the most appropriate internationalization process) and the identification and evaluation of market opportunities; support in the internationalization process, through the development of several studies (market studies, investment opportunities, product positioning, localization) and the preparation, implementation and follow-up of local visits and missions to the identified markets. The preparation of such missions include the previous identification of potential partners and clients for the company. The market entry strategies may include support in the development of a strategy for the commercialization of products, legal framework information, and promotion of the company among local media.
Forum Virium Helsinki OY, Finland	EnterpriseHelsinki	EnterpriseHelsinki is a service centre for entrepreneurs in business, or who hope to enter business. The centre provides support, all the way from developing a business idea to finding the right contacts. EnterpriseHelsinki is a unit of the City of Helsinki's Economic Development service, which also includes Helsingin Uusyrityskeskus ry. In particular, EnterpriseHelsinki supports start-up businesses. The centre arranges free-of-charge information sessions, briefing participants on the core issues involved in starting a business. Budding entrepreneurs receive personal advice from business advisers in confidential meetings. Where necessary, these advisers refer clients to experts engaged in cooperation with EnterpriseHelsinki. Clients are also welcome to attend business advice sessions and courses later. For those who have started up a business, EnterpriseHelsinki arranges short evening courses in Finnish, English and Russian. Business advice for immigrants in the Greater Helsinki region is concentrated in EnterpriseHelsinki. For immigrants, information sessions on starting a business are held in English, Russian, Estonian and Arabic. Preparatory entrepreneur courses are also offered to immigrants starting a business. EnterpriseHelsinki offers a range of services to growth companies, from free-of-charge personal advice to online networking channels. At PitchHelsinki presentation events, clients can test their business ideas and presentational skills in front of investors and other potential partners. EnterpriseHelsinki also distributes information on entrepreneurship through guides. The most important of these is the start-up guide, which is updated each year. There is also a guide to marketing, and separate guides e.g. for those starting up a restaurant, beauty salon or kiosk. On its web pages, EnterpriseHelsinki has assembled useful information, forms and tools for entrepreneurs. Our tools make creating a business plan and presentation easy. EnterpriseHelsinki engages in cooperation with professionals from a range of

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		industries. They can function as experts, offering their products and services to entrepreneurs. We continually seek new partners with whom to cooperate. EnterpriseHelsinki is also participating in several development projects, involving the dissemination of know-how and good practices. Many projects are EU-based.
Forum Virium Helsinki OY, Finland	Invest in Finland	Invest in Finland is the government agency that promotes foreign investments into Finland. It assists international companies in finding business opportunities in Finland and provide all the relevant information and guidance required to establish a business in Finland. Services are free of charge and always tailored to meet company's precise needs. Companies will always be assisted by sector-specific teams of experts. As well as assistance, these teams provide comprehensive information concerning the sector. Currently, activity in Invest in Finland is focused on seven highly promising industries that can be grouped under the industry and technology or the trade and service sectors. Research, development and innovation are key drivers in the industry and technology sector. Industry and technology, with an R&D&I outlook: Cleantech, Healthcare and wellbeing, ICT, Mining Trade and services: Business services, Retail, Travel and tourism
Forum Virium Helsinki OY, Finland	Finpro	Finpro is the national trade, internationalization and investment development organization in Finland. We support our clients' international growth and success by enabling them to be in the right markets at the right time with a competitive concept and offering. Both locally and globally, Finpro networking benefits our clients and our partners. As well as carrying out assignments for companies, Finpro runs several major international projects, such as Cleantech Finland, and Future Learning Finland. Founded in 1919 by Finnish companies, Finpro now has some 550 members: Finnish companies, the Confederation of Finnish Industries, the Federation of Finnish Enterprises and the Federation of Finnish Technology Industries. A public-private organization and part of the Ministry of Employment and the Economy Group, Finpro also works closely with other players in Finnish innovation ecosystem such as ELY-centers, Tekes and the Ministry for Foreign Affairs. Finpro has 375 professionals in 69 offices in almost 50 countries.
Forum Virium Helsinki OY, Finland	FinnCham, Contact Finland	The Finnish regional chambers of commerce, Finland Chamber of Commerce and their international FinnCham network create important global connections for Finnish businesses. They promote internationalisation, clear trade obstacles, influence international agreement systems, and support investment initiatives made by enterprises. Their networks reach all four corners of the globe. In addition, the chambers of commerce serve companies with the documentation necessary for foreign trade.
Forum Virium Helsinki OY, Finland	Tekes	What services does Tekes provide? Expertise and information about research and development networks in Finland Contacts and assistance to establish a business Funding for development projects for companies registered in Finland Funding for research mobility The Tekes programmes are a gateway to the best technology companies and researchers in Finland. Besides funding the programmes

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		<p>it offers a forum for the exchange of information and networking. All Tekes services are free of charge. Who can get innovation funding? Tekes's customers include companies, universities, research institutions, government organisations, local and regional authorities and other organisations operating in Finland. Tekes can finance R&D projects undertaken by foreign-owned companies registered in Finland. International companies with R&D activities in Finland do not need to have a Finnish partner to be eligible for innovation funding. The financed project should, however, contribute to the Finnish economy. For what purposes is innovation funding available? Companies can build their own development path to an increasingly competitive business by including the following areas of development in their projects: Customers and markets Make use of the development ideas of your network Business model and strategy Challenge and revise your strategy Products, services and production Develop new solutions with your partners Management and personnel Revamp your expert organisation Funding commitments to foreign companies Tekes may give a funding commitment that guides its decision-making to a foreign company planning to establish a subsidiary in Finland and engaging in significant R&D and business activities in this country. In order to receive a funding commitment, the company needs to submit to Tekes a written business plan describing its operations in Finland as well as basic information on the planned project. While not legally binding, the funding commitment will guide Tekes' decision-making when the actual application is processed. However, Tekes intends to make a funding decision in line with the commitment as long as the company meets the requirements specified in it. In order to receive an actual funding decision, the company must register a subsidiary in Finland and submit to Tekes the usual funding application including a project plan. Tekes funding may be refused if the company does not meet the funding commitment requirements. Test your idea The best way to assess your company's possibilities of obtaining Tekes innovation funding is to get in touch with the www.tekes.fi/test service. Once you have registered with this service, Tekes will contact your company either by telephone or e-mail within a week. For more information, visit www.tekes.fi/test</p>
Forum Virium Helsinki OY, Finland	Growth Services	<p>Forum Virium Helsinki develops the economic life of Helsinki by supporting the growth of innovative companies. The growth of innovative companies is based on products, services and procedures, not business acquisitions. For innovative companies it is critical to go global and to offer scalable products or services. Forum Virium Helsinki supports growth companies through the Growth Coaching programme, which can be tailored for different business needs. Forum Virium Helsinki acts also as a matchmaker between companies, experts and consultants. SMEs are given the opportunity to participate in Forum Virium Helsinki's various projects and networking opportunities. Forum Virium Helsinki produces its SME services together with the City of Helsinki Economic Development Office and with the project for Innovative Growth Companies. We also work in close co-</p>

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		<p>operation with EnterpriseHelsinki, a service centre for startups and acting entrepreneurs. Growth Coaching Growth Coaching is targeted for innovative SME companies producing scalable, innovative products and services for global markets. So far, Growth Coaching has already helped over 200 participant companies to improve their business opportunities. According to an external evaluation, participating companies have clearly benefited from Growth Coaching, giving them valuable insight on how to grow their business. Open Forum events Open Forums are thematic events that present Forum Virium Helsinki's projects and bring together its member companies, SMEs and experts. The goal of these networking events is to create concrete co-operation and projects.</p>
Cap Digital Paris Region, France	Digital Roadshows	<p>OBJECTIVES The main purposes of Digital Roadshows are to provide innovative French SMEs and startups with a proper understanding of a particular country issues and opportunities, and to help them to kick-start their business locally. For local decision-makers, investors and key influencers, it's a great way to meet in a short time frame high-potential companies which have the vision to start their business abroad. Three Digital Roadshows are planned in 2013: - one in the US (East-Coast) – one in Brazil – one in an European country (to be defined) PRINCIPLES Having defined the main theme of the mission and a particular geographical area, one or more local major/medium-size companies are addressed to become our partners. Then we issue a call for participations to propose to SMEs and startups to meet them through one-on-one business meetings. After closing the call we transmit the applications forms to our partners who have sole authority to decide which companies they want to meet with: only the most requested SMEs and startups (between 5 and 8 each time) are allowed to travel on mission for generally one week. VALUE PROPOSITION The winning companies are offered business meetings with our partners, but working with one or more local providers, we are also able to propose a qualified and individual business meetings program to the French SMEs and startups. Helped by these providers we also organize collective activities for participants to acquaint themselves with the local economic fabric (through workshops or meet-up sessions handle by different providers), take part in pitch competitions in front of a high-level of experts (VCs, IT journalists, bloggers, digital experts, etc.), and also meet with French entrepreneurs living in the country, and so benefit from their experience.</p>
Cap Digital Paris Region, France	BPI France "Help for export"	<p>Bpifrance promotes the growth of French companies wishing to expand by creating subsidiaries abroad (outside the EU). Bpifrance can finance international projects, ensure international operations and accompany an entreprise with its partners UBIFRANCE and Coface. Bpifrance offers several services to finance company's exports needs: Prospect the international markets; Finance company's international development; Provide the Export Development Loan; Securise an export project; Innovate with foreign partners; Help to apply on European programs of collaborative innovation. Bpifrance accompanies the installation and</p>

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		support collaborative research and development in Europe and internationally.
Cap Digital Paris Region, France	Matching European projects	Thanks to its strong EU network, Cap Digital aims to promote collaboration in research, innovation and business at the European level, but also helps innovative SMEs to access European markets through both collaborative RD projects, and business activities. What can Cap Digital do for you? For a cluster Cap Digital can provide such help as : to build a EU project together; to help a cluster and its members to find a sound French partner for their EU projects; to exchange information about the European digital sector. For a company or an academic: help to find a sound French partner for you EU projects (Eurostars, CIP, FP7 etc.); provide you with useful information on the French digital sector and help you get in touch with the relevant stakeholders.
Cap Digital Paris Region, France	Market knowledge workshops, international missions	Sharing market knowledge through the workshops, promoting transnational technology transfer, potential business partners search in 40 foreign countries. Setting up and monitoring the international trade missions (Europe, China, India, US) with Paris Region clusters dedicated to SMEs.
Cap Digital Paris Region, France	Scale Up	Cap Digital and US Market Access Center (US MAC) propose to tech companies from Paris Region a custom-made program in order for them to access the US market as fast as possible. Over an eight-week period (2-4 weeks of in-country preparation, then 4-6 weeks of Business Development in Silicon Valley), five innovative companies selected after a formal and rigorous selection process will benefit from individual support that will help them enter the US market as rapidly and strategically as possible, and with the least amount of risk.
Wayra Deutschland , Germany	Wayra Deutschland	Teams get mentoring and coaching from internal and external experts on a regular (weekly) basis. We hold three 5 day Bootcamps throughout the acceleration phase of 9 months. The first concentrates on business basics, the 2nd on sales & marketing and the 3rd on financing/Investor readiness, TS negotiation etc. We then hold master classes once or twice a week, depending on the needs of the teams. Initially we focus on product & development, then marketing/sales and last on financials, investor negotiation etc. We also spend a lot of time focusing on fundraising efforts/pitch training etc. Our teams are also expected to internationalize by utilizing the global Wayra network.
Cap Digital Paris Region, France	Coordination of French participation to International ICT Trade fairs	Cap Digital, the French cluster for digital content and services, is the operator of French "pavillon" on such international events as BETT show (United Kingdom) and Siggraph (United States) to ensure their visibility and critical mass.
Cap Digital Paris Region, France	Internationalization missions for SMEs	International technological partnership missions must meet three criteria: - ensure inter-cluster coordination (sectoral or cross-sectoral) for each proposed by clusters mission. The objective is to enhance the visibility of foreign missions of the cluster. It aims to allow delegations to reach a critical size in number of actors (large companies, SMEs, research laboratories and ETI). - meet the needs of SMEs and ETI within the technological and industrial international

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		partnerships. - help in the implementation of the strategic objectives for the clusters in their roadmaps.
IMINDS VZW, Belgium	Flanders Invest	Flanders Invest, a Flemish agency for International trade and investments, assists foreign companies in creating and growing a local footprint in Flanders.
Dublin BIC, Ireland	2 initiatives: (1) Venture Lab Equity Investment Programme (2) Launchpad Propellor Programme	The NDRC (National Digital Research Centre) is a public private non-profit company located in Dublin, Ireland. The organisation is focused on early stage technology investment through its LaunchPad accelerator, one of the most highly rated accelerators in Europe as well as investing directly into new startup businesses. The NDC was set up to commercialise research from Irish universities. There are two central initiatives which the NDRC provide: NDRC LaunchPad is specifically designed to enable entrepreneurial teams to transform solid ideas into commercially viable startups. It is Ireland's first and leading digital accelerator, specifically designed to enable entrepreneurial teams to transform solid ideas into commercially viable startups. NDRC VentureLab is a tailored science and technology accelerator dedicated to commercialising innovative advances in specific fields. It is targeted at supporting ventures where the nature of the proposition requires a greater depth of science, tech or intellectual property.
Dublin BIC, Ireland	DCU Ryan Academy Propellor Venture Accelerator	The Propeller Venture Accelerator was established in 2010 with funding of €1 million from Irelandia Investments. The aim is to accelerate early stage technology start-up companies, both Irish and international, in Dublin. The Propeller Accelerator has taken the successful US TechStars accelerator model and adapted it to fit the Irish/European context. The Propeller Venture Accelerator has an emphasis on ICT (Information and Communication Technology) start-ups. The accelerator programme offers the following benefits to start-ups; • €30,000 investment (approx \$37,000 USD) • Mentorship (over 80 mentors that can guide, advise and open doors) • Investor Day (2012 saw investors from Ireland, England and Italy) • Free Office Space (3 months during & 1 month after) • Service Package (marketing, sales, legal, I.P. and accounting with corporate partners) • In total a deal worth €45,000 (Investment and Services) In a study conducted in conjunction with DFJ Mercury and commissioned by the Kauffman Fellows, Propeller Venture Accelerator was awarded "7th Best Accelerator in Europe". In total over €3.2 million (\$4.2 million) has been raised by the 12 companies. The first Propeller Programme started in February 2011 with an initial six companies. Approximately 70 early stage companies either applied to or made an expression of interest in the accelerator, including applicants from Brazil, United States of America, United Kingdom and Europe. These companies are in areas such as social media, cloud-based software, online gaming, cleantech, Facebook applications and mobile applications. Propeller 2.0 received 137 applicants (almost doubling the amount from 2011) and included applications from Australia, China, Canada, India, Brazil, Israel, South Africa, Rwanda, United States of America, Iran, and several European countries. Propeller 3.0 received 140 applicants with over 45% of the companies applying from outside of Ireland including 8 applicants from

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		<p>India. This year the mentors have gotten more involved and are also giving feedback to the applicants. Propeller start-ups will have access to and advice from over 80 mentors, which is a key part of the programme. The mentors are senior corporate executives as well as seasoned entrepreneurs in the technology area. Another benefit of the programme will be a package of corporate and service support including marketing, accounting, legal and intellectual property advice.</p>
Dublin BIC, Ireland	Dublin BIC and Guinness Enterprise Centre - Business Mentoring Support and incubation space	<p>Dublin BIC is a public-private business support organisation. We work with state agencies and private sector investors to support entrepreneurs. This support is provided through business consultancy, access to funding, access to enterprise space, events and training. Dublin BIC has a team of 14 business consultants that work with entrepreneurs to develop investor ready companies and provide access to funding, Dublin BIC advises companies on business planning and development; provides best in market incubation space; and creates platforms for entrepreneurs to develop their skills and networks. Dublin BIC combines EU and Government funding via Enterprise Ireland and private funding and support through private and angel investors. Over the past 25 years Dublin BIC has built up an impressive track record of innovation and delivery, making a tangible contribution to Ireland's economy:</p> <ul style="list-style-type: none"> • creation of over 568 new businesses, now directly employing over 5,566 people • development of Ireland's first private institutional seed fund • management of the €53 million AIB Seed Capital Fund • investment of over €70 million in 167 businesses • development of first formal Angels network and investment of over €30 million on behalf of the Halo Business Angel Partnership • creation of Ireland's first private incubation space and ongoing development of the 6,000 sq ft Guinness Enterprise Centre • support of 491 businesses through the Guinness Enterprise Centre • involvement with over 5,970 aspiring entrepreneurs and provision of business plan assistance for over 1,635 new ideas <p>Dublin BIC is a member of the European BIC Network (EBN). EBN is an EU-supported network of over 250 European Business Innovation Centres (BICs) that are involved in the selection and support of innovative enterprises which have high growth potential and can contribute to the economic development of their areas. The Guinness Enterprise Centre (GEC) is managed through Dublin BIC and is host to 80+ companies with 300+ employees. The centre provides incubation space for early stage companies. Services include shared office space, virtual and private offices together with conference facilities soft landing, managed IT services, business advice and support.</p>
Dublin BIC, Ireland	StartInIreland	<p>Enterprise Ireland's StartInIreland programme seeks to attract and assist entrepreneurs who would like to re-locate or set up a division of their business in Ireland. Support provided includes: Funding Business Advice, mentoring and introductions. Practical help to enter overseas markets</p> <p>1. Funding is available in two forms: Pre-Investment Support Projects that meet our other criteria and have made some progress but are not fully investor-ready can apply to attend an Accelerator Programme. Some participants on Accelerator Programmes can receive an Enterprise Ireland grant to cover</p>

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		<p>living costs. Some Accelerator Programmes also provide a similar level of funding in the form of an equity investment for a small stake in the company (typically about 6%).</p> <p>Investment Support Projects coming from overseas, that are fully investor ready and meet all of our criteria can apply for support under the €10m fund, set up specifically to attract international start-ups to Ireland. We will not provide all the funding required to get a company started - you must invest some yourself and/or raise it from commercial sources. We can assist with advice and introductions to other investors in Ireland. When you get past the start-up stage, other financial assistance is available to help you to maintain steady growth. We can also fund companies who relocate to Ireland and expand here.</p> <p>2. Advice, mentoring and introductions to get you started We can help you plan your business and build your networks. We can also provide access to advice on all aspects of setting up and growing a business in Ireland. We do this in a variety of ways and for companies at all stages of growth. Support available to you includes:</p> <p>Advice and support from Enterprise Ireland staff Assigning you a mentor, at no cost to you, from our panel of several hundred experienced business people who have volunteered to help companies like you</p> <p>Introductions to advisers, potential non-executive directors, research centres with relevant technology, potential investors, suppliers etc.</p> <p>Incubation programmes designed to help start ups get their business off the ground. These include workshops, mentoring and incubator space. Other programmes help established companies improve their growth prospects</p> <p>Free access to some of the leading commercial sources of market research reports, company databases etc.</p> <p>3. Practical help to enter Overseas Markets Our 30 offices worldwide, staffed by 150 marketing professionals, provide a comprehensive range of export supports. These supports are designed to help you, and companies like you, plan and implement your international marketing strategy. They are particularly helpful in securing your first key reference customers. Our entire overseas network has actively built relations with the type of customers targeted by our clients.</p>
Dublin BIC, Ireland	Wayra accelerator	<p>Wayra is a Telefónica initiative whose main aim is to promote innovation and identify talent in Latin America and Europe in the fields of Internet and new Information and Communication Technologies (ICT). Its global project acceleration model helps entrepreneurs develop, providing them with technological tools, qualified mentors, a cutting edge working space and the financing required to accelerate their growth. Wayra Ireland launches regular calls for start-ups to attend their 9 month accelerator programme</p>
Dublin BIC, Ireland	AIB Seed Capital Fund	<p>AIB Seed Capital Fund actively seeks entrepreneurs who are developing technology-led companies at the seed or early stage. The Fund will invest €100k to €1.5 million in selected viable start-up enterprises. The fund can invest up to €250k in first round and up to a cumulative total of €1.5 million in any one company through multiple investment rounds. The fund has supported over 600 Irish start-up companies since 1988 through seed fund investment, 1:1 business planning and investor readiness support, and access to business angel</p>

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		networks. AIB Seed Capital Fund typically seeks companies from a wide range of sectors to include: IT, Telecommunications, clean technology, medical devices, industrial technology and consumer products. Dublin BIC manages the fund for the wider Dublin Region, Enterprise Equity manage the other regions in Ireland.
Dublin BIC, Ireland	Halo Business Angel Partnership	The Halo Business Angel Partnership is the new national business angel network in the Republic of Ireland bringing together the private equity activities of Enterprise Ireland, InterTradeIreland and the Irish Business and Innovation Centres. A key objective for the Halo Business Angel Partnership is to develop and foster the growth of private equity and business angel activity in Ireland. We do this by matching private investors with pre-screened investment opportunities in start-up, early stage and developing businesses. In this way we alleviate the ongoing difficulty faced by early-stage and growing companies who find it difficult to raise funds on reasonable terms. We also offer alternative investment options to investors interested in getting involved in companies with growth potential. We offer a nationwide business matching service with offices in Dublin, Waterford, Cork and Galway. Our role is to act as facilitators not investment advisors, and we recommend that both sides take professional advice before making any investment-related decisions. The Halo Business Angel Partnership is managed by Dublin BIC as part of its ongoing support to start-up and developing enterprises.
Dublin BIC, Ireland	Venture Capital/funding	The IVCA represents venture capital in the Republic of Ireland and Northern Ireland. Its full members are venture capital firms which provide equity funding to growing unquoted companies. Associate members of the IVCA include firms that provide advisory services including corporate finance houses, commercial and intellectual property law firms, accountants and other advisers experienced in the venture capital field.
Dublin BIC, Ireland	Ireland's inward investment	Ireland's inward investment promotion agency, IDA Ireland (Industrial Development Agency) is responsible for the attraction and development of foreign investment in Ireland. A range of services and incentives, including funding and grants, are available to those considering foreign direct investment in Ireland. IDA Ireland's strategy has focused on increasing the local potential for winning FDI through a national program of strategic investment in critical infrastructure, properties and large sites. Services Include: <ul style="list-style-type: none"> • Provide information and statistics on key business sectors and locations within Ireland • Assist in setting up a business in Ireland • Introduce potential investors to local industry in Ireland, government, service providers and research institutions • Offer advice on property solutions for international investors Network of global offices: <ul style="list-style-type: none"> • Asia Pacific • Europe • Ireland • South America • US Australia Office • China Office - Beijing • China Office - Shanghai • China Office - Shenzhen • India Office • Japan Office • Korea Office • Singapore Office Evaluation process: 2.2 How does IDA Ireland evaluate potential investment projects? The process of negotiations can take a number of months, the timescale being largely dictated by the speed with which the applicant company can respond to IDA Ireland and provide it

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		<p>with information. Following an introductory meeting IDA Ireland will, if it is interested in the project, request the submission of a formal business plan. In broad terms, the business plan should cover the following areas:</p> <ul style="list-style-type: none"> • Background information on the company, including a brief history of the company, a description of its product range and markets, a commentary on the company's financial status and a brief resume of key individuals in the company; • A description of the project which it proposes to locate in Ireland and the reasons for selecting Ireland. This description should cover expected number of jobs to be created, markets to be served from Ireland, the level of investment and the expected contribution to the Irish economy; • Ownership structure for the Irish operation; • Financial projections for five years, with details of assumptions underlying these projections <p>The number, quality and location of jobs to be created are major determinants of the overall grant amount awarded.</p>
WESTBIC	Support to Irish High Potential Start-ups	<p>Overview Enterprise Ireland is responsible for supporting High Potential Start-Up (HPSU) Companies. HPSUs are start-up businesses with the potential to develop an innovative product or service for sale on international markets and the potential to create 10 jobs and €1m in sales within 3 to 4 years of starting up. HPSU clients of Enterprise Ireland should contact their Enterprise Ireland Adviser to discuss funding supports. If you are not currently a client of Enterprise Ireland and want to learn more about qualifying as a HPSU or to arrange a meeting with our Start-Up Team, please go to our Start a Business Section.</p> <p>HPSU Feasibility Grant Used to investigate the viability and potential of an innovative/high potential start-up and the development of an Investor Ready Business Plan. Eligible costs include; Salaries and Overheads, Consultancy Fees, Foreign Travel and Subsistence, EI approved Business Accelerator Fees, Trade Fair costs and Prototype costs.</p> <p>Investor Ready - Enterprise Ireland Pre Investment Supports for High Potential Start-Ups (HPSUs)</p> <p>Mentor Grant Used to support the cost of a Mentor Assignment. Enterprise Ireland can match you with an experienced business mentor to assist you in your start-up phase or advise on specific areas of your plan.</p> <p>Innovation Voucher Innovation Vouchers, worth €5,000, are available to assist a company to work with a registered college or knowledge provider to explore a business opportunity or technical problem.</p> <p>New Frontiers Entrepreneur Development Programme National incubation programme that offers successful applicants with a package of supports to help accelerate their business development and to equip you with the skills to successfully start and grow a company. Applications must be made directly to your nearest participating Institute of Technology.</p> <p>Internet Growth Acceleration Programme (iGAP) A 6 month intensive management development programme aimed exclusively at high potential internet/games companies. This is a competitive application process. Check for details of the programme and next application date.</p> <p>Competitive Feasibility Fund - Mid-West Region Fund for the Mid-West Region to assist a new start-up company or individual entrepreneur to investigate the</p>

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		<p>viability of a new growth orientated business proposition to be located in the Mid-West Region which has the potential to become a High Potential Start-Up (HPSU). Competitive Feasibility Fund for Female Entrepreneurs Fund to assist Female Entrepreneurs to investigate the viability of a new growth orientated business that can succeed in global markets. The focus is on developing new businesses that can move beyond the domestic market and demonstrate real potential for internationalisation. Investor Ready - Enterprise Ireland Equity Investment Supports for High Potential Start-Ups (HPSUs) Competitive Start Fund (CSF) €50k equity investment to support eligible early stage start-up companies. Learn more about the type of companies supported and the next closing date for applications. Innovative HPSU Fund (Equity) The Innovative HPSU Fund allows Enterprise Ireland to offer equity investment to HPSU clients, on a co-funded basis to support the implementation of company business plans. First time and follow-on equity investments in HPSUs are supported under this offer. Post-Enterprise Ireland Equity Investment Supports Note: Previous funding approved by Enterprise Ireland may impact on your eligibility for the following supports. Please consult with your Enterprise Ireland Adviser to discuss. Mentor Grant Used to support the cost of a Mentor Assignment. Enterprise Ireland can match you with an experienced business mentor to assist you in your start-up phase or advise on specific areas of your plan. Innovation Voucher Innovation Vouchers, worth €5,000, are available to assist a company to work with a registered college or knowledge provider to explore a business opportunity or technical problem. Excel at Export Selling Excel at Export Selling is a series of workshops aimed at rapidly embedding the proven tools of good international selling practice into the sales teams of Irish companies across all industry sectors. Internet Growth Acceleration Programme (iGAP) A 6 month intensive management development programme aimed exclusively at high potential internet/games companies. This is a competitive application process. Check for details of the programme and next application date.</p>
WESTBIC	Business Development Support to Innovative Start-up Enterprises	<p>WESTBIC is the official EC Business & Innovation Centre in the Border, Midland & Western region of Ireland providing tailored support to innovative enterprise through the initial stages, from concept to commercialisation. Established in 1987, WESTBIC is a specialist provider in the Government's portfolio of supports to indigenous industry, supported under the National Development Plan. WESTBIC has considerable cross-sector experience at the start-up and early stage development of value added enterprise. OUR MISSION STATEMENT: "to identify, incubate and support value-added enterprise opportunities." KEY AIMS & OBJECTIVES include: Support Innovative Start-Ups Provide Incubation Space Provide Access to Funding via Seed Capital and Business Angel Networks Provide Mentoring Support Business Development Support to Existing Companies Implement Enterprise-led Cross Border and EU Programmes Deliver Enterprise Teaching/Training</p>

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WESTBIC	Business Development Support Services for Start-ups.	<p>South East BIC, a public private partnership, supports the generation and development of new innovative enterprises and assists existing SMEs to innovate and expand. South East BIC provide high quality specialised business consultancy and active incubation. The BIC team works closely in collaboration with other local, regional, national enterprise support agencies and has strong international connections, particularly in Europe, through its membership of the European BIC Network (EBN). From its Waterford base, the team works throughout the counties of Waterford, Wexford, Carlow, Kilkenny and South Tipperary and focuses largely on project evaluation and development, business modelling, planning and sourcing finance. Services Include: Project Evaluation - by providing independent and experienced feedback, our consultants ensure that clients are assessing the market, verifying their idea and identifying the optimum routes to market. By providing strategic direction and guidance, clients create their own feasibility study with strong support from the consultants at the BIC. Business Planning - assisting clients articulate a clear business model by reviewing and coaching the client in the preparation of financial projections and investment documentation in order to illustrate the scale of opportunity that exists. This is achieved throughout a process of business modelling, business planning and strategy development. Funding - assisting clients in identifying the most appropriate funding methods for the business. Active Incubation - provides the start-up company with space and direct access to onsite qualified business consultants. This is an opportunity to incubate and start up the new business surrounded by other ambitious entrepreneurs and supported by qualified and experienced business consultants. Halo Business Angels - The Halo Business Angel Partnership (HBAP) is a joint initiative between Enterprise Ireland, InterTradelreland and the Irish Business and Innovation Centres (BICs) including South East BIC. South East BIC manage the Business Angels Partnership based in Waterford and along with the other BICs offers a nationwide business matching service from their offices in Dublin, Cork and Galway.</p>
WESTBIC	Support for the Development North/ South economic co-operation on the island of Ireland	<p>The range of supports include: 1. Acumen Programme InterTradelreland Acumen sales & marketing programme aims to help SMEs to grow their business on the island of Ireland by targeting new cross-border markets. Offering four business support options: Market Research Full Time Sales Person Part Time Sales Person Sales Graduate programme InterTradelreland Acumen can source the right people to help you increase your export sales North or South, improve your knowledge of the market and identify new business opportunities. Benefits Typical benefits as a result of the programme include: Access to new markets and increased sales Better knowledge of the cross-border market New business opportunities identified Improvements to your sales and marketing strategy Increased business contacts and prospects across the island 2. Elevate Programme Elevate - Sales Development Programme for Small Business Up to £5k (euro equivalent) in support, it is 100% funded by InterTradelreland. Elevate will provide financial assistance</p>

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		<p>to help you identify cross-border markets/customers across the island and win new business. Process involves a short application form and if approved for support SMEs will then get to choose one of over 100 consultants from an approved list of Advisors who will work with you to develop a winning cross-border sales plan for your business. Benefits £5k in support (or euro equivalent) 100% funded Simple application process One to One advice 3. FUSION Programme FUSION, InterTradelreland's all-island technology transfer programme, can help SMEs to bolster business's bottom line and get ahead of the competition by partnering your company with a third-level institution with the specialist expertise you need and a high calibre science, engineering or technology graduate. The graduate is employed by you and is based in your company throughout the project (12 - 18 months) with mentoring from the academic partner and InterTradelreland FUSION consultant. Funding available 18 month support package - worth up to £44,250/€52,800 typically in the area of new product/service development 12 month support project - worth £31,000/€37,000 typically in the area of process improvement. Benefits On average, each company taking part on the FUSION programme benefits from over £1 million worth of sales or efficiency savings in the three years following the project. Develop or improve products, processes or services Streamline business processes to increase efficiency and performance Develop and implement new technologies, systems or processes Improve capabilities in innovation, design and technology Reduce costs Increase sales. 4. Trade Accelerator Vouchers For SMEs considering doing business across the island, InterTradelreland can offer financial support worth up to £1000/€1200 towards professional advice in areas such as : sales and marketing, finance, taxation, employment law, currency or regulation. The Trade Accelerator Voucher can help a business get advice from participating expert providers in Northern Ireland and Ireland and can be redeemed against the cost of practical advice and expertise on specific issues. The voucher can also be used for market advice to help you scope the potential business opportunity in your opposite jurisdiction.</p>
WESTBIC	New Frontiers Programme	<p>Introduction New Frontiers is Ireland's national entrepreneur development programme that is delivered at a local level by the Institutes of Technology. If you have an innovative business idea and are planning to establish and run your own company, the New Frontiers Entrepreneur Development Programme can provide you with a package of supports to help accelerate your business development and to equip you with the skills and contacts that you need to successfully start and grow your company. What does New Frontiers provide Entrepreneurs? Training in all areas of business including financial management, market research & validation, business process, patenting, product development, sales training. Mentoring from experienced business advisers and practitioners. Office and other business incubation facilities. €15,000 scholarship to cover full-time participation in the six month course. Networking with other entrepreneurs and business development agencies. Introductions to seed and</p>

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		<p>early stage capital investment networks. Access to entrepreneurship best practice, both national and international. Peer-group learning from participants in the region and across the country. Access to the expertise in Enterprise Ireland through our Market Research Centre. Expertise from the Institutes of Technology and the supportive environment of their business incubation centres. Launched in February 2012, the New Frontiers Entrepreneur Development Programme aims to support the creation of 100 high value, knowledge based, Irish owned businesses, each year. Who Should Apply? The New Frontiers Entrepreneur Development Programme is targeted at entrepreneurs and early stage start-up companies located across Ireland. The programme is open to applications from a diversity of sectors including; food & consumer products, information & communication technology, engineering & electronics, medical devices, biotechnology, pharma, digital media, cleantech/renewable energy and eligible internationally traded services. Ideally applicants have the following characteristics; intend establishing a manufacturing or internationally traded services business OR a new domestically traded service business with the potential to trade internationally. ambitious and have the capability and commitment needed to develop a sustainable business. growth orientated - planning to achieve turnover greater than €500,000 and create more than five jobs in three to five years time. develop a business that is built upon on a strong foundation of innovation and/or technology. show evidence of a commercial market for your proposed product or service. Programme Detail New Frontiers is a three-phase programme that is designed to provide an integrated and comprehensive set of business development supports to participants. Phase 1 -Testing the business idea The first phase will be part-time over an 8-10 week period and will help you to validate the market potential of your business idea. These weekend and evening workshops will provide information and general start-up training, allowing you to tease out your idea's feasibility and to see whether a viable proposition exists. Phase 2 - Business Planning Following a competitive selection process, committed participants who have a strong value proposition and who can demonstrate that their business proposition has potential to grow and create jobs may be offered a place on Phase 2. If successful, you will receive intensive support for six months to develop both your own skills and to work up your business proposition. This will entail full-time participation in workshops, mentoring and regular reviews. Using these supports, you will fully detail and validate your business proposition and identify potential customers, sales channels and funding options. You must be available for full-time participation in this six month course. To facilitate this, you will receive up to €15,000 in funding subject to satisfactory performance and development reviews. The aim of this phase is to support you in your development of an investor-ready business plan. Phase 3 - Business Development Businesses emerging from Phase 2 will be guided to the most relevant government supports that can best help them at their particular stage of development. Further incubation facilities and support may be available to</p>

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		participants for a limited period, in conjunction with ongoing support from the Incubation Centre Management team.
WESTBIC	Business Development Support to Start-up Enterprises	CorkBIC is a private-sector led organisation, specifically set up to identify and build knowledge intensive companies based on promising technology and capable innovative people. It plays a hands-on role helping entrepreneurs navigate the minefield of raising finance, sorting out business propositions, arranging agreements with shareholders and investors, and, perhaps most important of all, finding customers. Every year, CorkBIC identifies, selects and develops several high potential start-ups or expansions. CorkBIC works closely with each business promoter on all aspects of business planning in partnership with Enterprise Ireland and the Irish BIC's. The range of supports available helps the promoter to assess the feasibility of their business and identify further needs in critical development areas. As the promoter develops the business idea, assistance is given with the early stage launch and establishing a route to their customer, as well as being helped to prepare for investment. Key areas of expertise include: Defining competitive advantage and exploiting gaps and opportunities in the market Technology management, market entry Sales process Entrepreneur assessment and organisational development Developing a defensible Action Plan and Executing on it Financial management and Financial engineering - proper financial management is the key to steering a company forward with a minimum of risk.
WESTBIC	ConnectIreland - creating jobs by harnessing the power of the global Diaspora – at home and abroad.	Connect Ireland's mission is to attract foreign companies that are expanding internationally to Ireland through ordinary people – creating jobs and securing the future of the Irish economy. The Irish Government will financially reward those that attract new, sustainable jobs into the country. A successful referral that results in job creation in Ireland will lead to a payment of between 4,500 and 150,000 depending on the number of jobs created. Organisations who register as a connector on the website can refer a company considering an international expansion. Connect Ireland will contact the company to explain the advantages of establishing in Ireland. If the company chooses Ireland the organisation benefits from the reward.
WESTBIC	Enterprise Europe Network	The Enterprise Europe Network was created and is steered by the European Commission's Directorate-General for Enterprise and Industry. The UK and Ireland EEN network employs more than 150 people and whilst there are some small regional differences, each consortium provides the following core services: Partner Search - Helping businesses find international partners for trade, technology exchange or joint R&D Enquiry Service - Providing detailed information to clients looking to operate internationally R&D Funding - Advice and support for clients on accessing European grants Intellectual Property Services (IP) - Helping clients protect and exploit their IP Summary of Services: Provide comprehensive business advice and research services, free-of-charge. Help break down the barriers between you and overseas business success. Connect with potential business partners in European and World Markets. Identify research or development grants for

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		<p>SMEs.. Advise SMEs on intellectual property copyright, international trademarks and legal and financial issues. Provide a database of over 6,000 technology and 6,000 business opportunities. Contact Points for EEN in Ireland include: Enterprise Ireland, Jan Gerritsen , Tel: 01 7272729 (Nationwide) Cork Chamber of Commerce, Katherine Fitzpatrick, Tel 021 4509044 (South West) Dublin Chamber of Commerce, Marion Jammet , Tel: 01 6447200 (East) Galway Chamber of Commerce, Carol Brady , Tel: 091 563536 (West) Sligo Chamber of Commerce, Mary Harty , Tel: 071 9161274 (North West) Waterford Chamber of Commerce, Michelle McHugh , Tel: 051 311138 (South East)</p>
WESTBIC	Support for the Development and growth of Irish companies located in the Gaeltacht region.	<p>Feasibility Study Grant Scheme Feasibility study grant aid is available to groups, organisations, businesses or individuals to allow them assess the viability of a business idea. A significant portion of costs directly related to the feasibility study may be covered. Examples of eligible costs are salaries and wages of the company's personnel, cost of consultants, related travel and subsistence and any other additional overheads incurred directly as a result of the Feasibility Study. Research & Development Grant Scheme Research and development grants are available to assist businesses develop innovative products, processes and services which will lead to an enhancement of their ability to perform in increasingly competitive markets. Eligible costs include R&D Salaries, directly related additional overheads, the cost of capital assets to the extent and for the period of their use in the research project, costs of contractual research, technical knowledge and patents bought or licensed from outside sources, other operating expenses including costs of materials, supplies, travel and subsistence and other similar costs directly related to the research activity. Capital Grant Scheme Údarás na Gaeltachta can provide assistance by way of capital grant to enterprises seeking aid for an initial investment for capital expenditure costs. Instances where a proposed investment qualifies as an initial investment include the following: The setting up of a new establishment The extension of an existing establishment Diversification of the output of an establishment into new, additional products A fundamental change in the overall production process of an existing establishment. In this case the acquisition of the capital assets refers directly to an establishment, where the establishment has closed or would have closed had it not been purchased, and the assets are bought by an independent investor. The sole acquisition of the shares of an undertaking does not constitute initial investment. Capital grants can be paid for initial investment in material and immaterial assets. Material assets refers to assets relating to land, building and plant and machinery. Immaterial assets refer to assets entailed by the transfer of technology through the acquisition of patent rights, licences know-how or unpatented technical knowledge. Employment Grant Scheme Enterprises embarking on an initial investment project may apply for assistance towards job creation costs. Referred to as an employment grant, aid is calculated by reference to the expected wage costs over the first two years of jobs created as a result of an initial investment project.</p>

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		<p>Under the Employment Grants' Initiative, an tÚdarás may provide grant aid to businesses to cover the cost of employing staff on a full-time or part-time basis with the amount of aid payable varying with the required skill level and the related cost of staff. The geographic location of a project also impacts on the amount of aid payable. Half of the grant aid is paid when the job commences and the balance is normally paid when the job has been in existence for six months. Training Grant Scheme Diversifying and expanding your business brings with it the requirement for new skills and expertise. Under the Training Grants Scheme, Údarás na Gaeltachta provides assistance for training programmes that train or retrain employees. Eligible expenditure includes that related to the trainers travelling expenses, materials/supplies, advice and consultancy and wages. The grant aid level varies according to the type of training involved and whether it is of a specific or general nature. Equity Investment Údarás can take an equity stake in small and medium enterprises in the start-up and expansion phases where this is of strategic importance to the development of the enterprise. A comprehensive business plan and complete application form must be submitted as part of the application. Consultancy Services Scheme This scheme provides assistance to small and medium sized enterprises (SME's) for the provision of expert advice in the required areas to assist in the long term development of the enterprise. Development of Market Research Skills Scheme This initiative aims to develop the market development skills of small and medium sized enterprises (SME's) by providing support towards internal costs which they may incur when researching new markets for products and services. Eligible costs include the wages of those employed to undertake the marketing programme, travel and subsistence, and internal costs in relation to new market trials for products/services. Trade Fair Participation Scheme This initiative aims to assist SME's to disseminate information about and to obtain market data on their products by providing support towards the cost of the first time participation in a particular trade fair or exhibition. Eligible costs include those of stand rental, setting up and running the stand, economy airfares and subsistence. Innovation Vouchers Gaeltacht region owner/manages can apply to Údarás na Gaeltachta for an Innovation Voucher worth €5,000. The voucher can be exchanged for advice and expertise from participating knowledge providers (universities, institutes of technology or publicly funded research bodies.</p>
Dublin BIC, Ireland	Halo Business Angel Network	<p>Halo Business Angel Network is an all-island umbrella group for business angel investing across the island of Ireland. They promote the creation of Business Angel syndicates and form part of the wider European Business Angel Network.</p>
Meta Group S.R.L, Italy	Internationalization Services	<p>Internationalization Our objectives in this area are to provide support to those companies that wish to expand to foreign countries, develop their knowledge of international markets, support the introduction of the company into the foreign market of choice by planning innovative events which combine promotion and sales, and find potential company partners and buyers. A network of operative foreign offices (Mumbai, Tokyo, Beijing, Moscow, Casablanca, Lima, Sao</p>

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		<p>Paolo, Mexico City, Buenos Aires, and Abu Dhabi, Chicago) assists companies in directly approaching the market they are interested in. The Agency also employs targeted strategies to meet the needs of those SMEs who wish to take on the challenge of going international. The Specialized Assistance Service is in fact in charge of assisting the company in expanding into the foreign market of their choice via highly-personalized services. A further objective is to attract investors to Tuscany, be they Italian or foreign, through local marketing services. Funding Our objectives in this area are to aid the companies in accessing European Union, Italian national, regional, and local funding projects for the purpose of creating, developing, and expanding their business; provide assistance and support with the relative paperwork; and draw up a business plan. The service consists in: - Orientating the company on EC, Italian national and regional funding projects; assistance with planning the investment projects and applying for the funds. - Spreading information on the company via the Internet, publications, and newsletters, and organizing and participating in seminars. - Technical assistance with applying for funds. Promotion of 'Made in Florence' products</p>
Meta Group S.R.L, Italy	F1RST	<p>F1RST - Funding for Innovation, Research and Technological Development - is a service designed by ASTER in 1999 whose goal is to provide information, insights and guidance as to the opportunities and incentive instruments offered by subsidized financing. F1RST is an information service on EU funding, national and regional in the fields of ICT, research and development, innovation and technology transfer, training and mobility of researchers, international cooperation in research and innovation. F1RST is tailored for SMEs, universities, research centers, technology transfer and training, business associations, science and technology parks, local government, lenders.</p>
Meta Group S.R.L, Italy	Several: Brainstorming Lounge, eDinners, JOBscouting, Pitching LAB	<p>The Italian Institute of Technology Entrepreneurship is a private and non-profit organization, established to encourage entrepreneurship and innovation in the local Italian context. It contributes to the diffusion of a new industry model throughout Italy, founded on high tech start-up and based on the Silicon Valley, California model. The Institute, through its initiatives and its projects, has the central goal of creating and sustaining an entrepreneurial community capable of spreading the entrepreneurial spirit around Italy. The target audience of our initiatives is young researchers, start-up, successful entrepreneurs, investors, scientists and all others who believe in sharing ideas and innovation. To achieve these goals the Institute has launched various initiatives such as: - Brainstorming Lounge: the Institute flag programme. It is composed of events structured on the formula panel + networking. The panel is an opportunity for discussions on issues concerning the technology entrepreneurship and is made of successful entrepreneurs, investors and start-ups. The free networking allows an informal dialogue between the parties involved in the exchange of ideas and in the potential creation of start-up. Furthermore, during these events, the "Pitch Corner", has been introduced where some aspiring entrepreneurs have the opportunity to present their idea in a</p>

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		<p>two-minutes pitch, a great opportunity for receiving feedback from the guests and the audience. The main objective of the Brainstorming Lounge project is to encourage the creation of a network of people involved in the start-up world or who aspire to pursue a career in the creation of enterprise.</p> <ul style="list-style-type: none"> - Entrepreneurial Dinner: they consist of free dinners organized by the Institute with highly reputed guests (successful entrepreneurs or investors) offered exclusively to the followers of the Institute. . One can become a follower and enjoy the special treatment reserved only for them through the Institute's membership programme. Other important initiatives are: InnovAction Lab (Emilia Romagna 2011 edition); Global Entrepreneurship Week and Kaleidoscope. Moreover, the Institute is developing two new experimental projects: Jobscouting and PitchingLAB. The first one is aimed to help people who are looking for a job and companies which are providing employment. The Institute helps them matching the various applications. The second one is a development of the "Pitch Corner". Through this project mentors help potential start uppers to develop their ideas and to create a persuasive and convincing pitch.
Meta Group S.R.L, Italy	Think up	<p>Think up is a project offering international buyers a reserved lane to meet 70 excellent Piedmontese ICT companies and develop business and cooperation. Think Up Team's assistance is completely free-of-charge. The Team ascertains international players' needs and upon request suggests possible suppliers and arranges matchmaking activities such as: organization of b2b meetings in Piemonte or on one's premises and visits to local companies to discover the region's ICT sector participation in international events and trade missions to connect demands and supplies. Companies are selected on the basis of strict and objective evaluation parameters (technology and innovation, project development skills, structured staff for the management of business relations with foreign partners). The companies cover many segments of production and show a wide range of offer:</p> <ul style="list-style-type: none"> Energy & Environment: smart metering, smart grid, monitoring & optimization solutions. E-health: hospital management system, emergency management system, fragile people monitoring, telemonitoring, physical rehabilitation, neurological recovery, pharmacies solutions. Finance: trading online, mobile banking, mobile payments, compliance, banking systems, insurance systems, business intelligence, data quality, security. ITS - Intelligent Transport System: traffic & congestion management, entertainment services, road maintenance, road/park/public electronic payments, fleet management, infrastructures. Multimedia/Cinema and Games: audio/video digital preservation, 3D tv & connected tv, advanced digital signage, augmented virtual reality, multi-touch devices, natural language comprehension, user experiences, animation and computer graphics, educational and e-learning. Process & Management: BPM, BPO, ERP, CRM, HRM. Security: video recorded surveillance, fire detection, intrusion detection, access control, biometrics solutions, intelligent building management system, advanced logical solutions, proactive and process, solutions, accident prevention. Tourism:

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		destination management system, booking online, mobile solutions, semantic engine portals, virtual tour & 3D animation, interactive experience. Transport and Logistics: supply chain management, data warehouse, workflow management, tracking.
Meta Group S.R.L, Italy	TechPeaks	TechPeaks is a People Accelerator aimed at individuals or teams with skills, talent and passion to start-up successful global businesses in information technology. Top-notch mentors with global business and technology backgrounds provide coaching and valuable connections. Our teams can tap into innovative research labs to reinforce their technological advantage. All participants are provided with an exceptional opportunity package: free accommodation, free working space, free visa support and a monthly living allowance. Over the first two weeks ideas are validated using lean methodologies. Individuals and teams can combine in order to create a complete and solid skill set. From the second week on, teams pitch ideas in front of private investors to gain a non-equity cash grant of 25k€. In the following months teams are coached weekly to maximize the potential of their business. Towards the completion of the program teams will pitch to an audience of international investors. Startups who manage to attract private investments in the following 12 months can qualify for a matching fund up to 200k€.
Meta Group S.R.L, Italy	ImMediaTe	ImMediaTe aims to provide tools and services to assist the growth of digital media SMEs operating in the creative industries sector. Analyses and reports show that many different financing options exist in this sector, but significant cultural and educational gaps prevent the people with the right ideas from meeting the people with the right money. This is true for many sectors, but especially for digital media, a sector in which such radically diverse industrial models as ICT and audiovisuals co-exist. ImMediaTe focuses on making: <ul style="list-style-type: none"> • Companies more "investment-ready" and • Investors more "sector-aware" It aims to create the conditions for entrepreneurs and investors to: <ul style="list-style-type: none"> • Negotiate the best deals • Secure access to international markets
Meta Group S.R.L, Italy	EEN - ICT Industry & Services Sector Group	Alintec – Alleanze per l'innovazione tecnologica (Alliances for technological innovation) is a no-profit structure linking the world of research and entrepreneurs, promoted by Assolombarda, Milan Chamber of Commerce and Fondazione Politecnico di Milano, aiming to: <ul style="list-style-type: none"> - assist companies making a success driver out of technological innovation - support the launch and development of high-tech companies - facilitate the diffusion of technological innovation among companies and public administration Services: Internationalization Alintec participates in the Enterprise Europe Network, the world biggest network of competence centres in support of innovation, with over 600 centres involved, to facilitate the access to scientific and technological competences and the research of international technology partners. Technological services to companies: Alintec operates as a Project Manager: identifies and puts at the disposal of companies all competences necessary for a successful execution of an innovation project, coordinates the research group and remains the single reference point for the company involved. Set-up and development of high-tech

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		companies Alintec assists the entrepreneurs-to-be in evaluation and execution of their business idea and company management in definition of best paths of growth to be undertaken. Initiatives in support of innovation Alintec collaborates with public institutions, associations and organizations to promote the entrepreneurship innovation culture and stimulate companies to introduce changes.
Meta Group S.R.L, Italy	Revolving Fund for Internationalization	Is a financial measure that supports Micro, Small and Medium Enterprises from Lombardy in supporting the internationalization plan. It supports the creation of new plants, offices or operating facilities abroad.
Meta Group S.R.L, Italy	Bandi per l'internazionalizzazione	Vouchers for internationalisation and promotion of SMEs in foreign markets. The vouchers are granted for the acquisition of consulting services and support for internationalization and participation in international trade fairs and trade missions abroad. Grants for Internationalization of business consortia. The region Sardinia will promote the internationalization of micro small and medium enterprises through investments as grants for the creation of international trade plans and business consortia. Through that the consortia will be able to rationalise the costs, to exploit the knowledge sharing and an integrated approach to foreign markets.
Meta Group S.R.L, Italy	Terni International Meetings	The Chamber of Commerce of Terni provides Umbrian-based companies with a training course on the international trade techniques. The seminars are tailored on companies that are willing to internationalize their business but also to companies that already operate in foreign markets. The topics covered are mainly: 1. Strategic planning for the international business 2. The international taxation and customs issues 3. International payments and credit risk management 4. The international contracts
Meta Group S.R.L, Italy	Financial support to fairs and exhibitions abroad	The service is delivered in the form of grants for the participation to international fairs and exhibitions. The Organisation, at the beginning of the year, adopts an "Action Programme" which describes and lists the international fairs and events strategically interesting for Umbria region SMEs. Support to clusters, poles of innovation and other forms of company aggregation are privileged. The guidelines are available on the organisation's web site - for applicants and the application forms for SMEs to apply for funding. According to the single event, different condition may apply. Grants generally cover up to 80% of the eligible costs. Only costs related to the preparation of the exhibition box, marketing, consultancy, etc. are eligible. Travel and subsistence of companies' staff are not eligible costs. Financial reports are required in order to receive the grant.
Meta Group S.R.L, Italy	International Call Simpler	The Call is a pilot experience within SIMPLER (Services for innovation and the competitiveness of enterprises in Lombardy and Emilia-Romagna). It aims to support 5 startups from Emilia-Romagna in the exercise of internationalization at the European level through a two-phases four-month project. The path specified in the tender is divided into two phases: Phase 1 includes classroom training on: First Steps for export Tools and conditions for the internationalization of a startup Phase 2 includes: Mentorship for the development of the internationalization project Specialist advice tailored to the

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		development of the internationalization project Networking, participation in events brokerage and research strategic contacts (research customers, suppliers, agents / distributors, buyers, etc.).
Meta Group S.R.L, Italy	Digital Economy Voucher	The main purpose of this initiative is to promote the internationalization of micro and small enterprises (MSEs) in the digital sector. The initiative promotes internationalization programmes for MSEs through three different actions: TRAINING, provided by digital-sector experts, which offer tools and knowledge for the expansion of their business at international level; EXPLORATIVE BUSINESS MISSION: will take place in the two countries considered as priorities for the Milan economy: China and Canada; FOLLOW-UP: evaluation activities and analysis of results achieved. The initiative promotes two different types of voucher: SHORT TERM: Training plus one business mission LONG TERM: Training plus two business mission
Meta Group S.R.L, Italy	International Business Acceleration and Investor Readiness	The Business Acceleration service identifies concrete innovation opportunities for your company through a multi-step and market-oriented process. The main steps are: Innovation check-up: target SMEs will be analysed through tested and effective tools for identifying their attitude to innovate, needs of innovation and barriers to innovation; Identification of "key actors": on the basis of the identified needs, thanks to the international network of META Group, actors coming from the market (successful entrepreneurs) and research area (researchers, professors) will be involved in order to present solutions, opportunities and best practices; Actionable roadmap with clear objectives results and resources needed.
Meta Group S.R.L, Italy	Erasmus for Young Entrepreneurs	Erasmus for Young Entrepreneurs is a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries. The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The host benefits from fresh perspectives on his/her business and gets the opportunities to cooperate with foreign partners or learn about new markets. The stay is partially funded by the European Union. Whether you are a new or highly experienced entrepreneur, the programme can offer strong added value to your business: possible benefits include exchange of knowledge and experience, networking opportunities across Europe, new commercial relations or markets abroad.
Technoport SA, Luxembourg	Financial support to internationalisation	Financial support to: - designing international promotional material / translating marketing material - participating to trade fairs, specialized shows abroad, seminars and conferences - being trained on export - advertising abroad - using international consultancy services - opening representation offices outside the EU - participating to international calls for tender (outside the EU)
Technoport SA, Luxembourg	"Challenge" programme at Technoport	Business support programme aimed at validating the international market strategy of entrepreneurs by: - checking the key strengths and weaknesses of their business at international level (business diagnosis based on a set of strategic tools) - validating assumptions made by

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		entrepreneurs by getting input and insight from a community of previous "doers" (entrepreneurs who have already addressed similar clients, partners or investors abroad)
Technoport SA, Luxembourg	"Launch" programme at Technoport	Hands-on support programme for successfully launching / boosting sales of products and services on foreign markets. Support provided includes: - full legal services for expanding abroad (international trademarks, partnerships, distribution agreements, licensing agreements, VAT rules, client terms and conditions, support level agreements, ...) - support for negotiations with local and foreign investors (term sheets, shareholder agreements) - access to potential resellers / distributors - access to potential investors - access to potential clients
Technoport SA, Luxembourg	International public-private collaboration in research	This initiative fosters cross-border collaborations between SMEs and public/private research by: - linking novel ideas from science with marketable ideas - fostering the licensing of technological assets to companies - supporting public / private collaborations in research - supporting the cross-border expansion of spin-off companies - providing access to expertise (individual researchers who can be "transferred" to businesses on a temporary basis)
Technoport SA, Luxembourg	"Grow" programme at Technoport	Hands-on support programme aimed at addressing the challenges and pitfalls faced by entrepreneurs when venturing abroad in terms of: - internal organisation / corporate structure: taxation issues, employment contracts, communication and reporting rules,... - agreements with foreign shareholders / corporate partners - access to foreign business networks The programme is based on international legal advice available in-house and the practical experience of grown-out entrepreneurs, most of which have subsidiaries abroad and foreign investors on board.
Technoport SA, Luxembourg	International start-up exchange programme	This international start-up exchange programme gathers 18 science and technology parks focusing on ICT (software and hardware). The scope is to boost the international expansion of hosted companies by offering free office space and on-site business development coaching to foreign start-ups.
Technoport SA, Luxembourg	Acceleration programme for start-ups at Plug and Play Tech Centre (US)	Start-up companies from Luxembourg can participate to the Plug and Play Accelerator program so as to access strategic resources in the Silicon Valley (e.g. introductions to VCs and other investors, access to corporate and technology partners, support from local business advisors and networks, ...). The scheme is being used to support expansion plans of our start-up companies on the North American market.
Technoport SA, Luxembourg	Seed4Start	Seed4Start supports cross-border early stage investment into start-up companies by: - connecting local entrepreneurs with early stage investors in neighbouring countries - optimising fund raising opportunities for entrepreneurs through training and coaching sessions and preparing them to pitch - organising conferences and networking sessions for investors - training investors on cross-border investment issues
Technoport SA, Luxembourg	European creative business network	ECBN supports creative entrepreneurs in collaborating and doing business across Europe by providing access to creative centres and incubators, matchmaking events and local ecosystems.
Technoport SA, Luxembourg	Living Labs application for the internationalisation	This initiative provides groups of potential users in four European countries for testing the products and services offered by innovative SMEs and providing feedback. Users

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	of start-up companies	participate in the validation and co-design of innovative products and services in order to adapt them to their local markets. The scope is to identify any adaptation or further development that may be required for successfully launching a product in Luxembourg, the United Kingdom, France and/or Germany.
Technoport SA, Luxembourg	Support to the deployment of geospatial-related products and services at European level	This initiative fosters the cross-border deployment of open-data and localisation-based technologies and services by SME market players at European level. Support provided includes: - the provision of market information and information on international standards - the organisation of industry dialogue sessions with a focus on SMEs - tailored support for licensing and distribution agreements at international level - awareness raising among potential clients at European level
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	IDDNET Technology Network	IDD is a facilitator specialized in Open Innovation strategies, providing support in building and launching new business projects or innovation projects, namely: - proof of concept - developing business plan - incubator - coaching programs - training programs - international marketing services - technology and business partnership - access to finance
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	UPTEC Acceleration Startup Programme	The programme is targeted at entrepreneurs with innovative and creative/scientific/technology based ideas, who intend to validate the feasibility of their projects in the international market. The selected projects have the opportunity to take classroom training sessions, individual mentoring, and pitch training. For this, entrepreneurs will count with the support of mentors: senior entrepreneurs, experts, and external partners of the UPTEC network. In this way, UPTEC will help entrepreneurs, providing them with skills to test the viability of their businesses in the market. The programme consists of 15 workshops throughout 6 months, which will focus on the following areas of knowledge: business model, product, communication, intellectual property, internationalization, design, team management, clients / market, finance and legal information.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	Inova-Ria – Association of Companies for an Innovation Network	Inova-Ria – Association of Companies for an Innovation Network – is a non-profit organization created in 2003, and it's located in Aveiro, Portugal. Its fundamental mission consists in the consolidation of a group of telecommunications companies which contributes to the development and competitiveness of the Aveiro Region and of the ICT Sector in Portugal. Support provided: help Portuguese ICT companies commercialize products/solutions, especially in the field of outsourcing, in selected target markets such as USA, Northern Europe, Portuguese speaking Africa and Brazil.
Instituto Pedro Nunes, Associação para a	Coaching to Internationalization	Consulting services to new entrepreneurs on the preparation of their internationalization plans; Access to a networks of European partners to support internationalization

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inovação e Desenvolvimento em Ciência e Tecnologia, Portugal		
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	COTEC Innovative SME Network (COTEC Rede PME Inovação)	COTEC endorses an expanding Innovative SME Network based in Portugal but operating internationally and in alliances through a culture of growth, results and good practices. The priorities of COTEC within the scope of such SME Network are to promote and gain public recognition for this group of companies that reflect, through innovation and competence, the right market attitude and the value creation skills needed to succeed in today's changing world, and to encourage cooperation between COTEC associate companies and the SME based on innovation and skills, so that business opportunities can flourish and the innovation market in Portugal expand and prosper. Support provided includes: - presentation of the company's products and skills to other SMEs and large companies; - monitoring the state of the art in terms of innovation management - support the integration of the value proposition of the SMEs - access to mentors - access and knowledge sharing between around two hundred SMEs and one hundred large companies - access to an online collaborative platform - support in attracting significant investment - support in the internationalization process
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	TICE.PT - 560inbusiness	The TICE's 560InBusiness.pt platform has information about Portuguese companies, products and services, as well as about Portuguese expats. The objective is to support the internationalization of Portuguese companies as well as act as a way to connect with Portuguese expats. The platform includes a mapping of Portuguese ICT companies with presence in Portugal and around the world, and promotes interaction between them. It promotes the internationalization of Portuguese companies and the export of Portuguese ICT products and services through a network of contacts.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	SciPort Health in Portugal: Science and Technology Resources Database	SciPort is an online database managed by the Health Cluster Portugal (HCP), available at www.scienceportugal.com , which main objectives are: i) offering Portuguese R&D institutions, hospitals and companies a high-visibility platform to promote their scientific and technological potential in the domain of Health; ii) offering the global sector's stakeholders – companies, R&D institutions, investors, etc. – an up-to-date "one-stop-shop" for finding scientific, technological and business partners in Portugal; iii) fostering partnerships and business opportunities, by promoting networking and technology transfer between academia, health care providers and industry, within Portugal and abroad. SciPort contains information about: i) Institutions that have activities of R&D or support of R&D in the domain of Health; ii) R&D projects; iii) Service Centres – units that provide technical/scientific services for support of R&D. The contents of SciPort are to be inserted exclusively by institutional users, and the Institution that owns/hosts a given R&D project or Service Centre is the sole responsible for all the content that is displayed. Contents are then available to the general public.

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		<p>R&D projects can be searched by scientific area and discipline. For each R&D project, the following information is provided: Scientific area; Discipline(s); Title; Scientific Coordinator's name and e-mail; R&D Units; Keywords; Short abstract and potential uses; Partner search. Service Centres can be searched by categories – over 20 categories are listed (e.g., ICT/bioinformatics, clinical research, genomics, imaging, etc.). For each Service Centre, the following information is provided: Name; Category; Description; Website; Contact person's name, e-mail and telephone; Available services/equipments (may include information about technical specifications, pricing, etc.). Users/visitors are provided with the conditions to easily identify the service / partnership opportunity that they are searching for, as well as the contact details of the Institution/person that is responsible for it, HCP's team is available at all times for supporting all SciPort users as needed (http://www.scienceportugal.com/en/help/; http://www.scienceportugal.com/en/contacts/).</p>
<p>Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal</p>	<p>N/A- Strategy supporting sector Internationalisation</p>	<p>PBIO was created in 1999, with the objective of bringing together the emergent Portuguese Bioindustries in order to establish a database of information related to biotechnology's developments in Portugal: communitarian and national legislation; industrial property rights; incentives; promotion and establishment of partnerships between national and international companies; public opinion towards Biotechnology, European initiatives and possible sources of ventures capital, etc. Since its creation in 1999, PBIO has supported the success and competitiveness of Portuguese biotechnology companies by fostering a favourable environment for their development; promotes (bio)entrepreneurship, increases the awareness of biotechnology in the public at large, and establishes itself as the key link between the companies and relevant players such as the government, investors, regulatory agencies and companies from sectors that may benefit from biobased processes and products. PBIO promotes the Portuguese Biotech Industry by:</p> <ul style="list-style-type: none"> • Annually organizing BIOMEET – Meeting of Portuguese Biotechnology Companies; • Collecting and providing information concerning Biotechnology (Portuguese biotechnology Directory); • Supporting entrepreneurship (7 editions of an Idea Contest – Bioempreendedor / Bioentrepreneur); • Developing documents and giving opinion on topics related to national and international biotechnology (some examples: preparation of a document with Europabio on the “strategy for the life sciences and Biotechnology”, reports “Life Sciences and Biotechnology- an opportunity for Portugal”, “12 most Important Measures for the development of Biotech Companies”; Portuguese Biotechnology Directory, Tax Incentives and young innovative companies Status, etc). • Participating in missions and speciality fairs to help establish International alliances; • Enabling scientific and commercial deals between academic and industrial partners, both nationally and internationally; • Being a privileged link between its members and governmental and regulatory institutions (AICEP, IAPMEI and Infarmed); • Participating in

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		EuropaBio's (The European Association of Bioindustries) activities.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	ShareBiotech Project	The objective of the European project ShareBiotech (2010-2013) is to strengthen the biotechnology sector within the Atlantic Area as well as to improve the service offer of the technological core facilities involved in the project. ShareBiotech notably aims at making the access to technological core facilities easier for companies – in particular SMEs – working in the fields of human health, nutrition, agriculture/food-processing, cosmetics, marine biology and environment. Providing companies with technological service offers and carrying out collaborative research projects also contributes to facilitating R&D projects.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	Pólo de Competitividade "Engineering and Tooling"	Mould Cluster recognized by Portuguese Government to work into the national strategy and competitiveness of the sector
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	Support to the Internationalization Process	ANETIE supports companies in their internationalization process through the development of an annual agenda of trade missions to the most relevant markets, with a particular focus on countries with the greatest tradition and proximity to Portugal, especially Brazil, Mozambique, Angola and Macau. These missions vary in nature and can consist of the participation in an event/fair, the organization of a seminar, or in partnership with other organizations, or can also be an exploratory visit aiming to establish a first contact with the destination market. ANETIE ensures (through its entity or through the platform www.loginpt.eu) the organization of the mission for the delegation, ensuring all logistics, local contacts, implementing the proposed activities and producing promotional materials to support each organization. This effort is to ensure maximum success in the companies' approach to the market.
Instituto Pedro Nunes, Associação para a inovação e Desenvolvimento em Ciência e Tecnologia, Portugal	RYME	Ryme is a program to help SME's from Biotech, green tech and ICT from Sudoe Espace establish commercial partnerships with Brazil and United States. It's a FEDER initiative led by IPN TecBIS the Portuguese Accelerator.
Instituto Pedro Nunes, Associação para a inovação e	tecBIS	IPNTecBis Accelerator is the first and foremost start-up and spin-off accelerator & business accelerator in Portugal. We help start-up and spin-offs and grow start-ups, we turn great ideas into great companies, we turn innovative people into leading entrepreneurs and entrepreneurial leaders and we turn enterprise organizations into market leading innovators!

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Desenvolvimento em Ciência e Tecnologia, Portugal		<p>At TecBis Accelerator we are focused on bringing the key elements of a vibrant start-up and high-performance ecosystem together: top entrepreneurs, entrepreneurial investors, technologists, inventors, a broad range of advisors, academia, and government bodies and corporate. We bring them all together in the services and programs we provide; focused on helping emerging and established organizations to succeed faster and better, i.e.: To take established entrepreneurs from product launch to becoming a successful global technology company, and To take established enterprise organizations from being a laggard to becoming an innovative market leader. The team, our programs, our board and our mentoring pool enable us to run various unique start-up & business accelerator programs for a select number of emerging and established organizations. TecBIS will provide a range of services such as: Space and logistics - rooms, mail, Internet, phone, fax, access to meeting rooms, bar, auditorium, classrooms and exhibition rooms, laboratories and other networking places); Business plans, especially into new areas to explore (technology validation, feasibility studies, etc); Supporting access to finance tools (national and European funds, banking, business angels, venture capital, mutual guarantee, etc.); Financial Services (accounting, payroll, tax file); Training programs (technology, management, internationalization); Access to knowledge (University of Coimbra, Polytechnic Institute, R & D institutions, consultancy); Intellectual property and legal advice (contracts of technology transfer, registration of patents, trademarks, etc.); Organization of venture academies; Promotion and networking (national and international projects, events matching, soft landing) Support business development and internationalization; Press and communication; Human Resources; Access to experts in the areas of innovation, technology, internationalization, etc.; Information services supporting innovation; Help participation in trade fairs and business missions and host missions; Help to assess the potential of new ideas or products; Promoting international partnerships within the EU framework programs and world programs. We act in 3 vectors: Innovation Strategy Evaluation, Business Model Update and International Training: - Perform International assessment of existing businesses or new ideas and products using Business Developers and advanced Business Intelligence models; - Perform coaching to Internationalization based on a internal methodology inspired in the Cambridge model; identify financial tools for the International plan; - Supporting International IP Meeting with a team or pool of Technology Experts to increase the Technological Intensity; - Training Level 1 (basics concepts such as selling, exporting, market access, basic internationalization business plan, team building, venture academies, etc 2- Macroeconomic information about Markets / Sectors; Microeconomic information about Business Opportunities: - Provide Market access guides with information about barriers to entry and with regulation systems information; - WEB-based tracking tools with</p>

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		business opportunities information available into the TecBIS markets and sectors;
Lunds Universitet, Sweden	Cluster 55	Focuses on internationalization, B2B matchmaking and fundraising for start-ups and SMEs. This is done through preparing and bringing companies on business trips in Europe and outside. We find appropriate markets for companies to enter, match-make them with potential partners and customers and help them prepare for meetings and join them on these if needed. We have on several occasions done speed matchmaking, where they have 4 - 10 min to pitch for global companies. Before hand we make sure that they have a sharp pitch to get the most out of the pitch. We also tend to focus on helping companies find a paying customer at an early stage rather than looking for VC, to fund their business.
Lunds Universitet, Sweden	Media Evolution	Cluster for the digital industry. Workshops, round table discussions, training, workspaces, soft landing concept.
Lunds Universitet, Sweden	Invest in Skåne	Help with export for companies. B2B matchmaking through hosting Enterprise Europe Network in the region. Some business development through EEN. Through collaboration with Business Sweden, some market analysis for new markets.
Lunds Universitet, Sweden	Minc	Incubation (2 years) for ICT, creative and media companies; including business development, pitch training and workspace. Startup Labs - a workspace for non-incubated startups free of charge. Networking and meetings.
Lunds Universitet, Sweden	Media Evolution	Cluster for media and digital industry in Skåne and Blekinge. Contemporary analysis, business development, office space, meeting and networking facilities and initiatives, R&D, conference, soft landing and more.
Lunds Universitet, Sweden	Ideon Innovation	Incubation for companies, including business development, access to events, investors etc, networking and more.
Coventry University Enterprises Limited, United Kingdom	4Front	4Front provides a virtual business base with all the features and benefits of a physical space: • A prestigious and professional front for the business without the expense of office accommodation • Affiliation with a world renowned industry Institute with experts to call upon • A range of services from a unique and prestigious business address and professional reception facility to a range of administrative and conferencing solutions • An option for established companies looking for a Midlands or UK base. 4Front is one of the leading UK providers of virtual office services, having more than 10 years' experience. The team know how important it is to provide an efficient and professional service, and understand the responsibility involved in being a company's first client contact.
Coventry University Enterprises Limited, United Kingdom	Invest in the UK	Whatever the size of the business, strategic investments may involve detailed financial assessments, government incentives and could necessitate discussions with planning, industry and regulatory bodies. UKTI will help you find your way to the right contacts and stakeholders and help you guide your project through national and local government working as your single point of contact. You can also contact the UK Advisory Network where you will find business professionals who can advise you on specific or local needs. Examples would include specific tax planning, property solutions, legal and IP advisory,

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		banking and financing organisations and a host of other private sector providers who we have selected to support our clients. Our investment location services are independent, highly professional and free of charge.
Coventry University Enterprises Limited, United Kingdom	UK Trade & Investment Export	UK Trade & Investment (UKTI) works with UK-based businesses to ensure their success in international markets, and encourage the best overseas companies to look to the UK as their global partner of choice. UKTI has professional advisers both within the UK and across more than 100 international markets. UKTI has a customer commitment to helping its UK and international customers by providing a range of services, to a high standard and improve customer service by listening to customer feedback. Passport to Export is an assessment and skills-based programme that provides new and inexperienced exporters with the training, planning and ongoing support they need to succeed overseas. The programme puts together in one simple responsive process all the tools that exporting companies need to grow their business. Gateway to Global Growth is a service for experienced exporters which offers a 12 month programme of strategic support tailored to your needs to help grow your company's business overseas. Solutions could be complex, requiring both UK Trade & Investment services and those offered by other public or private sector organisations. Gateway is designed to help you achieve your objectives in a number of ways. UKTI's Overseas Market Introduction Service (OMIS) is a flexible business tool, letting you use the services of our trade teams, located in our embassies, high commissions and consulates across the world, to benefit your business. Export Communications Review (ECR) – this scheme offers companies an on-site review of the way the company currently communicates with their export markets. This typically includes a review of the company's website and other digital communications. Our overseas staff are at the heart of the service because of their local language skills, market knowledge and extensive political and commercial contacts.
Coventry University Enterprises Limited, United Kingdom	Midlands Enterprise Europe	Midlands Enterprise Europe covers the East and West Midlands regions in the UK and is part of the Enterprise Europe Network (EEN). EEN is the official European Commission business support network helping organisations to make the most of the European marketplace. Enterprise Europe Network Midlands supports Midlands businesses to be more competitive and innovative in Europe. Our team of experienced specialists provide fast, pragmatic and relevant assistance on a multitude of European business matter. We offer a range of free services to businesses: <ul style="list-style-type: none"> § New business partners & suppliers § Technology & research partners opportunities § Funding Opportunities § Tenders § EU legislation & policy information § Market Visits § International trade fairs
Coventry University Enterprises Limited, United Kingdom	WM SME Internationalisation	The initiative is part funded by the European Regional Development Fund to support eligible SMEs in the West Midlands to enter new international markets or develop new routes to international markets. The support must bring 'added value' to the SME and as such cannot support activity that would happen anyway or has happened previously. There are

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		<p>grants of £1,000 and £2,500 available. The service is very flexible and SMEs will be allocated an International Trade Adviser who will discuss and assist with the development of an international export strategy and action plan. Previously SMEs have funded:</p> <ul style="list-style-type: none"> • Attendance at a UK or overseas trade fair or international exhibition to promote products • Overseas country specific area of web site, language translation of web or online ordering system for overseas delivery • Translation of current marketing literature • Expert consultancy on specific international areas • An overseas market visit to investigate new opportunities • Product testing, or altering packaging for an overseas country <p>Application for a grant is via the WM SME Internationalisation website: www.wmbusinessexport.co.uk and complete the contact form, alternatively contact is welcomed by emailing info@wmbusinessexport.co.uk. A meeting will then be arranged between the interested company and a UK Trade & Investment International Trade Adviser to discuss the scheme in detail to ensure the SME is fully aware of the obligations and requirements of the initiative. In essence the SME and International Trade Adviser will produce and sign off an international action plan, submit an application to join the scheme. Once the application has been signed off the SME must carry out the agreed activity and then submit evidence that the activity has taken place to claim their grant.</p>
Coventry University Enterprises Limited, United Kingdom	Erasmus for Young Entrepreneurs	<p>Erasmus for Young Entrepreneurs is an exchange programme for entrepreneurs, financed by the European Union. It offers the opportunity to work alongside an experienced entrepreneur in another European Union country and strengthen the skills needed to develop a business. The exchange can last between one and six months. New entrepreneurs benefit from on-the-job training in a small or medium-sized enterprise elsewhere in the Participating Countries. The scheme is designed to ease the participant into the successful start of their business or strengthen their new enterprise. Benefits can include: access to new markets, international cooperation and potential collaboration with business partners abroad. Host entrepreneur can benefit from the fresh ideas motivated new entrepreneurs bring to their business. New entrepreneurs can have specialised skills or knowledge in an area beneficial or complimentary to the host. It is really a win-win collaboration whereby both of you can also discover new European markets or business partners, networking opportunities and different ways of doing business. "Erasmus for Young Entrepreneurs" is financed by the European Commission and operates across the Participating Countries with the help of the local contact points, competent in business support (e.g. Chambers of Commerce, start-up centres, incubators etc.). Their activities are coordinated at European level by the Support Office of the Programme.</p>
Instituto Pedro Nunes, Associação para a inovação e	AICEP Portugal Global	<p>AICEP Portugal Global - Trade & Investment Agency is a government business entity, focused in encouraging the best foreign companies to invest in Portugal and contribute to the success of Portuguese companies abroad in their internationalization processes or export activities. AICEP Portugal Global ultimate goal is to promote a competitive</p>

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
Desenvolvimento em Ciência e Tecnologia, Portugal		business environment that stimulates the international expansion of our economy. For further information: http://www.portugalglobal.pt/EN/AboutUs/Pages/AboutUs.aspx
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	Soft Landing Club	The Soft Landing Club is a network of business support organisations that provide soft landing assistance to innovative companies to support their entry into foreign markets. The support is realized by short term visits in locations of members of the network, which provide the companies with customized services. The network, which is managed by the European Business & Innovation Centre Network (EBN), has currently almost 100 members from Europe, North America, Central and South America, Asia and Africa. The Soft Landing Club relies on the trust, knowledge and positive collaboration developed among EBN members to: - provide privileged access to offices abroad located inside BICs, incubators, entrepreneurship centres, business accelerators, university science parks - provide support by the local team to each visiting company with a dedicated service aimed at advise (also with a calling in expertise) on legal, financial, cultural and practical issues of doing business in the country of reference - enable BICs client companies to collect market intelligence from targeted commercial areas - facilitate international collaborations across the globe JIC is a member of the Soft Landing Club and provides services for foreign companies that want to explore the opportunities of the Czech market.
JIC, Zajmove Sdruzeni Pravnickch Osob, Czech Republic	Imagine Cup	Imagine Cup is an annual competition sponsored and hosted by Microsoft Corporation which brings together young technologists worldwide to help resolve some of the world's toughest challenges. The object of this competition is to create innovative and original software applications. Open to students around the world, the competition spans one year, beginning with national and online competitions, and culminating at the World Finals, which is hosted in a different country every year. All Imagine Cup competitors create projects that address the Imagine Cup theme: "Imagine a world where technology helps solve the toughest problems". Over the past ten years, more than 1.65 million students from more than 190 countries have participated in the Imagine Cup. In a way, the Imagine Cup is similar to some of the pitch competitions we're all familiar with: students present their projects in front of a panel of judges and over the course of the next few days. Thanks to how international the event is, though, the overall atmosphere is definitely more like the World Cup, with the marked difference that teams that don't move on to the next phase tend to cheer for other teams from their region. There are three main competitions for 2014: Games, Innovation and World Citizenship. Games is a global contest for the best new student games. Innovation is a global contest for the best new innovative software. World Citizenship is a global contest for the best new software to address social issues. And the prizes are substantial: \$50,000 to the first-place team in each competition! Imagine Cup is more than a competition; it's a way for young entrepreneurs, innovators and developers to have an

ACE partner entering the support	Title of the initiative/practice	Description of Support Provided
		opportunity to develop an idea, create a product, set a clear business plan and even take their product to market.

SUMMARY OF PROGRAMMES

The following section presents the strengths and weaknesses by region of the initiatives that each partner country submitted for the ACE mapping activity.

IMINDS VZW, BELGIUM

Submitted **10** surveys for the initiative of which they will deliver **3**. Most of the schemes have more than one focus so although 7 of the 10 initiatives are ICT focused – they will be accessible to other sectors.

	Strengths	Weaknesses
Access To Shared Facilities & Services	One initiative (Startup Garage) can provide support across all the markets. If Startup Garage can't assist a company there are other facilities locations IMINDS have contact with. The start-up garage is one that IMINDS operate, but if needed they can reach out to other locations to host the companies.	
Awareness Raising	Support is across the markets normally assistance is provided by 2-3 initiatives.	
Market Knowledge	Support generally available from between 1-3 initiatives. Market research information available through 3 initiatives. Most facilities and offices have the opportunity to get a local address.	
Mentoring/ Consultancy	There is strong support in this activity generally but especially in the product positioning and marketing intelligence assistance.	
Online Tools	Flanders Invest provides support across each market for industry expert support. There are on-line initiatives that offer access to local communities or clusters such as westartup.be (entrepreneurs), startups.be (support organizations), trendstop.be (all Belgian companies), etc.	
Access To Finance	FIT offers subsidies for international (non European) missions, participation to events (joint booths) and translating marketing collateral. Public funds mainly target local companies.	IMINDS have contact with local venture capitalists and business angel communities; through which they make an introduction.
Networks	Support provided by FIT and Startups.be with access to international support service networks (see networks section below) There are other networks IMINDS work with such as BAN, Agoria, ENOLL, DSP Valley, etc. and can consult to get contacts for participating companies	
Monitoring		The majority of schemes are currently either not monitored or informally monitored.

Costing Structure

8 out of 10 initiatives can be used more than once. 1 can be used more than once but is limited to the number of uses each year (Flanders Trade) and iLINC - ICT Law INCubators (is a new scheme that is still being developed.)

2 of the initiatives are free and of those that are chargeable the actual cost depended on the services selected. Information on one of the grant schemes indicated assistance was to a maximum of €5,000.

Mentoring

Opportunity scan (Assessment by external consultant using a specific methodology to identify growth and internationalization opportunities) (Gazellesprong)

The service is mainly a softlanding service in US and ASEAN region. Depending on the local consultant, different services might be available (Go Global)

3 initiatives indicated access to pools of consultants/experts/mentors who would be allocated to meet the needs of the company, further, the below were specifically named

San Francisco (Breakthrough Venture Partners), New York (The Hatchery), Boston (Cambridge Innovation Center), Washington DC (iDEAXiS), Singapore (Actiasia)

Networks

2 initiatives indicated access to networks:

Startups.be is a cluster organization comprising the following support organizations (including iMinds): http://startups.be/list?members_partners%5B%5D=0

FIT has a international network of 90+ offices with dedicated support staff

Investor Networks

No investor networks documented.

There is variable coverage for the support with some areas being extremely strongly supported and others (access to finance for example) being less represented; although IMINDS have introductory arrangements in place to mitigate the impact of this.

Similarly with other partners there are restrictions against some of the initiatives.

Region/country	Title of the initiative/practice	Restrictions
Flanders, European Union	Living Lab Research, co-creation and validation	An ICT component is necessary in the product, service or processes tied to the product or service. The living lab will be executed in the region of Flanders
Belgium	Startups.be	No
International	Flanders Invest	Information about the Flemish region and support to enter this market accessible Internationally
Flanders, Belgium	Flanders Trade	Yes
Ghent, Belgium	Addestino: Innovation Delivered	No restrictions
Flanders	iLINC - ICT Law INCubators	To be decided
Belgium	Consulting / mentoring high-growth ICT companies	No restrictions
Flanders	Gazellesprong	Only available to Flemish high-growth ICT companies

Region/country	Title of the initiative/practice	Restrictions
Coordinated in Flanders, support in US and Singapore	Go Global	Only available to Flemish high-growth ICT companies, however, services can be opened up for International companies at a cost
Ghent, Flanders, Belgium	Startup Garage	No restrictions

JIC, ZAJMOVE SDRUZENI PRAVNICKYCH OSOB, CZECH REPUBLIC

Submitted 10 surveys for the initiatives of which they will deliver 6.

	Strengths	Weaknesses	Opportunities	Threats
Access To Shared Facilities & Services	Most of the initiatives offer the full range of categories in both the national and international markets.	Limited support at the European markets.	Providing a list of the proposed services for individual locations, including their specification.	Support provided is diverse, terms and conditions of using shared facilities and services are not clear.
Awareness Raising	Good coverage in the international market. Some initiatives cover the national and regional market offering access to local events.	Limited support at the European markets.	Awareness raising through common platforms and networks.	
Market Knowledge	5 initiatives cover the categories measured for the international market. National coverage is good generally. Most support is focused on matchmaking, accompanying companies and introduction to relevant contacts.	Limited support at the European markets.	Sharing information about market knowledge resources in different locations.	
Mentoring/ Consultancy	Support strong in the regional and national market.	Limited industry expert support for the European market.	Using a common portfolio of mentors/consultants. Specification of mentoring offer.	Quality of mentors/consultants is diverse,
Online Tools	The matchmaking tool is available across each market, especially in the international and European markets.	Use of online tools for industry expert support and access to clusters is generally limited.	Sharing common tools among individual initiatives.	Too many online tools to handle.
Access To Finance	The categories under access to	No support in access to online international	Having a list of funding	Not sufficient financial

	Strengths	Weaknesses	Opportunities	Threats
	finance are mainly represented for the international market. There is also support in the national and some for the European market. Regional support is strong in international funding opportunities and investor readiness training,	investor networks identified.	opportunities for individual locations.	resources to fund expansion into foreign markets.
Networks	Six networks were listed. Support is most extensive in the national and international markets but is good in the European market.	Limited involvement in international industry specific associations.	Sharing the networks among individual initiatives.	Quality of networks is diverse,

Costing Structure

6 of the schemes can be used more than once, 3 schemes can only be used once and Erasmus can only be used by the host entrepreneurs more than once. 4 initiatives are subject to a grant and 3 each are free and payable.

Mentoring

The following mentoring information was provided:

Alfredo Coppola, San Francisco, USA. Email alfredo@usmarketaccess.com. Specialism: intensive US and Canadian market knowledge (associated with 2 schemes).

Two further schemes identified mentor network's rather than individuals:

network of 50+ mentors from various fields and with various expertise/experience
specific mentors based on fields (ICT, energy, machinery, transportation, etc.)

Investor Networks

1 investor network identified:

US MAC network, USA, Alfredo Coppola, alfredo@usmarketaccess.com.

2 types of investor networks are accessible:

Business Angels
Venture Capital

Networks

- The network of the Erasmus intermediary organisations.

- Access to international network of investors, especially with US MAC (US Market Access Center), thus access to US investors.
- Microsoft Innovation Center network
- Through the contracting foreign partner (Silicon Valley – US Market Access Center, Boston – MassGlobal, Singapore – Expara, Switzerland – TECHNOPARK® Zurich, Israel – The Trendlines Group).

There is good coverage for the support but similarly with other partners there are restrictions against many of the initiatives.

Region/country	Title of the initiative/practice	Restrictions	Monitoring Success/Impact of Scheme
EU	Erasmus for young entrepreneurs	Only SMEs from EU and few other countries can participate. Maximum length of stay is 1 to 6 months. Young entrepreneurs must have maximum 3 years of entrepreneurial experience, host entrepreneurs must have minimum 3 years of entrepreneurial experience. Monthly subsidy for the young entrepreneur according to the life standard of the host entrepreneur's country.	The number of the successfully finished stays.
South Moravia, Czech Republic	120 seconds for innovative companies	Only 1 person per company can participate.	Number of contacts exchanged and number of co-operations established by the participants.
Czech Republic	Czech ICT Alliance - trade missions, conferences and coaching for ICT companies	For the trade mission/conference/fair - must be ICT oriented company. For the US MAC program - targeting only US market.	The number of new business partners (business leads), the increase of company exports, volume of investment.
South Moravia, Czech Republic	StarCube	New startup projects in (pre)seed stage.	The number of clients applied/selected, the number of new companies established, the number of new jobs created, the amount of investments in companies.
Czech Republic	CzechTrade	No, worldwide support.	Through the questionnaire,

Region/country	Title of the initiative/practice	Restrictions	Monitoring Success/Impact of Scheme
			considering cost savings, time savings, support of decision making and will of recommending the service.
Worldwide	Soft Landing Club	Only countries where the Soft Landing partners are located.	Each Soft Landing transaction is followed by feedback report.
Czech Republic	CzechEko System	Only SMEs from any sector except agriculture, forestry, fisheries, aquaculture, coal and steel industry, maximum time from the start of their business activities must not exceed 5 years.	The number of projects/SMEs supported, the amount of risk capital invested.
USA	US Market Access Program	The program is aimed at startup companies that have proven traction on their home markets and have already a revenue allowing them to participate in the program.	Number of JIC clients participating in the program.
Worldwide	Imagine Cup	There are some restriction: - age of competitors: at least 16 years of age - country: competitors are not a resident of Cuba, Iran, North Korea, Sudan, or Syria - other: competitors are not an employee or intern of Microsoft Corporation or a Microsoft subsidiary; and not involved in any part of the execution or administration of the Imagine Cup competition; and not an immediate family member of or household member of a Microsoft employee, an employee of a Microsoft subsidiary	Number of startups running on Microsoft platform.
Czech Republic	CzechAccelerator 2011 – 2014	Eligible destinations are only East and West Coast of the United States, Switzerland, Israel and Singapore. Sector is defined by the selected destination. The minimum duration is three months (in the case of one continuous	The amount of risk capital received, the number of financial or technology cooperation agreements.

Region/country	Title of the initiative/practice	Restrictions	Monitoring Success/Impact of Scheme
		residency) or four months (in the case of a residency divided into two phases). The applicant must be a business entity with registered office or operations in the Czech Republic (excluding Prague) and fulfilling the definition of a small or medium-sized enterprise.	

The initiatives are primarily focused on SMEs, start-ups and support of entrepreneurship. ICT focus is also strong.

FORUM VIRIUM HELSINKI OY, FINLAND

Submitted 6 surveys for the initiative of which they will deliver 2.

Although there is support for SMEs, start-ups, development of entrepreneurship the majority of the schemes do not focus on sector as such.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Support provided locally.	No support provided beyond the local market.
Awareness Raising	Access to local events provided at local, national and international level. Promotional of international business through websites – available in the international market only.	No support at the regional or European level. In addition, no promotion of international businesses through websites support to the local or national market.
Market Knowledge	Support is strongest in the local, national and international markets. Market research and legal framework limited to national and international market.	No European support. Access to local address/office limited to local market.
Mentoring/ Consultancy	Support for the international market is predominantly offered by 1 initiative. Nationally support to clusters and research centres is provided by half or above of the initiatives.	No European support. Nationally there is no support in developing a market entry strategy, an internationalisation business plan or product positioning support. Limited local and regional support.
Online Tools	Enterprise Helsinki offers an online platform for the international market.	No other support ticked than international match making tool.
Access To Finance	Grant offering for adapting products/services for different markets available at the local and national level. International support is the strongest – with grant support for attending events/exhibitions/meet partners, international funding opportunities, access to online international investor networks and	No support at the regional or European level. Very limited support at the national level.

	Strengths	Weaknesses
	face to face introductions/pitch opportunities to international investors.	
Networks	The initiatives are part of a number of networks (see below) that provide access to international support services. Nationally and internationally access to clusters is supported and involvement in international industry specific associations and identification of international partners respectively.	No specific support at the local, regional or European level.
Monitoring	All schemes are monitored formally: Growth in client revenue/employment in home/overseas market, reporting and customer surveys and objective evaluations carried Quantitative: customer success: growth of turnover, profit and number of employees, raised funding, titles, prices etc.	

Costing Structure

3 initiatives indicated that they could be accessed more than once. 3 indicated they could possibly be accessed more than once; of the three only Growth Services advised: the growth process takes normally several years. Because the Growth Coaching programme is funded on yearly bases, the coaching must be carried within the same calendar year. Sometimes the same enterprise is chosen to join the programme again on another year to continue the coaching in its growth process. In practice not more than two times though.

- EnterpriseHelsinki: Free
- FinnCham, Contact Finland: FinCham (free to members)
- Growth Services: Growth Services (the company's own risk is a minimum 30% of the coaching fee, while the support can be 70% in its maximum, but no higher than 665€ + VAT / coaching day. The final fee of the coaching depends on the number of coaching days and pricing of the consultant.)
- Invest in Finland: Free
- Tekes: The support varies: grant, loan or free.
- Finpro: Chargeable.

Mentoring

No mentor information provided.

Networks

- EnterpriseHelsinki's platform is a collaboration tool for entrepreneurs, funders and experts powered by Startup Platform (GrowVC).
- The other users include: EnterpriseHelsinki (including NewCo Factory Open/Club, PitchHelsinki, StartupLoft), Greater Helsinki Promotion, Startup Finland, Hanken (Business College in Helsinki), Entrepreneur Internship, University of Helsinki Think Helsinki.

- Startup Platform is a national, continuously growing and evolving startup ecosystem infrastructure software solution (SAAS), where organizations can create and operate their own open or closed Networks on top of this infrastructure to manage their own processes and activities related to startup ecosystem.
- EnterpriseHelsinki (via non-profit Helsinki Enterprise Agency Association) owns the rights and operates Startup Platform in Finland and its being continuously developed further in close cooperation with its key partner organizations.
- Finnish startup platform is globally connected to growvc.com startup ecosystem that is running on crowdvalley.com funding and crowd funding infrastructure. This makes it possible to be connected to hundreds of global startup and funding ecosystems and organizations in addition to Finnish national level ones. Allowing to support the international growth of the startups and to be more easily connected to international investors, crowd funding services and broader funding markets.
- FinnCham: International Chamber of Commerce network
- Growth Services: Networking in local level is one topic in our local user needs driven tailored Growth Coaching company wise programme and Open Forum meetings.
- Tekes : programmes which have special services for participants and different focuses.

Investor Networks

EnterpriseHelsinki indicated access to an international investor network. Commenting that access to investment types: Business Angels and Venture Capital. In addition they had access to investor networks through their platform. Otherwise no investor networks were listed.

There is good coverage for the support but similarly with other partners there are restrictions against many of the initiatives.

Region/country	Title of the initiative/practice	Restrictions
Helsinki	EnterpriseHelsinki	For the companies established in Finland.
Finland	FinnCham, Contact Finland	No
Finland, City of Helsinki	Growth Services	time: coaching must be carried within the calendar year when selected to programme (in practice from 8 to 3 months coaching time dependent on when selected) sector: There is no business area limitations. size: 5-20 coaching days based on the company's needs. Around 30 to 40 companies are accepted for Growth Coaching per year (50 companies in 2013). etc: for Helsinki based small and medium sized innovative companies
Helsinki	Invest in Finland	Investment readiness into Finland.
Helsinki	Tekes	The company must register a subsidiary in Finland.
Finland	Finpro	No

Additional service providers:

The ACE project partners have agreed that it is necessary to continue to add to the database of initiatives available to its participants. The team from Forum Virium have identified, post the mapping exercise the following:

- Greater Helsinki Promotion Ltd www.helsinki-businesshub.fi
- Helsinki Business Hub is the investment promotion agency for Greater Helsinki.
- Otaniemi Marketing Ltd. <http://www.otaniemi.fi/> : Otaniemi Marketing is a public-private partnership between the keyplayers in Otaniemi Technology Hub. Otaniemi Marketing’s keyrole is to assist foreign companies to find new opportunities, partnerships and open subsidiaries in Espoo.

CAP DIGITAL PARIS REGION, FRANCE

Submitted **8** surveys for the initiative of which they will deliver **4**. Most of the initiatives do not seem to be sector constrained; although the ICT and SMEs, start-ups, development of entrepreneurship areas were well covered - each area surveyed was well represented.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Regional support is the strongest. International support ranges between 2/4 initiatives supporting each area measured. European market is supported by 1 initiative across each area.	Specific local support is limited to soft landing space.
Awareness Raising	All markets are covered across both categories – at a minimum by 1 initiative rising to 6 or 7 in the regional market.	
Market Knowledge	Excluding the local market all are covered across each categories – at a minimum by 1 initiative rising to 6 or 7 in the regional and international markets.	Specific local support limited to access to a local address.
Mentoring/ Consultancy	Support is provided at a minimum by 1 initiative in each area surveyed. Strongest support is again in the regional and international markets with most scores being either 4 or 6.	
Online Tools	Very strong in the regional markets with 50 to 80 % of initiatives offering support. Support offered in national, international and European markets.	
Access To Finance	Face to face introductions/pitch opportunities to international investor very strong in the international marketplace. Investor readiness training for cross border investment good internationally and regionally. Regional funding opportunities also available to most markets. Digital Roadshow: meeting with investors and French business network abroad etc Coordination of French participation to International ICT Trade fairs: SME benefit from the visibility of national booth (attractive packages).	No face to face support in the national market.
Networks	Networks were clearly stronger in the International market though well represented in the European one.	
Monitoring	The majority of the schemes are classified as informally measured. However 5 of 8 do capture at a minimum Growth in client revenue as well as a number of other methods.	

Costing Structure

All of the schemes could be accessed more than once.

Matching Projects was classed as “other” as it is somewhat different to the above in format. Two of the schemes were free, otherwise there was some cost depending on the mission, exhibition or workshop selected.

Mentoring

6 mentors were identified:

- Pierre Simay, Location: Paris, email: pierre.simay@mines-telecom.fr. Specialism: International Research Cooperation Manager
- Virginie Leytes, Location: Paris, email: virginie.leytes@ubifrance.fr. Specialism: Project Manager
- Alain Renck, Location: Paris, email: alain.renck@bpifrance.fr. Specialism: Director of an international department
- Matthias Fille, Location: Paris, email: mfill@ccip.fr. Specialism: International development, ICT advisor
- Michel Ktitareff, Location: United States, Palo Alto, email: michel@usmarketaccess.com. Specialism: VIP incubator programs
- Julien Soulliere, Location: Paris, email: julien.soulliere@capdigital.com. Specialism: International projects manager

Networks

Noted networks:

- European Digital Think Tank
- Chambers of Commerce in 40 foreign countries. EEN network.
- The network brokered by Digital Roadshow.

Investor Networks

None

There is good coverage for the support by and large; similarly with other partners there are restrictions against some of the initiatives.

Region/country	Title of the initiative/practice	Restrictions
Ile-de-France (Paris Region, France)	Digital Road shows	3 geographical areas identified for the moment: Brazil, USA and Europe (a country to be determined) The number of applicants is not imposed, they are chosen by local partners Time duration of a mission: around 5 days
Ile de France	Matching European projects	Members of Cap Digital and European partners can obtain the support.
France	BPI France "Help for export"	Companies should be the members of the clusters, which participate to the mission.
International	Internationalization missions for SMEs	French companies only.
Ile de France	Market knowledge workshops, international missions	Only French companies can participate to these services.
France/ United States	Scale Up	Time - eight weeks (four in France, four in United States), five companies-participants from Greater Paris region.
International	Coordination of French participation to International ICT Trade fairs	Companies only from France are eligible to participation.
Europe (nodes in Munich, Eindhoven, Paris, Stockholm and Trento.)	Soft Landing	SMEs which can apply for the support should be situated in one of the nodes: Munich, Eindhoven, Paris, Stockholm and Trento.

WAYRA DEUTSCHLAND

This section is still to be updated and validated. Wayra submitted 1 survey for the initiative: Wayra Deutschland (therefore Local/Region has been treated as one category). Therefore either support is present or not as there is only 1 initiative to consider.

Wayra target SMEs in the ICT sector and focus on SMEs, start-ups and development of entrepreneurship clients on a global basis.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Good coverage for Wayra's clients locally.	No coverage beyond the local level..
Awareness Raising	Good coverage for Wayra's clients locally, European and Internationally. Also nationally regarding access to local events.	No promotion of international businesses through websites at the national level.
Market Knowledge	Good coverage for Wayra's clients locally and nationally.	Entrepreneur training, coaching, mentoring to understand local trade limited to locally. Market research information limited to Nationally. No coverage regarding Europe or International categories.

	Strengths	Weaknesses
Mentoring/ Consultancy	Generally good coverage for Wayra's clients locally. Limited coverage at the national and European level.	Limited cover on the national and European basis and none on the International.
Online Tools	The matchmaking tool is generally available to all.	No Industry expert support or access to clusters.
Access To Finance	The scheme offers international funding opportunities across the geographic categories measured. Locally the scheme offer: Investor readiness training for cross border investment, access to online international investor networks, face to face introductions/pitch opportunities to international investor. Wayra can provide a gateway to Business Angel and Venture Capital networks.	Beyond the clients locally the scheme does not offer: Investor readiness training for cross border investment, access to online international investor networks, face to face introductions/pitch opportunities to international investors.
Networks	Locally the scheme offers introductions to international mentors There is good local, national and European cover for identification of international partners e.g. clients, JV partners etc	Access to international clusters is limited to Europe There is no provision regarding involvement in international industry specific associations or access to international support service networks
Monitoring	Formal basis - via the success of Wayra's portfolio in terms of revenue, recruitment and financing rounds.	

Costing Structure

Normally Wayra take an Equity stake. What will happen with ACE still needs to be agreed/discussed.

Mentoring

The mentor identified was: Andreas Preen, Munich. Specialising in: Sales, Marketing, go-to-market-strategy, scaling, internationalising

Locally the scheme offer: Investor readiness training for cross border investment, access to online international investor networks, Face to face introductions/pitch opportunities to international investor.

Investor Networks

- Wayra Investor Network - contact would be via Wayra.
- Whilst not providing access to national or European grants for SMEs Wayra can provide access to the Business Angel and Venture Capital networks. The investor networks are EU and Global.

The comment that the Wayra Deutschland Initiative may be available in other Wayra countries was made against the awareness raising section. It is likely that they will be unable to offer any other support from any other Wayra Academy (except for maybe Spain - as Wayra has an ACE project there too). Needs further discussion on this point. Wayra commented that they would have to see that the ACE Project(s) don't disrupt the current acceleration system but fit in, again there is further investigations to allow for smooth running of the scheme.

DUBLIN BUSINESS INNOVATION CENTER (BIC) LIMITED AND WESTBIC, IRELAND

There are 2 partners in Ireland with support split between them in total 19 initiatives were submitted, Dublin BIC to co-ordinate 10 and West BIC to deliver 9.

		Strengths	Weaknesses
Dublin BIC	Access To Shared Facilities & Services	Regional and national support in place via numerous initiatives in all the categories surveyed. Both BICs are part of the EBN Soft Landing programme which permits access to space incubation within Europe. The Guinness Enterprise Centre, (Dublin BIC) is part of a wider National Business Incubation Association.	
WestBIC	Access To Shared Facilities & Services	Coverage in the local and regional markets is strong. Europe and international markets were similarly supported in meeting rooms, shared offices and soft landing space. Galway Technology Centre provides soft landing support services and facilities for international businesses accessing the Irish market. Both BICs are part of the EBN Soft Landing programme which permits access to space incubation within Europe	
Ireland	Access To Shared Facilities & Services	Across all categories surveyed there was good coverage at the local and national level. Support at the regional level was high with 8 or 9 initiatives being offered in the first three categories. Soft landing space, the lowest scoring option was still covered by 6 initiatives. At least one initiative offered some support in all categories for the European and international markets. Access to space incubation within Europe inside BICs, incubators, entrepreneurship centres, university science parks (both BICs via EBN Soft Landing programme).	
Dublin BIC	Awareness Raising	Generally coverage in access to local events in most markets. International clients assisted via the Guinness Enterprise Centre (20% clients are from international markets), workshops and events (through Launch 48) and industry specific programmes (ie those linking gaming/animation industry graduates with gaming/animation mentors). Dublin BIC also works in partnership with Enterprise Ireland's Start In Ireland programme aimed at international companies.	
WestBIC	Awareness Raising	Coverage in both areas measured in the local and regional market. Very strong access to local events facilitated by the initiatives presented.	No support in the European or international market. No promotion of international businesses through

		Strengths	Weaknesses
			websites for the national market.
Ireland	Awareness Raising	Support for access to local events was very strong in the local, national and regional markets. Available in the European market as Dublin BIC works in partnership with Enterprise Ireland's Start In Ireland programme which assists international companies with support to set up in Ireland.	
Dublin BIC	Market Knowledge	Support is available in each category for the regional and national markets, often support is by multiple schemes. Market research and matchmaking activity is available in the international market. Support is provided via the EBN Network (EBN Soft Landing programme) and at a local, national & European level via Enterprise Europe Ireland, part of EEN). Entrepreneur workshops on interacting with international VC's.	
WestBIC	Market Knowledge	Entrepreneurial training available across all markets – most strongly at the local and regional level. Market research information generally available through at least 2 initiatives. Access to local addresses local or regional markets only.	Generally support much stronger in the local and regional markets. Legal framework information and match making not available in the international market. Legal framework information not available in the European market.
Ireland	Market Knowledge	Entrepreneurial training available across all markets, very strongly in the local to national markets but still readily available in the European and international ones. Market research information available across all markets surveyed. Generally this section was strongly supported by multiple initiatives.	
Dublin BIC	Mentoring/ Consultancy	Support is available in each category for the national market and for nearly all at the regional level (DIT Hothouse programme for example). Industry expert support, developing market entry strategy and international business plan support is offered by between 2-5 schemes. Specifically mentoring for local and regional markets (Client Assistance Programme), Irish and international clients (DCU Ryan Academy Propellor Venture Accelerator and Start In Ireland programme). Dublin BIC and WestBIC are part of the EBN Soft Landing programme which provides support from a local team to advising them on all legal, financial, cultural	

		Strengths	Weaknesses
		and practical issues of doing business in the country of reference	
WestBIC	Mentoring/ Consultancy	Internationally and in the European markets support covering developing market entry strategy, developing internationalisation business plan and market intelligence offered by 1 provider on each occasion. Otherwise in the local, regional and national markets support is diverse and offered by a number of initiatives. Dublin BIC and WestBIC are part of the EBN Soft Landing programme which provides support from a local team to advising them on all legal, financial, cultural and practical issues of doing business in the country of reference	No access to clusters.
Ireland	Mentoring/ Consultancy	<p>Support covering industry expert support, developing market entry strategy, developing internationalisation business plan and market intelligence activities are strongly supported by multiple initiatives at the local to national level. At the national and below level support is available for all by clusters in the local level. Internationally and in the European markets support covering developing market entry strategy, developing internationalisation business plan and market intelligence offered by 1 provider on each occasion.</p> <p>Dublin BIC and WestBIC are part of the EBN Soft Landing programme which provides support from a local team on legal, financial, cultural and practical issues of doing business in the country of reference; access to soft landing space located inside BICs, incubators, entrepreneurship centres, university science parks. Enterprise Europe Ireland (EEN) work at a local, national and European level to help with: partner searches, R&D funding, IP issues, operating internationally. Mentoring for local and regional markets (Client Assistance Programme), Irish and international clients (DCU Ryan Academy Propellor Venture Accelerator and Start In Ireland programme). Dublin BIC works with Enterprise Ireland on the Start in Ireland programme which provides support to enterprises that want to set up in Ireland</p>	
Dublin BIC	Online Tools	Whilst not placed against a market an online tool for creation of investor summaries is available. The Enterprise Europe Network supports the Dublin region.	No access to clusters.

		Strengths	Weaknesses
WestBIC	Online Tools	Industry expert support provided by Support to Irish High Potential Start-ups and the Matchmaking tool provided by Enterprise Europe Network.	As previously mentioned there is no access to clusters.
Ireland	Online Tools	1 initiative covers each area except clusters for industry expert support. Most markets covered by the matchmaking tool.	No access to clusters.
Dublin BIC	Access To Finance	Coverage of face to face introductions etc is well represented as is access to online international investor networks and international funding opportunities. Investor readiness training for cross border investment is available at regional and national level. Dublin BIC send companies to investor European and International Investor forums. Enterprise Ireland provides a range of financial support for internationalisation including, grants from multiple schemes (internationalisation grant, CSF, Going Global Grant), and a fund to attract entrepreneurs to relocate to Ireland and establish their start-ups. Grants are also available through the HPSU Feasibility Grant scheme.	
WestBIC	Access To Finance	Support may be available via complimentary initiatives for events/exhibitions/meet partners. Investor readiness training for cross boarder investment available across each market. Grants are available through the HPSU Feasibility Grant scheme. Some access to online international investor networks.	
Ireland	Access To Finance	Face to face introductions/pitch opportunities very strongly represented across the board. Funding opportunities only marginally behind in level of support. Dublin BIC send companies to investor European and International Investor forums. Enterprise Ireland provides a range of financial support for internationalisation including, grants from multiple schemes (internationalisation grant, CSF, Going Global Grant, and a fund to attract entrepreneurs to relocate to Ireland and establish their start-ups. Grants are also available through the HPSU Feasibility Grant scheme.	
Dublin BIC	Networks	There are strong links at the national, European and international level. The networks offer good coverage on the areas surveyed. Dublin BIC and WestBIC are both part of EBN Softlanding Club which provides support by the local team to each visiting company with a dedicated service aimed at advising them on all legal, financial, cultural and practical issues of doing business in the country of reference.	
WestBIC	Networks	Assistance with identification of international partners and access to	

		Strengths	Weaknesses
		international support service networks available to all but the international level. The international market could receive access to international support service networks. The networks offer good coverage on the areas surveyed. Dublin BIC and WestBIC are both part of EEN and EBN Softlanding Club which provides support by the local team to each visiting company with a dedicated service aimed at advising them on all legal, financial, cultural and practical issues of doing business in the country of reference.	
Ireland	Networks	There are good links at the national, European and international level for identification of international partners and access to international support service networks. At the national level there is good support to meet international mentors. Support was offered for involvement in international industry specific associations. The networks offer good coverage on the areas surveyed. Dublin BIC and WestBIC are both part of EEN and EBN Softlanding Club which provides support by the local team to each visiting company with a dedicated service aimed at advising them on all legal, financial, cultural and practical issues of doing business in the country of reference.	
Dublin BIC	Monitoring	Monitoring was formal. Most schemes measured the client growth in revenue and/or employment. There were also further specific measures identified by 7 schemes demonstrating how much emphasis was placed on the importance of monitoring the initiatives.	
WestBIC	Monitoring	All 9 schemes indicated monitoring was carried out via monitoring growth in client revenue/employment in home/overseas markets	
Ireland	Monitoring	The emphasis was to monitor on a formal basis.	

Costing Structure

2 initiatives required an equity stake, 11 were free, 4 had charges of varying values (normally depending on the level of service required), 2 offered grants.

The majority of initiatives can be used more than once. Over half the initiatives can be used more than once. The remaining 3 schemes indicated usage may be more than once but that this is not automatic. Check the position with comments generally for this and everyone else

Mentoring

The following mentors/mentor pools were identified:

John Phelan (Dublin) email: johnphelan@businessangels.ie

Dublin BIC has a team of 14 mentors that provide consultancy services. Each mentor has a different area of expertise.

Lorcan O'Sullivan, StartInIreland programme

Gary Leyden (LaunchPad) and Dan Crowley (Venture Lab)

Barry O'Leary, email: idaireland@ida.ie

WestBIC indicated 7 of their schemes had a pool of mentors available to draw from.

Even if there is some cross over in the pools of mentors identified the number of mentors highlighted showed the strength and versatility of the initiatives identified.

Networks

- Linkages to EBAN (European Business Angel Network)
- Access to technology transfer sharing via EBN Network.
- The Guinness enterprise Centre is part of the NBIA.org - national business incubator association
- IDA can link new client companies with existing clients to benefit from their experience
- EBN Network.
- EEN Network.

Investor Networks

The types of investor networks lean heavily towards Business Angels and Venture Capital networks.

Named investor networks were:

- IDA provides financial support for internet companies establishing in Ireland
- EBAN (European Business Angel Network)
- Irish Venture Capital Association
- Halo Business Angels Partnership AND IVCA (Irish Venture Capital Association)
- Enterprise Ireland HPSU Equity Investment
- European Venture Capital Association
- Halo Business Angels, South East Region of Ireland
- Halo Business Angels Programme, CorkBIC manages the Business Angels investment process in the Southwest and Midwest regions of Ireland.
- Halo Business Angels Programme, Ireland,
- Halo Business Angels Network, Dublin
- StartInIreland

There is good coverage for the support but similarly with other partners there are restrictions against some of the initiatives, however it should be noted that the majority are nationally offered schemes so less restrictive and more diverse.

ACE Partner	Region/country	Title of the initiative/practice	Restrictions
Dublin BIC	Ireland and Northern Ireland	Halo Business Angel Network	> Companies must be internationally traded.

ACE Partner	Region/country	Title of the initiative/practice	Restrictions
			> Companies must be Irish or Northern Irish registered
Dublin BIC	Ireland	Halo Business Angel Partnership	The companies must be registered in Ireland.
Dublin BIC	Ireland	AIB Seed Capital Fund	Companies must be registered in Ireland. They must also be seeking/receiving first round institutional money.
Dublin BIC	Ireland	Wayra accelerator	The programme is limited to 9 month duration Companies must be based in Ireland
Dublin BIC	Dublin, Ireland	DCU Ryan Academy Propeller Venture Accelerator	Timeframe of accelerator is 3 month duration Open to international as well as Irish companies
Dublin BIC	Dublin, Ireland	Dublin BIC and Guinness Enterprise Centre - Business Mentoring Support and incubation space	1. Dublin BIC: The consultancy services are generally up to 20 hrs after which clients are requested to pay for additional services/mentoring. 2. Guinness Enterprise Centre: The GEC is focused on incubating early stage companies and as such this incubation period has a limit of up to 5 years after which companies graduate.
Dublin BIC	International	StartInIreland	The company must establish a start up company in the Irish jurisdiction.
Dublin BIC	National	2 initiatives: (1) Venture Lab Equity Investment Programme (2) Launchpad Propeller Programme	Timeframe: Venture Lab is a 3 month programme, LaunchPad is a 9 month programme
Dublin BIC	Ireland	Venture Capital/funding	Full membership is open to venture capital companies and associate membership is open to legal organisations
Dublin BIC	Ireland	Ireland's inward investment	Must be an established company. The number, quality and location of jobs to be created are major determinants of the overall grant amount awarded. Focused on international companies seeking to use Ireland as a base for access to European Markets. Also used by European companies for establishing a base for access to skill sets (Irish)
West BIC	South East Region of Ireland	Business Development Support Services for Start-ups.	Focus on start-ups enterprises.
West BIC	South & Mid-West Region of Ireland	Business Development Support to Start-up Enterprises	Support focused on high growth start-up enterprises
West BIC	Ireland	Enterprise Europe Network	Supports focused on SME sector.
West BIC	West/North West Region of Ireland	Business Development Support to Innovative Start-up Enterprises	Focus on start-up and SMEs with innovative business proposals.
West BIC	Ireland	ConnectIreland - creating jobs by harnessing the power of	Support provided to organisations as connectors, the State is then in a position to support the firms locating in Ireland.

ACE Partner	Region/country	Title of the initiative/practice	Restrictions
		the global Diaspora – at home and abroad.	
West BIC	Ireland	Support for the Development North/ South economic co-operation on the island of Ireland	Restricted SMEs and each support measure has its own criteria for participation.
West BIC	Ireland	New Frontiers Programme	Scheme is targeted at high growth start-ups and the scheme has a competitive element whereby only a select number of chosen start-ups progress from Phase 1 to Phase 2.
West BIC	Gaeltacht region in Ireland (Irish language speaking area covering mainly the West/North West region of Ireland)	Support for the Development and growth of Irish companies located in the Gaeltacht region.	The key restriction is that SMEs must be located in the Gaeltacht region of Ireland which is more of a peripheral location than other areas in Ireland with a greater tradition for enterprise creation/development.
West BIC	Ireland	Support to Irish High Potential Start-ups	Dependent of the type of support being sought.

META GROUP S.R.L, ITALY

Submitted 14 surveys – all to be delivered by non ACE partners who primarily target SMEs in the ICT sector and focus on SMEs, start-ups and development of entrepreneurship clients.

Across the 14 Initiatives presented:

	Strengths	Weaknesses
Access To Shared Facilities & Services	Was generally good for meeting rooms and conferencing equipments. The international market was well served across each of the areas.	Limited support at the local, national regional and European level.
Awareness Raising	The international market was very well covered. At the European level coverage was good but not to the same degree. Support with access to local events available at each market level.	Promotion of international businesses through websites not offered at a local, regional or national level.
Market Knowledge	The European and international markets are well supported. Assistance at the national level is generally good.	Limited support at the local and regional level.
Mentoring/ Consultancy	Locally with the exception of product positioning support coverage is against each area surveyed. Access to clusters is reported by over 50% of the schemes to various markets. There is a great deal of support available in the area of support.	No support at the regional level.
Online Tools	Industry expertise is available most strongly in the international market – although there is some coverage locally and nationally. A match making tool is available in each market.	
Access To Finance	There is relatively little access to finance within the Italian initiatives identified for	

	Strengths	Weaknesses
	home markets. However the European and International markets are represented - particularly the international funding opportunities which should be of interest to any ACE SME participants.	
Networks	There is a good level of support for the national, European and international levels. Particularly well supported are the access to international clusters. Between them the initiatives are present in 8 networks.	By far the least supported in the survey was the access to international support service networks.
Monitoring		The majority of initiatives are informally or not measured.

Costing Structure

Answer Options	Count
Free	8
Payable (please state the amount if known in the further information box):	1
Subject to a grant	4
Equity stake	1

Further information: The financial support granted is equal to 40% of eligible expenses, up to a maximum of € 200.00,00 ("de minimis" scheme) and consists of a share of loan (60%) at fixed semi-annual interest rate of (0,25%) and a share grant (40%).

Mentoring

The mentors identified were:

<http://techpeaks.eu/mentors>

PROMOS (Special Agency of Milan chamber of commerce) staff

Investor Networks

- Named network: IBAN, BAE
- Whilst not providing access to national grants for SMEs the initiatives selected can provide access to European grants and the Business Angel and Venture Capital networks. Investor network – availability via several of the initiatives is Local with possibility to allow EU access.

Some of the schemes have eligibility criteria applied which will affect exactly what can be accessed by who and into what market. The initiatives were equally split between those that could be accessed once and multiple times. The schemes are heavily focused on the ICT sector and SMEs, start-ups, development of entrepreneurship but there is support against the remaining categories. Further there was focus on additional areas:

Only ICT Services, Manufacturing and Construction
Technology Transfer

Region/country	Title of the initiative/practice	Restrictions
Lombardy and Emilia Romagna Regions	International Call Simpler	The restriction are setting out under the call conditions: - deadline - territory (Province of Milan) - sector: Digital sector (NACE code used) - size (only micro and small enterprises) The call is directed exclusively at startup with its registered office and / or operating in Emilia-Romagna.
Tuscany – Italy	Internationalization Services	Startups participating in the tender must also: be innovative have already achieved in 2012 and / or 2013 revenue related to our products / services have potential for international development
Lombardy Region (Italy)	EEN - ICT Industry & Services Sector Group	No
Lombardia – Italy	Revolving Fund for Internationalization	Only for ICT companies
Italy (and other EU countries)	Erasmus for Young Entrepreneurs	Only Lombardy-based companies working in ICT Services, Manufacturing and Construction can apply
Emilia Romagna Region	F1RST	You can participate in the programme as a new entrepreneur if: You are firmly planning to start a business, based on a viable business plan; You have started your own business within the last 3 years. Your (future) company or activity can be in any sector and there is no age limit. However, you must also: Be a permanent resident in one of the Participating Countries; Have a concrete project or business idea, reflected in a business plan; Be motivated and committed to collaborate during your stay with an experienced entrepreneur from another Participating Country; be prepared to contribute to the development of the host entrepreneur's business and make your skills and competences available; Be ready to complement the programme funds as needed to cover the costs of your stay abroad.
Italy	InMediaTe	No
Trentino – Italy	TechPeaks	Only Creative and ICT based companies can apply
Sardegna – Italy	Bandi per l'internazionalizzazione	Individuals and teams with an ICT project can apply
Piemonte – Italy	Think up	Only Micro and SME based in Sardinia can apply.
Umbria – Italy	Terni International Meetings	ICT related companies
Umbria – Italy	Financial support to fairs and exhibitions abroad	Only Umbria-based companies are allowed to apply for this service.
Italy	Several: Brainstorming Lounge, eDinners, JOBscouting, Pitching LAB	Regional scope, only Umbria-based companies can apply
Lombardy Region (Italy)	Digital Economy Voucher	No

TECHNOPORT SA, LUXEMBOURG

Submitted **11** surveys for the ACE initiative of which they will deliver 9 of them.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Coverage for access to shared facilities/services is good for national and international markets and exists for the European market.	
Awareness Raising	Promotion of international businesses through website is good for the European market. Access to local events in the European market is excellent and exists for both international and national markets.	Promotion of international businesses through website is only present for the European market. No coverage indicated at the local or regional level.
Market Knowledge	With the exception of market research information coverage is across the board. 3-5 schemes cover the European and international markets for matchmaking, accompanying companies & introductions to relevant contacts and legal framework. Four schemes also offer entrepreneur training etc in the international market.	
Mentoring/ Consultancy	Generally there is a coverage of assistance to the national, European and international market by one or more initiative.	Support in developing an internationalisation business plan is only available in one scheme though it covers a broad range of foreign target markets..
Online Tools	There are few online tools being used by the schemes selected. 3 initiatives use the matchmaking tool for European markets	No coverage for online industry expert support or access to clusters.
Access To Finance	Two of the schemes can assist with face to face introductions or pitch opportunities to international investors for the national and international markets. Generally the assistance to access finance is present across most of the key category areas with investor readiness training for cross border investment for international markets being particularly strong. There is some online support for European investor market.	
Networks	Generally this category is well represented. Technoport also identified <ul style="list-style-type: none"> • Collaborations with the smeSpire network, an international community of SMEs and other institutional stakeholders stimulating, encouraging and facilitating the participation of SMEs in the development of innovative geo-ICT solutions • Access to the support services offered at local level by the creative cities and incubators who are board members in the network: Rotterdam, Amsterdam, Eindhoven, Bristol, Stockholm, 	

	Strengths	Weaknesses
	Luxembourg, Kosice, Bilbao, Dortmund, Graz, and Siena.	
Monitoring	The success of the majority of initiatives is measured formally.	

Costing Structure

Whilst most schemes are free, 1 is subject to a grant (Acceleration programme for start-ups at Plug and Play Tech Centre (US)) but none are chargeable.

Investor Networks

Seed4Start investment community on GUST

3 initiatives gave access to national grants, 8 gave access to either Business Angels or Venture Capital (5, 3 respectively) and 1 initiative gave access to European grants.

Mentoring

- No information provided on mentors.

Only 1 (Acceleration programme for start-ups at Plug and Play Tech Centre (US)) of the 12 schemes selected could not be accessed more than once.

There is good coverage of the areas identified by ACE as important.

As with the other partners the coverage may be affected to a greater or lesser extent by the restrictions of the schemes selected.

Region/country	Title of the initiative/practice	Restrictions
Luxembourg	Living Labs application for the internationalization of start-up companies	The initiative focuses on digital technologies and greentech. The SME has to have been created less than 5 years ago to be able to participate. Pilot project funded under the Interreg IVB programme until September 2015
Luxembourg	Support to the deployment of geospatial-related products and services at European level	Specific focus on indoor and outdoor localisation technologies and related services
Luxembourg	"Launch" programme at Technoport	Focus on high-technology companies
Luxembourg	"Challenge" programme at Technoport	Focus on high-technology companies
Luxembourg	Financial support to internationalisation	No
Luxembourg	Seed4Start	Seed4Start specifically targets entrepreneurs willing to create or develop a business in Luxembourg, Rhineland-Palatinate, Saarland, Wallonia or Lorraine, as well as investors interested in investment opportunities into those specific regions. Initiative funded by Interreg IV A until 2015
Luxembourg	International public-private collaboration in research	Focus on visual computing, augmented reality, mobile applications,

Region/country	Title of the initiative/practice	Restrictions
		smart cities, interactive digital content, 3D technologies
Luxembourg	"Grow" programme at Technoport	No
Luxembourg	International start-up exchange programme	No
Luxembourg	European creative business network	Restricted to creative industries
Luxembourg	Acceleration programme for start-ups at Plug and Play Tech Centre (US)	Restricted to technology companies established in Luxembourg. Limited to 3 months.

INSTITUO PEDRO NUNES, ASSOCIAÇÃO PARA A INOVAÇÃO E DESENVOLVIMENTO EM CIÊNCIA E TECNOLOGIA, PORTUGAL

Submitted 15 surveys for the initiative of which they will deliver 4.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Meeting rooms at the local, regional and national level was supported. Some conferencing and shared office space available at the local and national level. Far more widely supported was the international level – across all surveyed categories.	Limited support at the regional level and no support at the European level.
Awareness Raising	Strongly supported in the international market, support in both categories in the European market and promotion of business through website in the local market whilst access to local events supported nationally. International support strong via the international hubs and networks.	
Market Knowledge	Up to 3 quarters of total surveyed initiatives reported 8 or above supported the international markets in the categories measured. Local, national and European coverage was generally present. Legal framework information available nationally.	
Mentoring/ Consultancy	The local market is mostly supported in the surveyed area – if only by 1 initiative. National and European assistance present across the categories measured. International markets are strongly supported by between 7 and 8 initiatives in each area.	Local, regional and European markets not heavily supported.
Online Tools	Coverage across the 3 areas measured for Europe. In the international market 5-6 initiatives offered support. There was support for a matching tool in national market. AICEP has some tools at national level diffused at regional and local level. CEC at regional level in partnership with IAPMEU has the euroinfocentre tools and the enterprise network tool available at regional level.	

	Strengths	Weaknesses
Access To Finance	The international market is fully supported by at least 1 initiative. With the exception noted there is support across the national market. The European market is supported through grant offerings for attending events/exhibitions etc. Nationally grants are available in both categories.	No local support identified. Regional support limited to investor readiness and face to face introductions. No national support for international funding opportunities, investor readiness training or access to online international investor networks. No grant offering to adapt products and services to specific markets or access to online international investor networks at the national level.
Networks	The initiatives presented were networked with a diverse range of other organisations mostly to the international markets which have provided strong support. Some linkages with the European markets. Further information on networks below.	Limited support for the local, regional or national levels.
Monitoring	The majority of schemes were monitored - via a variety of methods with a varying degree of formality.	

Mentoring

- Initiative: Mentor's Specialism (sub-sector, market, specific knowledge on...):
- N/A- Strategy supporting sector Internationalisation: Work in progress in different areas in order to create this service.
- RYME: in the 3 sectors identified we will have names available into the platform
- tecBIS: available different technological sectors specialisations access to mentors.
- Pólo de Competitividade "Engineering and Tooling": case by case and by specialisation
- IDNET Technology Network: Several mentors in industry, TICE and other services in national market, European market, African market, Asian market, North and South American markets
- ShareBiotech Project: Céline Quéron, celine.queron@biogenouest.org, France. European Project Manager
- AICEP: has specialized market mentor's around the world.

Costing Structure

2/3s of the initiatives indicated they could be used more than once. The 15 initiatives fell into the following costing structure. Payable services were variable often depending on complexity and the degree to which the service was used.

Free	5
Payable	7
Subject to a grant	1
Equity stake	0
Other	2

Networks

Over half the schemes identified they were part of networks:

Informal network of partners, working with entrepreneurs, aiming to support internationalization processes
 collaboration with Austin University of Texas, Biolatam network to the Latin America etc, access to the ANPROTEC Network the biggest network from Brazil
 Under international projects. IPN has in progress more than 49 international projects
 Silicon Valley Hub
 AICEP Portugal Global trade and investment agency as extensive foreign network integrated with the ministry of foreign affairs to assist companies in its internationalization efforts on export activity.

Investor Networks

Of the 8 initiatives that were identified only 3 were local or local with a possibility to allow EU access. Of the 5 indicating other, 4 were not disclosed and the 5th identified: EU, USA, South America and Africa access. A couple of the schemes identified they were part the Portugal Venture in Lisbon.

The schemes provide access to the following investor networks:

- Access to national Grant for SMEs
- Access to European grants for SMEs
- Business Angels (APBA (Portuguese Business Angels Association))
- Venture Capitalists.

2/3s of the initiatives are focused on the ICT sector but there is also coverage on a diverse range of others as well as support for start-ups and entrepreneurs.

There is good coverage for the support but similarly with other partners there are restrictions against some of the initiatives.

Region/country	Title of the initiative/practice	Restrictions
Covilhã Beira Interior	Coaching to Internationalization	No
Portugal	SciPort Health in Portugal: Science and Technology Resources Database	Only Portuguese organizations with activities in the domain of Health can insert/announce contents on SciPort.
National	N/A- Strategy supporting sector Internationalisation	Sector life sciences where ICT is present too. Priority to the SME's located at national level and associated members. We act to at international level with the orphan drugs and rare diseases industry.
SUDOE SPACE	RYME	yes
central region	tecBIS	yes...Start-up's with more than 3 years of incubation and with capacity to accelerate
Central Region, Marinha Grande	Pólo de Competitividade "Engineering and Tooling"	yes sectorial and see the rules to become a member

Region/country	Title of the initiative/practice	Restrictions
Leiria - Portugal	IDNET Technology Network	4 years for incubator support
Atlantic Area	ShareBiotech Project	ShareBiotech's main objective was to strengthen the biotechnology sector within the Atlantic Area between 2010-2013.
Worldwide	AICEP Portugal Global	No.
Portugal	Inova-Ria – Association of Companies for an Innovation Network	Companies need to belong to the ICT sector
Portugal	TICE.PT - 560inbusiness	Portuguese companies may register, regardless of size. Portuguese Expats may also take part of the initiative.
Europe, China, Brazil, US	SPI - Support to the Internationalization Process	Support is available to the internationalization process to Europe, China, Brazil and the US.
Portugal (except Lisbon)	ANETIE - Internationalization	Companies need to belong to a specific set of NACE within ICT. Not all regions from Portugal are covered: only North, Centre and Alentejo.
Porto, Portugal	UPTEC - Acceleration Startup Programme	Companies need to be incubated in UPTEC.
Portugal	COTEC - Innovative SME Network	Open to Portuguese SMEs.

LUNDS UNIVERSITET, SWEDEN

Submitted 6 surveys for the initiative of which they will deliver 3.

Across the sectors there is good coverage with ICT, Creative (supported by 4 of the 6 initiatives), SMEs, start ups, development of entrepreneurship and one scheme that is able to assist: ICT, Life Science, Food & Packaging, Materials Science, Logistics, Real Estate, Tourism sectors.

	Strengths	Weaknesses
Access To Shared Facilities & Services	There is coverage at the local and regional level. Soft landing space is available in the European market whilst the international market is supported through meeting rooms, shared offices and soft landing space.	No national support.
Awareness Raising	Coverage good for the local and regional market. There is access to local events in the European market and promotion of international businesses through websites for the international market.	Access to local events not available in the international market. No national support.
Market Knowledge	Matchmaking and accompanying companies and introductions to relevant contacts is offered to the international market. Taken collectively support across the local, regional and national market support is good.	There is no support in this area for the European market. Limited support in the international market.
Mentoring/ Consultancy	There is a great deal of support at the local and regional level. In addition there is market intelligence assistance in the national market and access to clusters at the European level.	There is no support in the international market indicated. Limited support in the European and national markets.

	Strengths	Weaknesses
Online Tools	Regionally each of the categories are represented especially access to clusters - available through half the initiatives. There is also a matchmaking tool available to the European market.	No local, international or international support. Limited European level support.
Access To Finance	Generally access to funding is strongest in the regional market. Over half of the initiatives facilitate face to face introductions/pitch opportunities to international investor.	There is no support in the national, European or international market indicated.
Networks	Generally network access is strongest in the local and especially the regional market. Over half of the initiatives offered access to international clusters, involvement in international industry specific associations and identification of international. There is access via Chambers of Commerce in different countries, business angel networks etc.	
Monitoring	Half the schemes are informally monitored and half through growth in client revenue & employment in home/overseas market.	

Costing Structure

Of the schemes most had the potential for some chargeable element depending either membership fee or degree of service accessed::

- Cluster 55, member fee of 290 €
- Invest in Skåne, Some free some payable
- Media Evolution, Membership fee, office space use is chargeable
- Minc, Member fee or rent office/desk in work space.

Of the 6 schemes only 1 can not be accessed more than once (Ideon Innovation).

Mentoring

Micael, Gustafsson, Malmö, email: micael@cluster55.org,. Specialism: Business Development, IT and Telecom.

Investor Networks

None indicated. However Cluster55 advised that they are building up a network of investors with whom they share interesting prospects - working as a filter between start-ups and investors. In addition there is access to an EU network and are seeking to build up a network in the USA.

Cluster 55 advise that via Chambers of Commerce in different countries, business angel networks etc. access is extended.

There is good coverage for the support but similarly with other partners there are restrictions against many of the initiatives.

Region/country	Title of the initiative/practice	Restrictions
Skåne, Southern Sweden	Cluster 55	Depending on who is funding the different support we provide there might be different restrictions. From our side there is none.
Skåne, Southern Sweden	Invest in Skåne	Have to be a Skåne company.
Skåne and Blekinge	Media Evolution	Regional support and member.
Malmö/Skåne	Minc	Incubation for max 2 years.
Skåne and Blekinge	Media Evolution	For companies within digital industry.
Lund, Southern Sweden	Ideon Innovation	Swedish registered company located in Lund.

COVENTRY UNIVERSITY ENTERPRISES LIMITED, UNITED KINGDOM

Submitted 6 surveys for the initiative of which they will deliver 4. None of the schemes are specifically designed to support the ICT sector.

	Strengths	Weaknesses	Opportunities	Threats
Access To Shared Facilities & Services	The local market is reasonably represented.	The schemes identified to not address shared facilities / services beyond the local and regional market.	If the SME does not wish to settle in the local market assistance may be available via UKTI's inward investment scheme. CUE could look to identify further incubation or shared space potentially on a 1-2-1 basis with the participant company.	
Awareness Raising	Promotion of international business through websites was only in the local and regional markets. Each market was covered by at least one scheme with regards to accessing local events.	No coverage in the national, European and international markets for promotion of international businesses.		
Market Knowledge	The local and European markets are represented generally.	No support on legal framework information. The national and international markets are covered the most poorly.	If appropriate this may be via participants in the Erasmus project – for those individuals participating themselves.	
Mentoring/ Consultancy	In the local / regional market companies can gain access to an international business adviser. Companies wishing to move to the UK can be assisted via a network of consultants. Assistance in the UK good generally on supporting market entry strategy and developing an internationalisation business plan.	Access to research centres is generally poor and product positioning is only available specifically in the European market.	Mentoring may be available to 4Front clients on request. Increased understanding of UKTI's offering nationally may positively impact on the amount and type of support offered.	

	Strengths	Weaknesses	Opportunities	Threats
Online Tools	The match making tool was generally available. Access to industry expert support limited to the European market.	No access to clusters. No international market support.		This is a weakness for CUE
Access To Finance	After the mentoring grant offerings can assist in funding agreed activity that will potentially expand overseas trading opportunities.	Only one investor type scheme identified to date.	Assistance to West Midlands companies can be to fund exhibition stands as long as the focus is on exporting to international/European markets not UK	If the company is not West Midlands based support could be limited to UKTI at present.
Networks	UKTI is a national network - operating regionally across the UK. Midlands Enterprise Europe is well developed network. The Erasmus network available to participants.	For the categories selected there is no national or international support. This needs to be reviewed as UKTI can assist nationally.		
Monitoring	3 schemes monitor growth in client revenue/employment in home/overseas market. The other 3 use survey's and client feedback.	One scheme did not confirm monitoring methodology.		

Mentoring

No mentoring networks were identified.

Investor Networks

None

There is good coverage for the support but support is derived from relatively few schemes; similarly with other partners there are restrictions against many of the initiatives.

Region/country	Title of the initiative/practice	Restrictions	Costing Structure Where Relevant
UK	UK Trade & Investment Export	It is best to discuss a companies needs with an adviser as such endeavours can be very complex.	Costs vary depending on the package of assistance developed.

Region/country	Title of the initiative/practice	Restrictions	Costing Structure Where Relevant
West Midlands /UK	4Front	No	Costs depend on level of service taken £25 for mail receipt and registered address, £75 as previous plus telephone answering (nb costs exclude vat)
West Midlands /UK	WM SME Internationalisation	Yes, there are restrictions as the grant is part funded by European Regional Development Funding. The company must be a SME in the West Midlands (UK), in an eligible sector/industry and the international market or route to market must be new to the company. Full terms and conditions and eligibility is discussed with the company before they sign up to the scheme.	Eligible SMEs will agree an international action plan part funded by a grant, and part by the SMEs own money.
UK & other EU countries	Erasmus for Young Entrepreneurs	Restrictions for both the new entrepreneur and the host company. Review the website for the full list of restrictions.	Grant is awarded to intermediary agencies by the Commission; entrepreneurs receive incentive to cover their stay abroad.
UK	Invest in the UK	Whatever the size of your business, strategic investments may involve detailed financial assessments, government incentives and could necessitate discussions with planning, industry and regulatory bodies. UKTI will help you find your way to the right contacts and stakeholders and help you guide your project through national and local government working as your single point of contact.	Costs vary depending on the package of assistance developed. Available to companies wishing to invest in the UK.
East and West Midlands /UK	Midlands Enterprise Europe	Midlands Enterprise Europe covers the East and West Midlands regions in the UK (but links into the wider EEN network).	Free

SUMMARY OF PROGRAMMES OPEN TO COMPANIES ESTABLISHED OUTSIDE REGION

NUMBER OF INITIATIVES IDENTIFIED BY PROJECT PARTNER

Country	ACE partner entering the initiative/support/service in the survey	Response Count
Belgium	IMINDS VZW	8
Czech Republic	JIC, Zajmove Sdruzeni Pravnickch Osob	6
Finland	Forum Virium Helsinki OY	3
France	Cap Digital Paris Region	1
Germany	Wayra Deutschland	0
Ireland	Dublin BIC and WEST BIC	11
Italy	Meta Group S.R.L	4
Luxembourg	Technoport SA	9
Portugal	Instituto Pedro Nunes, Associacao para a Inovacao e de Senvolvimento em Ciencia e Tecnologia	7
Sweden	Lunds Universitet,	6
United Kingdom	Coventry University Enterprises Limited	2
	Total Initiatives	57

At the time of mapping

PROGRAMMES OPEN TO COMPANIES ESTABLISHED OUTSIDE REGION PRESENTED BY REGION

Of the initiatives presented this section looks at the services that can be accessed by foreign SMEs. Costs and access restrictions where they are different from those discussed in the earlier section are identified here. Despite the fact that most of the initiatives were designed for the SMEs of the country delivering the initiative 57 can be accessed by foreign SMEs.

IMINDS VZW, BELGIUM

Of the surveys submitted for the ACE initiative 8 of them are available to SMEs established outside the region.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Start-up Garage is the only initiative to cover the areas measured.	
Awareness Raising	There is good coverage in the category.	
Market Knowledge	There is support in each area surveyed.	

Mentoring/Consultancy	The depth of support varies but is present in each category by at least one scheme sometimes up to 5.	
Online Tools		Support limited to that provided by Flanders Invest
Access To Finance		Support limited to that provided by Flanders Invest

Primarily access to services by foreign SMEs is good in the areas measured:

Region/City	Title of the initiative/practice	Access
Belgium	Consulting / mentoring high-growth ICT companies	For local companies, these services are always embedded in larger programs (e.g., iStart incubation program). For ACE participants these services can be offered on request directly to the companies (funding would either be through funds from ACE or from the company itself) and the consultant accepts the job
Belgium	Startups.be	Same as for local companies (on-line platform to search for support initiatives)
Ghent	Addestino: Innovation Delivered	For local companies, these services are always embedded in larger programs (e.g., iStart incubation program). For ACE participants these services can be offered on request directly to the companies (funding would either be through funds from ACE or from the company itself) and the consultant accepts the job
Ghent, Flanders	Start-up Garage	Same process as for local companies, request a seat and obtain a contract offer
Coordinated in Flanders, support in US and Singapore	Go Global	For local companies, these services are always embedded in larger programs (Go Global). For ACE participants these services can be offered on request directly to the companies (funding would either be through funds from ACE or from the company itself) and the consultant accepts the job
International	Flanders Invest	Only for foreign companies, process is described on the website of FIT

The iLINC - ICT Law INCubators process is unclear at present so it has not been included in the above table at this time. The Living Lab Research, co-creation and validation initiative was also identified.

Costing Structure

In the case of ACE participants the services outlined for foreign companies are offered on the basis of either the SME paying for the service or if there if ACE mentoring budget is available covered via that budget; regardless however the consultant must accept the job.

Networks

2 initiatives indicated access to networks:

Startups.be is a cluster organization comprising the following support organizations (including iMinds): http://startups.be/list?members_partners%5B%5D=0

FIT has a international network of 90+ offices with dedicated support staff

Investor Networks

No investor networks were documented.

JIC, ZAJMOVE SDRUZENI PRAVNICKCH OSOB, CZECH REPUBLIC

Of the surveys submitted for the ACE initiative 6 of them are available to SMEs established outside the region.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Support would be via the Soft Landing Club	
Awareness Raising	Some coverage of access to local events.	
Market Knowledge	Coverage across off the surveyed areas.	
Mentoring/ Consultancy	Good support offered by the identified schemes.	
Online Tools	The matchmaking tool is available.	Use of online tools for industry expert support and access to clusters is generally limited.
Access To Finance	Support in this category is variable but present.	
Networks	Notably; the network of the Erasmus intermediary organisations. US MAC (US Market Access Center), thus access to US investors.	

Region/City	Title of the initiative/practice	Access
South Moravia	120 Seconds for Innovative Companies	The same conditions apply (there are no extra cost for non-Czech companies).
Europe	Erasmus for Young Entrepreneurs	The same conditions apply (there are no extra cost for non-Czech companies).
International	Imagine Cup	The same conditions apply (there are no extra cost for non-Czech companies).
International	Soft Landing Club	The same conditions apply (there are no extra cost for non-Czech companies).
South Moravia	StarCube	The same conditions apply (there are no extra cost for non-Czech companies).
International	US Market Access Program	The same conditions apply (there are no extra cost for non-Czech companies).

FORUM VIRIUM HELSINKI OY, FINLAND

Of the 6 surveys submitted for the ACE initiative 3 of them are available to SMEs established outside the region.

	Strengths	Weaknesses

Access To Shared Facilities & Services	Much of the support will come via Invest in Finland but the three initiatives do complement each other.	See below: Greater Helsinki Promotion Ltd, Helsinki Business Hub, Greater Helsinki. Otaniemi Marketing Ltd to be added to the offering.
Awareness Raising		
Market Knowledge		
Mentoring/Consultancy		
Online Tools		
Access To Finance		
Networks		

Recognising the need to expand the services available the following have already identified, post the mapping,

- Greater Helsinki Promotion Ltd www.helsinkibusinesshub.fi
- Helsinki Business Hub is the investment promotion agency for Greater Helsinki.
- Otaniemi Marketing Ltd. <http://www.otaniemi.fi/> : Otaniemi Marketing is a public-private partnership between the keyplayers in Otaniemi Technology Hub. Otaniemi Marketing's keyrole is to assist foreign companies to find new opportunities, partnerships and open subsidiaries in Espoo.

Region/City	Title of the initiative/practice	Access
Finland	FinnCham, Contact Finland	N/A
Finland	Finpro	consulting costs
Helsinki	Invest in Finland	free for companies

In addition Greater Helsinki Promotion and Otaniemi Marketing are initially free of charge.

CAP DIGITAL PARIS REGION, FRANCE

Of the **11** surveys submitted for the ACE initiative 1 of them is available to SMEs established outside the region.

	Strengths	Weaknesses
Access To Shared Facilities & Services	All the categories surveyed for this section were supported in Paris.	Outside Paris support has not been identified.
Awareness Raising	All the categories surveyed for this section were supported in Paris.	Outside Paris support has not been identified.
Market Knowledge	All the categories surveyed for this section were supported in Paris.	Outside Paris support has not been identified. No legal framework support.
Mentoring/Consultancy	Support provided at a regional level for Product positioning support, Access to clusters, Access to research centre	Support not provided for: Support in developing market entry strategy, Support in developing internationalisation business plan, Market intelligence
Online Tools		Support not provided in France.

Access To Finance	Face to face introductions/pitch opportunities to international investor were available.	Support limited in this area.
Networks	Support only available through the EIT ICT Labs network.	

The support to foreign SMEs is delivered through the European Institute of Innovation and Technology ICT Labs (EIT ICT Labs) via nodes.

Region/City	Title of the initiative/practice	Access
Europe (nodes in Munich, Eindhoven, Paris, Stockholm and Trento.)	Soft Landing	EIT ICT Labs provides the softlanding service to foreign SMEs, but only from the “nodes” - Munich, Eindhoven, Paris, Stockholm and Trento. So this scheme is available only to some foreign SMEs - those from the cities identified. In general, the experts/mentors support service is for free, but for other costs it depends on the node (some can charge the price of using their office space etc.).

WAYRA DEUTSCHLAND

The 1 survey for the ACE was submitted – but this was not identified as being open to SMEs from outside Germany.

DUBLIN BIC AND WEST BIC

11 initiatives have now been identified as available to SMEs established outside the region.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Across all categories surveyed there was strong coverage.	
Awareness Raising	Across all categories surveyed there was strong coverage.	
Market Knowledge	Across all categories surveyed there was strong coverage.	
Mentoring/ Consultancy	Across all categories surveyed there was strong coverage.	
Online Tools	Support covered by EEN’s matchmaking tool.	No access to clusters.
Access To Finance	Face to face introductions/pitch opportunities very strongly represented across the board. Funding opportunities only marginally behind in level of support. Dublin BIC send companies to investor European and International Investor forums. Enterprise Ireland provides a range of financial support for internationalisation including, grants from multiple schemes (internationalisation grant, CSF, Going Global Grant, and a fund to attract entrepreneurs to relocate to Ireland and establish their start-ups. Grants are also available through the HPSU Feasibility Grant scheme.	

	Strengths	Weaknesses
Networks	There are good links though EEN, EBN Soft Landing and through the Guinness Enterprise Centre National Business.	

The number of initiatives open to SMEs has led to a very strong offering from Ireland. Further Ireland is party to some very established networks: EEN, EBN Soft Landing and through the Guinness Enterprise Centre National Business Incubation Association. Data presented here is for Ireland as a whole.

Region/City	Title of the initiative/practice	Access
Dublin	Dublin BICand Guinness Enterprise Centre - Business Mentoring Support and incubation space	Dublin BIC's services are available to SME's from outside of Ireland through the EBN Softlanding programme. The Guinness Enterprise Centre is available to use for companies outside of Ireland
Ireland	Irelands inward investment	This initiative is specifically aimed at attracting overseas investment to Ireland.
Ireland	Halo Business Angel Partnership	This initiative is open to SME's outside Ireland.
International	StartInIreland	This initiative is specifically aimed at assisting international start ups to locate in Ireland
Ireland	Wayra accelerator	As part of the wider Wayra organisation throughout Europe and Latin America
Dublin	DCU Ryan Academy Propellor Venture Accelerator	Aimed at the acceleration of both Irish and international companies.
West/North West Region of Ireland	Business Development Support to Innovative Start-up Enterprises	WestBIC is a member of the EBN Softlanding Programme and its services can be utilised by International SME's via this program
South East Region of Ireland	Business Development Support Services for Start-ups.	South East BIC is a member of the EBN Softlanding Programme and its services can be utilised by International SME's via this program
South & Mid-West Region of Ireland	Business Development Support to Start-up Enterprises	Cork BIC is a member of the EBN Softlanding Programme and its services can be utilised by International SME's via this program
Ireland	ConnectIreland - creating jobs by harnessing the power of the global Diaspora – at home and abroad.	Initiative is specifically assisting international companies to establish in Ireland
Ireland	Enterprise Europe Network	As part of the wider Enterprise Europe Network - there are 500 partner organisations in more than 45 countries

META GROUP S.R.L, ITALY

4 initiatives have been identified as available to foreign SMEs. An additional scheme operated by Meta Group themselves, International Business Acceleration, was added post the mapping exercise.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Was generally present for meeting rooms and conferencing equipments.	Shared offices, Soft landing space not supported.
Awareness Raising	Coverage good across all areas surveyed.	
Market Knowledge	Coverage good across all areas surveyed.	
Mentoring/ Consultancy	Coverage good across all areas surveyed.	
Online Tools	Access to clusters, Matchmaking tool supported.	No online industry expert support.
Access To Finance	All areas supported.	
Networks	Each area surveyed was supported.	No access to international support service networks.

The addition of the *International Acceleration programme*, delivered by Meta Group made a considerable impact on the coverage of services provided.

Region/City	Title of the initiative/practice	Delivered by
Emilia Romagna	F1RST	ASTER - Consortium for Innovation and Technology Transfer
Italy	Several: Brainstorming Lounge, eDinners, JOBscouting, Pitching LAB	Istituto Italiano di Imprenditorialità (Italian Institute of Entrepreneurship)
Tuscany	Internationalization Services	Metropoli Azienda Speciale Firenze (Special Agency of the Chamber of Commerce of Florence)
Trentino	Acceleration programme	Trento Rise Association

Italy identified and added the following scheme to the ACE initiative after the mapping exercise had concluded: *International Acceleration programme*, delivered by Meta Group for the region of Lombardy, Umbria and Lazio.

There are no additional restrictions to foreign companies accessing the schemes mentioned here above. The cost to access the schemes is the same for foreign and local SMEs.

TECHNOPORT SA, LUXEMBOURG

9 of the initiatives identified are available to SMEs established outside the region.

	Strengths	Weaknesses
Access To Shared Facilities & Services	Coverage for access to shared facilities/services is very good.	
Awareness Raising	Promotion of international businesses through website is good for the European market. Access to local events in the European market is excellent and exists for both international and national markets.	

	Strengths	Weaknesses
Market Knowledge	This category of support was very strongly supported with the majority of activates being supported by well over half the initiatives offered.	
Mentoring/ Consultancy	This area was very well represented. Industry expert support for example covered by 7 of the 9 schemes.	
Online Tools	Only the matchmaking tool is reported.	No coverage for online industry expert support or access to clusters.
Access To Finance	Support for: International funding opportunities, Investor readiness training for cross border investment, Access to online international investor networks, Face to face introductions/pitch opportunities to international investor was well represented.	No coverage for either grant offering for attending events/exhibitions/meet partners, grant offering to adapt products/services for different market
Networks	Generally this category is well represented. Technoport also identified <ul style="list-style-type: none"> • Collaborations with the smeSpire network, an international community of SMEs and other institutional stakeholders stimulating, encouraging and facilitating the participation of SMEs in the development of innovative geo-ICT solutions • Access to the support services offered at local level by the creative cities and incubators who are board members in the network: Rotterdam, Amsterdam, Eindhoven, Bristol, Stockholm, Luxembourg, Kosice, Bilbao, Dortmund, Graz, and Siena. 	

The number of initiatives selected results in strong support for SMEs wishing to utilising support services from Luxembourg.

Region/City	Title of the initiative/practice
Luxembourg	"Challenge" programme at Technoport
Luxembourg	"Launch" programme at Technoport
Luxembourg	International public-private collaboration in research
Luxembourg	"Grow" programme at Technoport
Luxembourg	International start-up exchange programme
Luxembourg	Seed4Start
Luxembourg	European creative business network
Luxembourg	Living Labs application for the internationalisation of start-up companies (for those organised by Technoport in Luxembourg)
Luxembourg	Support to the deployment of geospatial-related products and services at European level

Costing:

When a programme is open to companies established outside Luxembourg, there is no difference at all in terms of service provided or application process. Any foreign company willing to benefit from a programme will get exactly the same service as the local ones. As a result, there is no specific advice to provide or any special conditions foreign (ACE) businesses should be made aware of.

INSTITUO PEDRO NUNES, ASSOCIAÇÃO PARA A INOVAÇÃO E DESENVOLVIMENTO EM CIÊNCIA E TECNOLOGIA, PORTUGAL

Submitted 7 surveys that can be accessed by foreign SMEs.

	Strengths	Weaknesses
Access To Shared Facilities & Services	All categories surveyed were covered by at least one initiative.	
Awareness Raising	All categories surveyed were covered by at least one initiative.	
Market Knowledge	All categories surveyed were covered by at least one initiative.	
Mentoring/ Consultancy	All categories surveyed were covered by at least one initiative.	
Online Tools	Coverage in this section tends to be the weakest for the programme. Coverage was present in each of the 3 areas measured. AICEP and CEC through a partnership with IAPMEU has the euroinfocentre tools. The EEN have a tool available also.	
Access To Finance	Whilst coverage is not as strong for this section – there is support identified in each area.	
Networks	The initiatives presented were networked with a diverse range of other organisations mostly to the international markets which have provided strong support. Some linkages with the European markets. Further information on networks below.	
Monitoring	The majority of schemes were monitored - via a variety of methods with a varying degree of formality.	

The schemes selected give good coverage in the areas selected by ACE to survey.

Region/City	Title of the initiative/practice	Access
Worldwide	AICEP Portugal Global	Cost is the same as for local partners. Restrictions are the same as for local partners.
Covilhã , Beira Interior	Coaching to Internationalization	Cost is the same as for local partners. Restrictions are the same as for local partners.
Leiria	IDDNET Technology Network	Cost is the same as for local partners. Restrictions are the same as for local partners.
Atlantic Area	ShareBiotech Project	Cost is the same as for local partners. Restrictions are the same as for local partners.
Europe, China, Brazil, US	Support to the Internationalization Process	Cost is the same as for local partners. Restrictions are the same as for local partners.
central region	tecBIS	Cost is the same as for local partners. Restrictions are the same as for local partners.
Porto	UPTEC Acceleration Startup Programme	Cost is the same as for local partners. Restrictions are the same as for local partners.

Use of the hubs and networks provide excellent gateways to European and especially international markets. Depending on any restrictions to the initiatives there are usually a number of schemes that support the international markets, potentially offering participant's choice.

LUNDS UNIVERSITET, SWEDEN

All the initiatives presented can be accessed by foreign SMEs.

	Strengths	Weaknesses
Access To Shared Facilities & Services	There is coverage at the local and regional level.	
Awareness Raising	Coverage good for the local and regional market.	
Market Knowledge	Taken collectively support across the local, regional and national market support is good.	
Mentoring/ Consultancy	There is a great deal of support at the local and regional level. In addition there is market intelligence assistance in the national market.	
Online Tools	Regionally each of the categories are represented especially access to clusters - available through half the initiatives.	No local support.
Access To Finance	Generally access to funding is strongest in the regional market. Over half of the initiatives facilitate face to face introductions/pitch opportunities to international investor.	There is no support in the national market indicated.
Networks	Generally network access is strongest in the local and especially the regional market.	

As all of the initiatives presented were available for SMEs it is perhaps not surprising that support for foreign SMEs is so well covered.

Region/City	Title of the initiative/practice	Access
Skåne	Cluster 55	Costs and restrictions the same as for local clients
Lund	Ideon Innovation	They only help local companies, or companies wanting to relocate to the region
Skåne	Invest in Skåne	Costs and restrictions the same as for local clients
Skåne and Blekinge	Media Evolution	Costs and restrictions the same as for local clients
Skåne and Blekinge	Media Evolution	Costs and restrictions the same as for local clients
Malmö/Skåne	Minc	Costs and restrictions the same as for local clients

COVENTRY UNIVERSITY ENTERPRISES LIMITED, UNITED KINGDOM

Two of the initiatives are accessible by foreign SMEs.

	Strengths	Weaknesses
Access To Shared Facilities & Services	4Front is available in Coventry.	
Awareness Raising	4Front is available in Coventry.	
Market Knowledge	UKTI's Invest in the UK offers national support, 4Front is available in Coventry.	
Mentoring/Consultancy	UKTI's Invest in the UK offers national support, 4Front is available in Coventry.	
Online Tools		No Support, other than through the EEN network
Access To Finance	UKTI's Invest in the UK offers national support	
Networks	UKTI's, CUE/4Front, EEN	

Additional support initiatives need to be identified to add depth to the ACE offering.

Region/City	Title of the initiative/practice	Access
Coventry	4Front	No restrictions, costs vary depending on usage of services..
UK	Invest in the UK	Whatever the size of the business, strategic investments may involve detailed financial assessments, government incentives and could necessitate discussions with planning, industry and regulatory bodies. UKTI will help clients find their way to the right contacts and stakeholders, offer help and guidance through national and local government working as a single point of contact. UKTI advisers provide free assistance, other services may be chargeable.

INVESTMENT, PROGRAMME PLATFORMS & PROJECT SYNERGIES

INVESTMENT AND PROGRAMME PLATFORMS

As one of the identified barriers to SMEs internationalising, considerable thought and debate occurred on a number of platforms that the ACE programme could use. Many of the partners had used one or more of the platforms so were in a position to comment knowledgeably. The project required a couple of key options from its platform(s):

- a community area where project partners could collaborate, mentors and SMEs could virtually meet and network
- a mechanism whereby the application process could be handled – incorporating assessing and evaluating companies – GUST and F6S were identified as possible providers of this service – EuroQuity could not provide the support for this task due in no small part to the numbers of expected applicants.

Primarily under discussion was the use of:

GUST

EuroQuity (a project partner through the EU Hub initiative) would be used as an additional route to investors for ACE participants.

F6S

Jive

GUST

GUST supports entrepreneurs globally through their investment relationship with investors from initial pitch to, in the best case scenario, successful exit. GUST promotes itself as the official platform of the leading angel associations. GUST provides tools and the platform that allows entrepreneurs and investors to connect and collaborate. The service has been running since 2004, GUST was previously known as Angelsoft. The company started in the US and spread outward.

For the start-up company GUST provides the tools to allow them to build and upload their pitch. These pitches can then be viewed by potential investors. Investors in turn can access investment opportunities. Having been in operation for 9 years it has had time to build its reputation with both investor and the start-up communities and its website reports that new tools and interface have been integrated into the site on the back of feedback it has received.

EUROQUITY

EuroQuity is an online introduction platform aimed at ICT SMEs and putting them in touch with other companies, advisers and investors. Formally available only in France and Germany, in 2013, the platform's catchment area was extended through additional countries through the establishment of a community led by the European Investor Gate (EIG), who like ACE is one of the E-Hub projects discussed elsewhere in this report. Similarly to GUST EuroQuity provides its users with tools to make the matching service function smoothly. The platform retains its European focus. To maximise funding opportunities ACE will be encouraging its selected companies to register with EuroQuity if they are looking for European finance.

F6S

Whilst F6S is a web based platform its purpose is very different from GUST or EuroQuity. Although global its purpose is to service companies that promote start-up growth and meld them into a community. Launched in 2012 it addresses its community needs through a database of start-up accelerator as well as other events many of which allow places to be booked through their site. The site has gained enough of a following that it attracts free offers. For the accelerators the offer is also attractive as programmes can accept applications, evaluate/accept candidates and manage their community and mentors as appropriate. The platform is flexible and can be adapted within reason to meet ACE's needs. It is these final points that make F6S attractive to ACE.

JIVE

Jive was identified through a procurement exercise to provide the project with a community base and promote collaboration and networking; however it is limited in numbers due to the need for licences to be purchased.

ACE SYNERGIES

EU Hub is similar to the ICT Finance MarketPlace in that it is aimed at ICT SMEs wishing to access to finance. The ICT Finance MarketPlace was an initiative delivered by 3 European Union funded projects with the aim of improving finance for innovating ICT SMEs across Europe. The objective was to enable entrepreneurs and research teams to increase their understanding of how to become investment ready, the various steps to be taken and what changes might need to be taken to attract investment.¹³ The EU Hub¹⁴ initiative in a similar way aims to provide an integrated set of support services to entrepreneurs and ICT start ups with high growth potential through seven EU funded projects working in co-operation.

- ACE: Accelerate Cross-border Engagement
- Atalanta: Transnational Accelerator Networks Acceleration
- EIG European Investor Gate
- GET: Global E-Health Transforming Service
- ICT2B Bridging the Entrepreneurial Gap, Transforming European ICT Research into Investment Opportunities
- iLINC ICT Law Incubators Project
- OpenAxel Open Acceleration Services Under Smart Systemic Systematic Cooperation Project

In addition support delivered by two of the project IC2B (IPR) and iLINC (legal) is provided to their SMEs but also those of ACE, Atalanta and OpenAxle. Further synergy is provided by EuroQuity who are a partner in the EU Hub initiative. ACE participants will be encouraged to register with EuroQuity to maximise their opportunities and exposure to investor networks.

¹³ <http://smefinanceforum.org/post/ict-finance-marketplace> 21/11/2013

¹⁴ <http://www.euhub.eu/> 26/11/2013

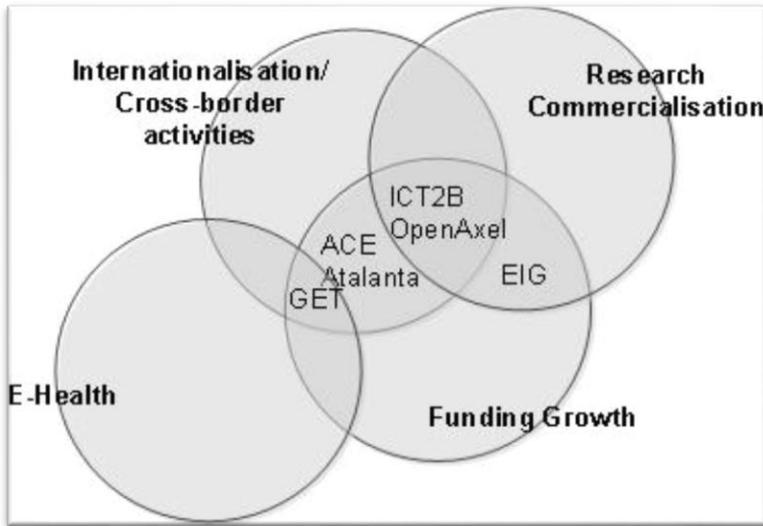


Figure 1 Synergy in Project Support

The project's aim to collaborate and complement each other's strengths and purposes. They do not attempt to reproduce services or support that exists but to add to and build on such support to the advantage of their beneficiaries.

HIGH LEVEL ADVISORY BOARD

The High Level Advisory Board (HLAB) provided input into the mapping exercise when the results were presented at the partner meeting in October 2013 and clearly endorsed the need for additional schemes to be identified and added as the programmed progressed. The members of the Board are participants on the Jive platform.

CONCLUSIONS

In summary during the mapping exercise 106 initiatives were presented. ACE Partners are to deliver 39 schemes with the balance of the schemes to be delivered by non project partners.

Strengths: support for SMEs based within the country providing the scheme is generally good and whilst there are numerous geographical and sector restrictions which complicate the picture, business advice and guidance support is present for most of the measured areas; depth of service coverage is very varied across the regions/countries. F6S will provide a smooth and effective application and evaluation processes for ACE participants. EuroQuity will provide an additional route to investors for ACE participants. ACE is part of the EU Hub projects and can benefit from the synergies it gains through the similar focus and complimentary ambitions that exist. As ACE works through existing services rather than duplicating them its will add value to the client experience.

Weaknesses: support for foreign SMEs in the markets they wish to export to is less common with 57 initiatives offering assistance. The range and depth of the support provided is therefore less extensive and online tools generally not widely offered.

Opportunities: JIVE, already identified as the project's online resource and communication platform could provides a further online tools opportunity that can grow. The ACE partners are committed to increasing the number and range of schemes available to their clients thus adding to the data supplied in Annex 2; and indeed has begun to do so. Despite the majority of initiatives presented being aimed at the home SMEs quite a high number were able to accommodate foreign SMEs. There is no reason that this will not be the case when additional schemes are identified.

Threats: Support provided is diverse, restrictions – geographical and other make over all comparisons complex, it is unlikely that all countries will be able to offer the full range of services surveyed by ACE through the mapping exercise across all their regions. ACE partners will need to manage SME expectations and relationships with non ACE project partner delivers.

Whilst it is clearly too early to say whether ACE has helped to reduce the barriers to internationalisation for its pilot SMEs the project can demonstrate that it is working towards that end:

- Company size: The smaller the company the lower the level of internationalisation. ACE is aimed and developed to support SMEs.
- Lack of market knowledge in other countries – the mapping exercise has identified this as an important aspect to support.
- Lack of awareness of internationalisation support measures – the mapping exercise has identified this as an important aspect to support.
- Lack of strategic approach to internationalisation: SMEs need to adopt a long term approach to building capacities addressing internal barriers such as personnel and language skills, financing required for expansion etc – the mapping exercise has identified this as an important aspect to support and addressing this point has been built into ACE's programme structure.
- Lack of trusted support partners in other countries: The preference of SMEs is to receive internationalisation support from trusted support partners in their own country. However

these partners may not have the same in-depth 'on the ground' market knowledge and contacts in international markets. Addressing this point has been built into ACE's programme structure.

- Lack of high impact support measures for SMEs such as identifying and meeting potential clients, marketing and promotion in target countries etc. measures – the mapping exercise has identified this as an important aspect to support.



Task 2.2 - Operational Action Plan for Cross Border Venturing in ACE

Updated August 2014

Introduction

The ACE cross border venturing scheme is an important component of the project and a core deliverable of the overall ACE programme. Many ACE participants listed access to finance as a primary required service and fulfilment of this support includes the provision of specific investor-readiness training together with opportunities to pitch and meet directly with investor networks.

The tasks and deliverables associated with cross border venturing in the ACE project are:

- Task 1.4: Design of operational scheme for cross border venturing
- **Task 2.4: Operational action plan for cross border venturing scheme**
- Task 3.4: Implementation of ACE cross border venturing scheme
- Deliverable 3.2 Cross border investment interest: Cross border investment interest secured for 10- 20 ACE companies

Cross border venturing got off to a great start at the ACE Summit in April during which 51 companies met with 18 investors from networks throughout Europe. There is now a need to put the process on a formal footing and track future engagements/activities against project objectives. To this end, the Operational Action Plan set out here serves as a framework to be followed for the remainder of the project and outlines the planned cross border venturing activities and initiatives going forward. It builds on the design of the cross-border venturing scheme developed under Task 1.4 and included at the end of this document as Appendix 2.

The essential elements of the Operational Action Plan for cross border venturing are as follows:

- Providing investment preparation training for companies
- Providing pitching and networking opportunities for companies
- Facilitating introductions for ACE companies to investor networks
- Capturing data/tracking engagement
- Promotion of co-funding

Planned Activities & Partner Roles

1. Collaboration with the EIG Project
 2. E-Pitches
 3. Investment Preparation Coaching
 4. Train the Trainer webinar
 5. Silicon Stroll Bootcamp
 6. Events Calendar
 7. Access to Finance Webinars
 8. Introductions to Investors
 9. Mapping Sources of Finance
 10. Promotion of Co-Investment
-

1. Collaboration with the EIG Project

The EIG Project (European Investor Gate) is an FP7 Project dedicated to investment preparation. BWCON and Dublin BIC are partners in both ACE and EIG, and opportunities for collaboration have been identified.

At the ACE Summit in Brussels in April 2014 and Futur en Seine in Paris in June 2014 ACE and EIG ran joint investment forums involving some 60 companies. Ten ACE Companies have been selected for and confirmed their participation in the Silicon Stroll Bootcamp as part of the EIG project.

There will be further opportunities for collaboration over e-pitches, webinars, events and assistance to companies across both projects.

2. E-Pitches:

Description: Online pitching mechanism where selected companies pitch to investors via an online mechanism.

Format: Run regular e-pitch sessions every 8 weeks. 6 companies will pitch via an online mechanism to circa 35 – 50 investors. A core benefit is convenience to both company and investor as this eliminates travel and requires minimal commitment of time and resources.

Role of Lead Partners: Select 6 companies to participate. Do a ninety minute group pitch prep session with the companies, this includes running through the format of the session and providing feedback on each pitch.

Role of ACE Partners: Disseminate info to investors and companies asking them to participate.

Timeframe: November/December 2014 on

3. Investment Preparation Coaching

Description: ACE partners to provide investment readiness training for companies to prepare them for pitching to cross-border investors.

Format: Companies seeking finance require mentoring. A planned “Train the Trainer” session will take place for all ACE partners that are not experienced in this area.

Specific sessions (either in person or via skype session) will take place with individual companies prior to attending events (e-pitches, investor forums etc). Companies will receive feedback on their investment proposal and pitch and actions points to improve these. The action points could include a referral to ACE partners for specific internationalisation support or mentoring sessions focused on investment pitching.

Role Lead Partners: Run the “Train the Trainer” session (see point 4 below)

Role of ACE Partners: Provide online/offline investment preparation training to individual companies.

Timeframe: Beginning November/December 2014

4. Train the Trainer webinar

Description: Training for ACE partners on how to prepare companies for accessing investment.

Format: Session led by Meta Group and Technoport and DublinBIC as experts in accessing entrepreneurial finance, with support from Didier Moret, Chair of the ACE HLAB and Director of iSource VC

Role of Lead Partners: Deliver the training

Role of ACE other Partners: Participate in and evaluate the Train the Trainer

Timeframe: Ninety-minute session planned during ACE Partner Meeting. Additional sessions may be delivered by webinar if there is demand

5. Silicon Stroll Bootcamp

Description: Investment Preparation Bootcamp and Pitching Opportunity

Format: The Silicon Stroll Bootcamp, as part of the EIG project, will bring 50 ICT Startups to Dublin in November for a two day event. On day one, companies will do a tour of the office of Google, PayPal and IBM where these tech giants will give presentations on the theme of “Future Insights, Trends & Innovations”. This will be followed by case studies and networking at each organisation. Day two will provide the companies with opportunity to pitch to international investors for a cash prize (tbd) and also to participate in roundtable discussions/peer to peer workshops, led by investment preparation experts. 14 ACE companies have been selected to participate in the event.

The [Dublin Web Summit](#), a big tech event takes place on the 2 days after the bootcamp - it will be heavily attended this year, with an anticipated 20,000 participants. A number of ACE companies are attending the event, and all bootcamp participants will be offered reduced price tickets.

Role of Lead Partners: Participate as “Investment Preparation Expert” to animate roundtable discussion on day two (4th November) (*topics to be decided*)

Role of ACE Partners:

- (i) Disseminate information to investors
- (ii) Attend the event with your companies if a number of them are participating.

Timeframe: Sept - Oct 2014 – investor dissemination, 3rd & 4th November 2014 - event

6. Events Calendar

Description: Online calendar of entrepreneurial events taking place throughout Europe

Format: Calendar will be hosted on the ACE website which lists events of interest to ICT start-ups.

Examples of upcoming events include:

- Investor Forum for creative industries at the NEM Summit, September 2014
- Silicon Stroll Bootcamp, November 2014
- European Venture Summit, December 2014

Role of Lead Partner:

- (i) Liaise with other projects to ensure collaboration on events
- (ii) Follow up with ACE partners

Role of ACE Partner:

- (i) Provide details of events open to international companies in local region
- (ii) Disseminate information to companies regarding upcoming events

Timeframe: October 2014 onwards

7. Access to Finance Webinars

Description: Online training for investment preparation

Format: EIG partner Go Beyond run regular investment preparation webinars for ICT start-ups.

Topics include pitching tips, deal flow, value proposition.

Role of Lead Partner: Liaise with Go Beyond to ensure participation.

Role of ACE Partner: Disseminate information to companies

Timeframe: September 2014 onwards

8. Introductions to Investors

Description: This was listed a core service that many of the ACE companies required at the beginning of the project. In some instances, companies require investment preparation prior to these introductions taking place. Upon completion of the investment preparation training which will be provided by the individual ACE partners, where appropriate, these introductions should be facilitated.

Role of Lead Partners: Follow up with partners

Role of ACE Partners: Facilitate introductions where appropriate

9. Mapping Sources of Finance

Description: The mapping of internationalisation support services by all partners during months 1-3 of the project included access to finance services. This data will be made available and regularly updated via the ACE app, which is scheduled to go live in September 2014.

Role of Lead and all ACE Partners: Ensure that data for their region is accurate and up-to-date

10. Promotion of Co-funding/investment

Description: A core objective of the ACE project is to encourage co-funding and cross border engagement of investor networks. There are a number of constraints to this process, both legal and personal. Many investors/ VC's can only fund companies within their region, furthermore there is a fear in investment communities of co-investing with investors that they are not familiar with.

Although the first problem is difficult to solve, the second relies on improving investor relations and encouraging co-funding through the provision of networking opportunities where investors can build relationships with each other.

Initiatives for consideration

- Cross border venturing workshops at future events
- Presentation of case studies of successful cross border co-funding (**Irish company Soundwave**)
- Engagement with i-Linc – dispel myths associated with cross border funding, access information about the legal framework regarding investment throughout Europe.

- Consulting on a one to one basis with existing investors to identify and define the conditions of investor interest in international investment opportunities (e.g. specific sectors, countries, conditions such as number of other investors etc)

Role of Lead Partners: Schedule events associated with the above

Role of ACE Partners: Encourage investor participation in such events

Capturing Data: Activity Tracking

A structured framework is now in place for capturing the data associated with cross border venturing and engagement between investors and companies will be formally tracked going forward. This is necessary in order to monitor progress towards Deliverable 3.2 - Cross border investment interest secured for 10- 20 ACE companies.

Areas of Activity to be Captured:

- (i) Company attendance at pitching events
- (ii) Investor attendance at pitching events
- (iii) Feedback on pitches from investors
- (iv) Tracking of any follow up engagement between company/investors after events

Format:

ACE companies' local mentors will monitor the interest companies generate from and their level of engagement with cross border investors and report back on this to the ACE Consortium as a whole.

A template short survey will be disseminated to investors immediately after/during events to gather feedback on the companies which can be shared with them after the event - this is crucial information for companies to understand the areas that they need to improve on.

Survey Topics: Rated 1 - 5

- Clarity of pitch/Quality of Presentation
- Level of Innovation
- Management Team
- Exit strategy
- Market Potential
- Implementability
- Company Valuation
- Financing
- Additional comments/feedback

Role of ACE Lead Partners:

- (i) Monitor data collection

- (ii) Disseminate hard copy surveys at events
- (iii) Follow up with ACE partners
- (iv) Collate hard copy and soft copy survey data after events

Role of ACE Partners:

- (i) Report back to Consortium on ACE companies'/investors' participation at events
- (ii) Follow up with companies after events to get feedback on (a) the event and (b) any follow up from investors
- (iii) Follow up with investors after the event to get feedback on (a) the event and (b) feedback on specific companies of interest/potential follow up.
- (iv) Disseminate survey via email to any investors that did not complete on the day
- (v) Share feedback from investors with companies

Summary of Actions & Timeframe

Activity	Timeframe	All Partners	Lead Partners
E-Pitches	Sept 2014; on-going	Disseminate info to investors and companies asking them to participate	<ul style="list-style-type: none"> ▪ Final Selection ▪ Training Session ▪ Disseminate feedback
Investment Preparation Coaching	Sept 2014; on-going	Provide online/offline investment preparation training to individual companies.	Run the “Train the Trainer” session
Train the Trainer webinar	Sept. 2014	Participate and evaluate	Conduct the training session. <i>(Topics to be confirmed)</i>
Silicon Stroll Bootcamp	Sept - Oct 2014 – investor dissemination, 3 rd & 4 th November 2014 - event	Disseminate info to investors Attend the event with your companies if a number of them are participating.	Participate as “Investment Preparation Expert” to animate roundtable discussion on day two (4 th November) <i>(topics to be decided)</i>
Events Calendar	Sept 2014; on-going	Provide events in your region Disseminate information to companies regarding upcoming events	Liaise with other projects to ensure collaboration on events Follow with partners
Access to Finance Webinars	Sept 2014; on-going	Disseminate information to companies	Liaise with Go Beyond to ensure participation.
Introductions to Investors		Facilitate introductions where appropriate	Follow up with partners
Capturing Data: Activity Tracking		Update data in Dropbox folder company/investor follow up	<ul style="list-style-type: none"> ▪ Monitor and collate data ▪ Partner follow up
		Complete exercise for their region	

Mapping Sources of Finance			Oversee the completion of task
Promotion of Co-funding/Investment		Encourage investor participation in such events	Schedule events associated with the above