

EU|BICs in Motion

The Role of the EU|BICs in stimulating and supporting the young entrepreneurs in the Comunidad Valenciana, Spain

Contents

Introduction.....	2
EU BICs are.....	2
In Valencia.....	2
Lead generation	4
Emprenemjunts (www.emprenemjunts.es).....	5
Emprende+ (www.emprendeplus.es).....	5
The Entrepreneur Day (www.diadelapersonaemprededora.es)	6
Start-ups: some examples	7
Furthermore.....	7
Creation	8
Business Creation Seminars/Tools.....	8
Training Courses.....	8
Yuzz Program (www.yuzz.org)	8
Individual Counselling.....	9
Financing	10
Infrastructure.....	11
IVACE EU BIC Awards.....	12
Collaborations	12
Resources and materials (www.rekursosparaemprededores.es).....	14
Credits.....	15

Table of figures

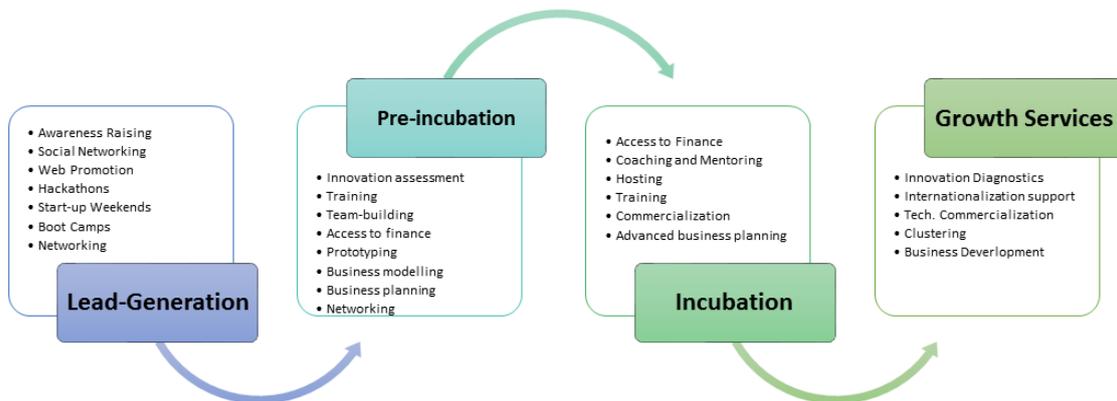
Figure 1: Deal flow for start-ups created by Valencia EU BICs in 2013.....	3
Figure 2: Jobs Created by the start-ups supported by the Valencia EU BICs in 2013.	4
Figure 3: Number of clients supported by the Valencia EU BICs in 2013	4
Figure 4: number of clients supported with fund raising services by the Valencia EU BICs in 2013	11
Figure 5: Funds raised by Valencia EU BICs for client companies in 2013.....	11

Introduction

EU|BICs are...

EU|BICs are quality-certified business support organisations, which dedicate their efforts and resources to help entrepreneurs with innovative ideas, turn those ideas into viable, successful and sustainable businesses. EU|BICs were invented over 30 years ago by the European Commission and by various private and public stakeholders, with the aim to boost the economic development and the innovation potential of European regions. An EU|BIC's core mission is to accelerate innovative entrepreneurship at the local level, through the customised delivery of a comprehensive range of professional support and incubation services (pre-incubation, incubation, post-incubation) targeted at innovative start-ups, spin-offs, entrepreneurs and SMEs.

An EU|BIC's value chain is classically described as follows: “stimulate, detect, assess, select, incubate, mentor, cluster, accelerate, internationalise”.



EU|BICs are clearly recognisable via the EU|BIC trademark, which certifies their compliance to a set of standards known as the EU|BIC Quality Mark Criteria, the only quality system recognised by the European Union.

In Valencia...

The objective of EU|BICs throughout the Valencia Community is to conceive and restore its potential and industrial environment in the different localities. Indeed, this region has been heavily hit by the 2008 crisis. The figures reflect an unpleasant reality; the destruction of 33.609 Valencia companies, in most cases SMEs, and a surge of the local employment rate around 20%. It is also the result of a low competitiveness in its industrial base. The Valencia region enjoys a very strategic geographical location (Mediterranean coast) which boosts its economy and allows it to be the 4th Spanish region in terms of production (GDP). The question is how to tap its full potential. The key aim is to enhance an innovative

entrepreneurial spirit particularly among the youth to boost the economy in a sustainable way. Indeed, tackling youth unemployment (>50%) is a major priority. For this purpose, the Valencia EU|BICS (ACV EU|BICS) of Alcoy, Castellón, Elche and Valencia have led a wide range of activities.

The close collaboration of the different EU|BICS has been a great success, which has led to major achievements such as the portal *Emprenemjunts* and *the Entrepreneur Day*. In fact, the two initiatives have become a reference for the entrepreneurs across the whole country. The main reasons are the know-how sharing and the economies of scales which have made the EU|BICS more competitive with respect to other organisations. Thanks to this efficient cooperation the EU|BICS have developed new techniques to promote and spread entrepreneurship.

Here are some relevant Key Performance Indicators (KPI) that give a quantitative understanding of the Valencia EU|BICS landscape. The figures are an aggregation of the four EU|BICS.

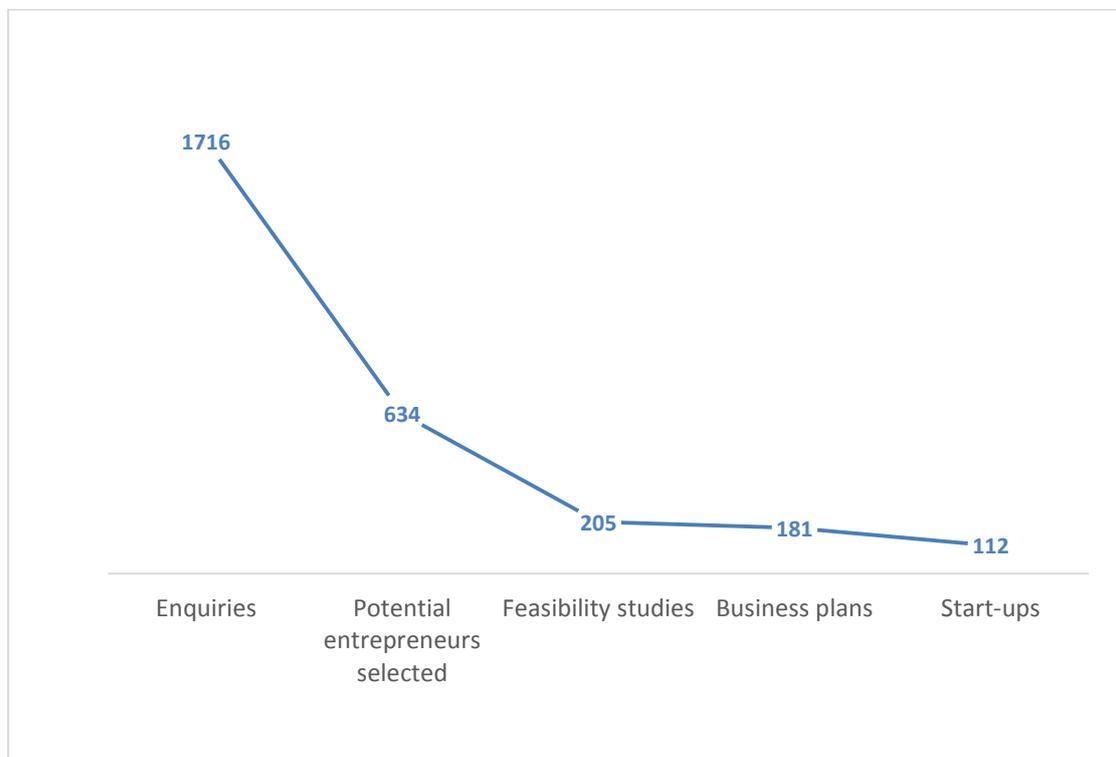


Figure 1: Deal flow for start-ups created by Valencia EU|BICS in 2013

The average survival rate for companies supported by the four Valencia EU|BICS is 90%, meaning that only 9.66% incubatees are failing within or after the incubation period.

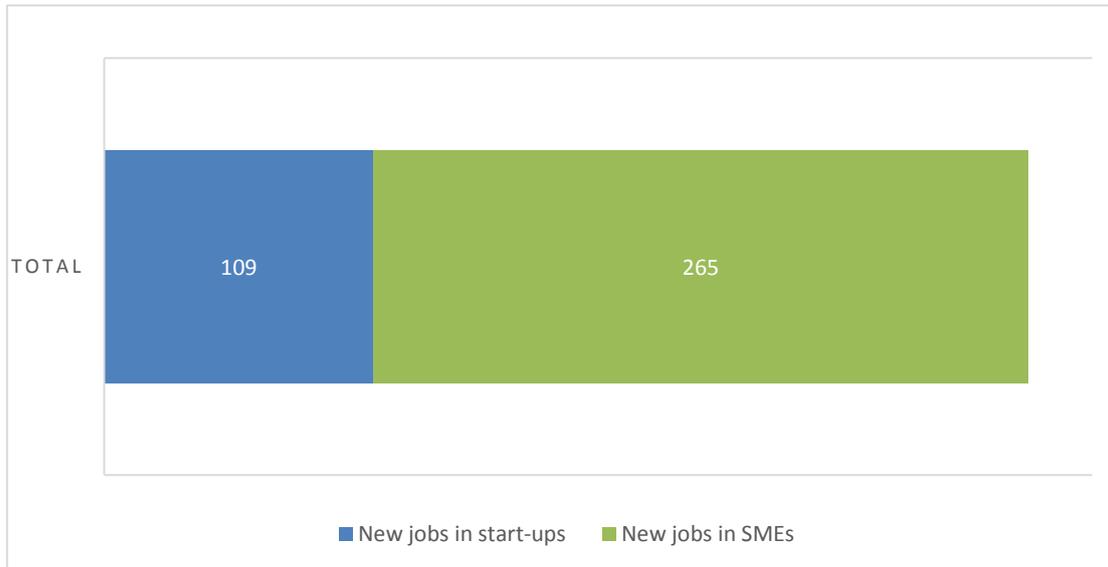


Figure 2: Jobs Created by the start-ups supported by the Valencia EU|BICs in 2013

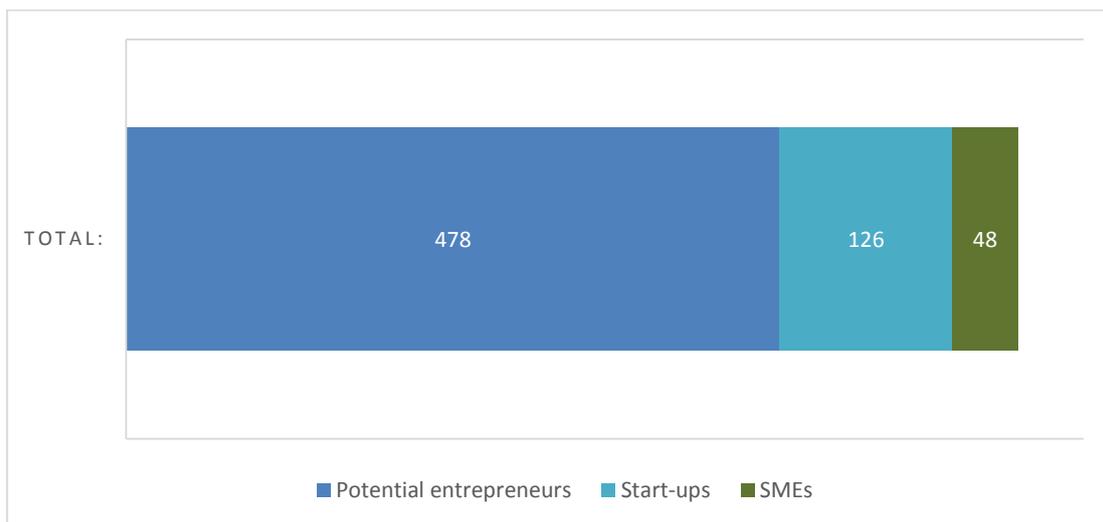


Figure 3: Number of clients supported by the Valencia EU|BICs in 2013

Lead generation

Lead generation activities are all the activities that the Valencia EU|BICs do in order to generate interest to create new innovative start-ups and to generate a high-level deal flow. Some of these are carried out on a permanent basis as they have proved to be highly effective, while others have been tested and carried out in 2013 as one-shot events and actions.

Emprenemjunts (www.emprenemjunts.es)

Emprenemjunts is a reference portal that sets out to bring together stakeholders in the Valencia entrepreneur support system and distribute "traffic" to different Internet sites linked to this context. At the same time, it enables different stakeholders to enhance their efficiency and really improve the competence of the resources used in this field, thereby providing greater benefits to its users.

The aim of the *www.emprenemjunts.es* platform is to promote and create awareness for entrepreneurship, values and principles, by bringing together the largest possible number of institutions, companies and entrepreneurs that have an interest in this area. Using a simple approach, it is planned and designed in a way as to directly/indirectly organise and offer resources, information and content to entrepreneurs.

This is therefore, an institutional cooperation project in which all the associated entities supply information and content to the project on a voluntary basis, thereby contributing towards the creation of a common database. It also makes use of the information and the contents as well as configures specific personalised presentations for the users (Channels) based on issues or regions.

Nowadays, online survival requires a critical eye, which can often only be achieved through inter-institutional collaboration and joint effort. This is the primary aim of the Emprenemjunts platform: to achieve collaboration in the entrepreneurial sector so as to improve the efficiency and effectiveness of their work and that of all the institutions, businesses and entrepreneurs that join the project via economies of scale and synergies.

Emprende+ (www.emprendeplus.es)

The objective of this programme is to foster entrepreneurship and create innovative businesses. This programme is intended to support the entrepreneurs facing the indecisiveness that goes hand in hand with starting up a business. It brings together activities that aim to promote entrepreneurial spirit and business ideas in the Autonomous Community of Valencia in collaboration with regional stakeholders. The 2013 edition welcomed 2430 attendants and 576 participants who took part in the 27 competitions that were organised.

Emprende + focuses on emotions and knowledge, without introducing or defining specific techniques or skills. Once the decision to start a business or register as self-employed is made, then other activities from other programmes such as skills or techniques can be taken up.

The programme includes four topics and contests:

DECIDETE e+: (Entrepreneurial experiences). Shows how to start up a business as an alternative for personal and professional development.

IDEA e+: (Entrepreneurial creativity). Shows how to use creative thinking as a base for developing innovative business activities. Encourages the generation of ideas and creativity.

TENDENCIAS e+: (Entrepreneurial opportunities). Shows ways to seek business opportunities amongst new life styles and market trends and focuses on business trends and opportunities.

BUSINESS MODEL e+: From the idea to the company. The basic concepts of the elements that define a business model are demonstrated as a prior stage to preparing a business plan. It includes the key aspects that need to be subjected to a subsequent in-depth feasibility study.

The Entrepreneur Day (www.diadelapersonaemprededora.es)

The Entrepreneur Day is an initiative that promotes the creation and the growth of businesses and innovation. It was launched in 2001 with the objective to highlight, recognise and encourage entrepreneurship as a driver for economic development, generating innovation and creating jobs as well as social cohesion. Currently this event is regarded as the best and most efficient of the EU|BICs' practices.

It is an event that encompasses the entire entrepreneurship value chain, from the initial motivation stage and the launch of the business up to the decision to grow. It includes all the phases (creation, consolidation, innovation) and is linked to other aspects such as financing, internationalisation, management, etc.

The 8th edition that was held in 2013 with the support of the Regional Government of Valencia via the IVACE (Valencia Institute of Business Competitiveness) and the ACV EU|BICs gathered over 8 500 registered participants.

As part of the stimulation plan, Entrepreneur Days were also held in Alicante and Castellon. These seminars served as preludes to the Major Seminar of the Valencia Region Entrepreneur Day, held at Feria Valencia on the 19th of November, with the aim of recognising the entrepreneurial spirit and stimulating networking and knowledge-sharing amongst stakeholders connected to entrepreneurship and assistants.

Around 400 speakers participated in conferences covering various topics; over 53 types of activities, 181 sessions, 800 advisory sessions, 80 innovative company booths were conducted and 50 others belonging to institutions and entities linked to entrepreneurial activities. Nowadays it is the most important event fostering entrepreneurship in Spain.

The ACV EU|BICs are active supporters of the Entrepreneur Day. Not only are they members of the Technical Secretariat and Organisation Committee, but they participate very actively in activities that make up this important event.

'Get Wired' (<http://enredate.emprenemjunts.es/>)

'Get Wired' are provincial business meetings that set out to create new business opportunities, generate synergies, share contacts and opinions, discover trends, emerging sectors, international markets, etc. These events cover a wide range of business issues in

order to offer new perspectives to entrepreneurs. They are organised under the leadership of the ACV EU|BICS, with the collaboration of different institutions from the 3 provinces which are linked to entrepreneurship. Five 'Get Wired' events were held in 2014, completing twenty-one events of this kind since 2008 in 9 different locations. In 2013 each Valencia EU|BIC led an activity with a total of 994 attendants through the whole programme.

Start-ups: some examples

The support of the EU|BICS was undoubtedly decisive in the growth of start-ups. Here are some example of companies whose success is partially due to the EU|BICS services.

The **EU|BIC ALCOY** hosted **MUNDO BARQUILLO S.L** which is operating since 2011 producing traditional biscuits and timber products by applying innovation in the product and in the production process. The firm has expanded from 2 employees to 20 current ones. All this success is due to the internal development of their machinery which has translated into higher efficiency and lower costs. All the mutations have allowed them to penetrate new food sectors that their competitors cannot access.

The **EU|BIC ELCHE** incubated **FOREST CHEMICAL GROUP S.L** (forestchemicalgroup.com/), established in 2010, which focuses on chemicals and provides high-tech solutions to meet the needs among different fields of application of the *hot melt* adhesives to join a wide range of materials. Their rapid growth is due to the fact that they gave prominence to R&D. They operate now across the big cities of Spain and have clients all over the world: UK, Italy, Portugal, Holland and multinationals.

IDAI NATURE S.L (www.idainature.com/) graduated from **EU|BIC VALENCIA**, develops technologies to obtain food free of chemical residues through the production of bio-pesticides. Operating since 2009 it exports yet to almost 18 foreign countries and holds subsidiaries in Turkey and Mexico.

Furthermore...

Other actions and activities have been launched by the EU|BICS independently. For example The EU|BIC ALCOY has launched several reindustrialization plans in remote areas of the community of Valencia (2006-2007). More than 150 firms were involved in a strategic and technological analysis. 19 of those applied the recommendations of the study and benefitted from a real positive impact. In 2012, CEEI Castellon developed the ONDA FACTORY programme which is still operating. The purpose is to enhance innovative entrepreneurship in the locality of Onda. This programme helps companies, through acceleration processes, to match the requirements for competitiveness and then reach bigger markets. The objective is to convert local SMEs into reliable ones with a clear strategy and the adequate resources. The CEEI CASTELLON provide trainings for entrepreneurs in which they draw up a business plan, mentor, coach and help to raise capital.

Creation

Following the lead generation activities, the EU|BICs provide support in the actual creation of new ventures by providing the services foreseen within the pre-incubation and incubation value chains.

Business Creation Seminars/Tools

Specialist staff of the ACV EU|BICs organise free monthly seminars to guide entrepreneurs with business initiatives and to promote the use of tools available through the EU|BIC websites for entrepreneurs and companies.



The exposure of basic principles and essential tools to generate and manage start-ups is ensured through the presentation of best-practice cases on innovative business creation, together with the analysis of critical factors which must be considered when setting up successful firms.

By doing so, all the elements involved in the start-up of a business are set out along with the sequence of administrative steps to follow, possible assistance and subsidies that can be acquired from different bodies and finally, the importance of developing the Business Model and Business Plan. In 2013, 2631 attendees took part in these seminars in which 106 activities were held.

Training Courses

The ACV EU|BICs organise face-to-face and on-line courses, most of which are aimed towards entrepreneurs who aspire to start up a project and create a business or become self-employed.

The aim of these courses is to provide multi-purpose training in business management to potential entrepreneurs who attend them with a business project in mind and who plan to start it up, and to enable them to develop their Business Model and business plan. Other relevant subjects for running a viable company are provided such as Internationalisation, Marketing/Sales, Internet/Social Networks, Human Resources and Trends/Opportunities. In 2013, the number of participants amounted to 238 with 13 activities throughout the EUBICs.

Yuzz Program (www.yuzz.org)

The Yuzz programme, driven by Banco Santander with the participation of the Valencia and Castellon EU|BICs and the collaboration of the Alcoy and Elche EU|BICs, sets out to stimulate ideas that can be turned into business projects amongst young individuals aged 18 to 30.



Young Valencians are selected to participate in the programme, which lasts 6 months. The ideas/projects focus on a wide range of subjects: Internet projects, social networks, e-commerce, applications for mobile phones and others, but they all share a common technological base.

Young individuals selected in Valencia go on to be part of the 700+ members of the national programme. The best project, selected at national level, receives financial assistance

amounting to 30,000€ to start it up and is provided with high media visibility and presence. The second best project receives 20,000€ and the third is given 10,000€. The winner at each Yuzz centre also has the chance to visit Silicon Valley. Three events were organised in the framework of the Yuzz programme with 70 competing business projects among which 64 projects have been launched.

The following facilities are made available to selected members during the six months of the project:

- Work space in the EU|BICs installations
- Support required to develop their idea
- Network among professional experts, advisors and personalised tutorials
- Business training
- Online collaborative working platform
- Administrative support if the idea becomes a business project

A successful example of the Yuzz Programme was the company **Mobilendo**. This company is operating in the Apps' markets. Since 2010 the team has been increased from 1 to 12 employees. They design Apps focused on the quality of life and have been awarded yet by Microsoft and Vodafone. **Mobilendo** has already launched 30 Apps that they own and they currently collaborate in the elaboration of 40 Apps with third parties. Moreover, they are working on projects linked with geolocation, health, e-commerce, education, trainings and social networks.

Individual Counselling

The ACV EU|BICs provide counselling, business guidance and individual tutorials for each entrepreneur. Specialist technicians, not only aid in the company creation process, but also provide support in the consolidation and growth of existing companies. In 2013, 1183 projects have benefitted from these services and 104 new businesses have been created.

Financing

In many cases, raising funds is a really difficult task which could be an impediment for the launch of great ideas and projects. For this purpose many financing sources have been set up to help Valencia entrepreneurs and start-ups.

A special effort in the field of financing has been made by the ACV EU|BICs, who are aware of the need of entrepreneurs and companies for financing and liquidity purposes. In general terms, contacts have been established with different financial institutions to obtain the best possible financial assistance for the advised companies, and have achieved financing from both the public and private sectors.

One of the financing lines is the **Entrepreneurs' Participatory Loans from the Valencia Institute of Finance (IVF)**. The ACV EU|BICs Network signed an agreement with the IVF by which the EU|BICs take responsibility for selecting and validating the requests received from a technical and innovative perspective, and present them to the IVF for study and approval.

The ACV EU|BICs also maintain a collaborative relationship with the Valencia Association of Business Angels (CVBAN) and the Valencia EU|BIC is a member of the Board of Directors. It should be noted that the Investors' Network has grown thanks to the inclusion of new members.

At national level, the financing lines handled by the ACV EU|BICs are the **Participatory Loans of NIC for Young Entrepreneurs**, via the Agreement signed between the National Innovation Company (ENISA) and the Association of Spanish BICs (ANCES).

At the same time, relationships are maintained with the Industrial Technological Development Centre (CDTI) to enable participation in its NEOTEC initiative, where projects are presented for loan applications at 0% interest rates.

The ACV EU|BIC Network is also a member of the Spanish Association of Business Angels (AEBAN).

Financing is also encouraged and developed via the Investment and Financing Forums, which are specific seminars on financing that have received a great deal of interest.

Investment market (www.lonjadeinversion.es)

This is an initiative whose objective is to assist in the financing process of innovative projects via a network of local private investors.

The investors' network sets out to be a meeting point between innovative projects assessed by the ACV EU|BICs that need private financing and local investors seeking profitable investment alternatives, offering an adequate solution and guarantees in both cases.

The activities that make up the Investment Market are:

- Forums
- Entrepreneurial Workshop
- Investor Schools

The data of the ACV EUBICs' performance on raising funds for their clients can be observed below.

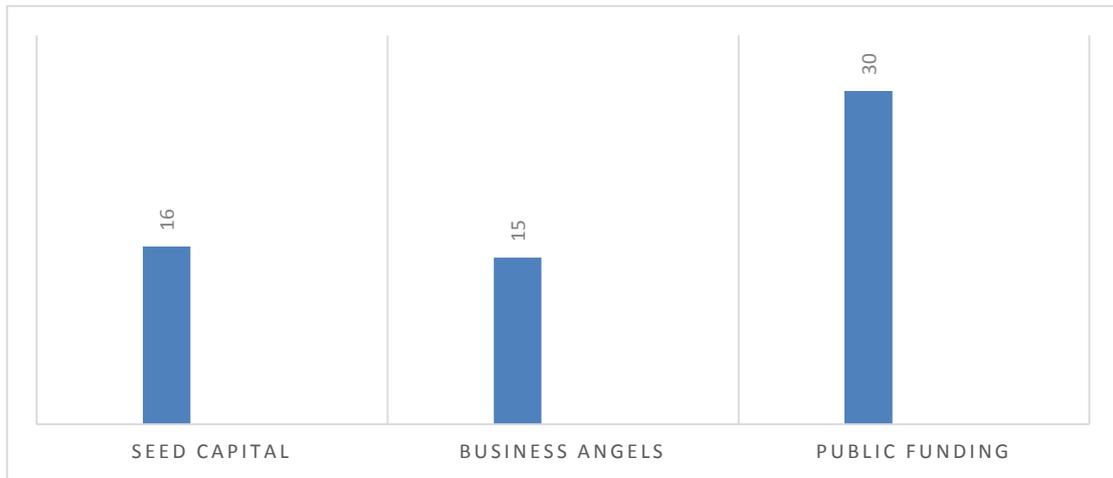


Figure 4: number of clients supported with fund raising services by the Valencia EU|BICs in 2013

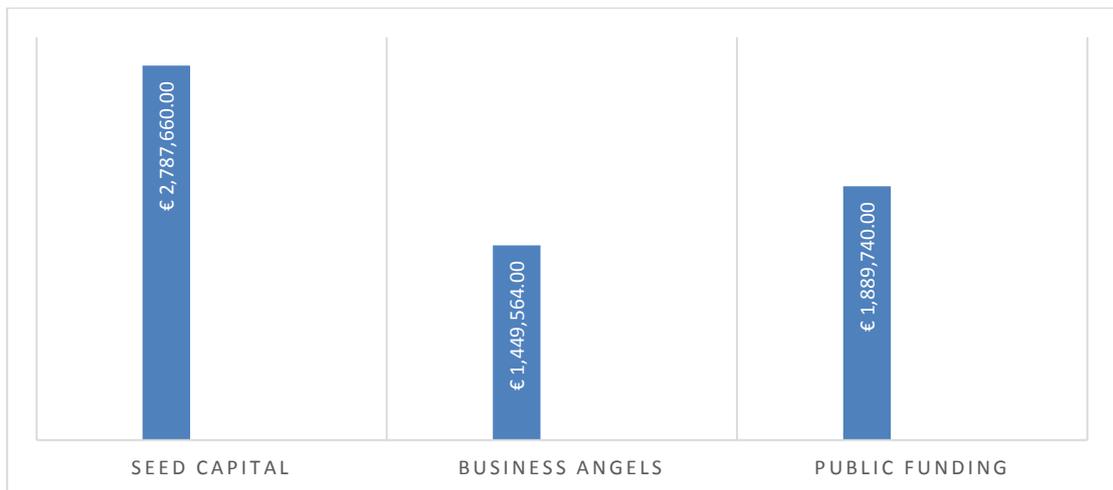


Figure 5: Funds raised by Valencia EU|BICs for client companies in 2013

Infrastructure

The ACV EU|BICs have one or two buildings in Alcoy, Castellon, Elche and Valencia. Each one has a set of premises available for rent for companies integrated into the EU|BICs.

- Co-working - A shared and collaborative working space consisting of multi-functional rooms enabling cooperation and synergies with other entrepreneurs and/or companies.
- Offices - Small rented spaces with an approximate surface area of 40 m2.

- Modules – Much bigger premises of over 40 m2, which can also host and develop industrial activities

IVACE EU|BIC Awards

The four EU|BICs and IVACE (Valencia Institute of Business Competitiveness - Regional Development Agency) annually distribute awards to recognize entrepreneurial effort and innovative companies and their commitment to diversification, entrepreneurship and innovation. Alongside the local ceremony, each winner in both categories is automatically nominated for the Innovative Companies Award of the Autonomous Community of Valencia.

There are two **award categories**:

1. Award for the BEST BUSINESS PROJECT: Eligible companies are those with a registered tax or company address in the zone of influence of the EU|BIC formed before the 1st of January, two years prior to the call for entries and that have started up a business initiative involving innovation or diversification in the business network of the zone.
2. Award for the BEST BUSINESS TRACK RECORD: Geared towards companies with a registered tax or company address in the zone of influence of the EU|BIC, formed up to five years ago. The award recognises the track record of the company over this period.

Collaborations

One of the key elements in the mission of the ACV EU|BICs is collaboration with institutions and bodies in its area in order to leverage and share the resources belonging to each organisation.

With this premise in mind, they participate and collaborate in different activities and events, which include the following:

Starter

The aim of the Starter Foundation (Fundación Iniciador) is to "develop and facilitate entrepreneurship". It does so by organising activities in a number of cities. Featuring activities by entrepreneurs for entrepreneurs, where they can share knowledge and experiences at a one to one level. Where consolidated entrepreneurs can help and encourage those who have a business idea and are thinking about making the leap.

The main activity is an event whose aim is to bring together entrepreneurs in a forum where they can meet. The event starts with a brief presentation by each attendant and continues with a talk or shared work session run by an established entrepreneur on a specific issue relating to entrepreneurship. A networking session is then held.

iWeekend

iWeekend is an intense and innovative experience that brings together different profiles of talented entrepreneurs and professionals to present ideas and implement them through

collaboration and development of a business plan, a prototype and a presentation, all this in just one weekend.

The mission is to promote an entrepreneurial culture, develop practical methodologies for knowledge-sharing and learn as you go, and finally to help entrepreneurs start their projects in two days.

Start-up Weekend

Start-up Weekend is a global network of entrepreneurs who are passionate about their mission to inspire, educate and encourage people, teams and communities. During the 54 given hours, the teams of entrepreneurs should choose an idea, develop their business model and launch the start-up.

Erasmus entrepreneur

The Erasmus Programme for Young Entrepreneurs sets out to stimulate entrepreneurial spirit, competitiveness, internationalisation and growth of small and medium enterprises (SMEs) established by exchanging technical knowledge between experienced business people and upcoming entrepreneurs. This is an exchange programme financed by the European Union, which enables entrepreneurs to stay for one to three months with an experienced business person in another EU country and learn how to improve or create his/her own business. Also, experienced business people can host young entrepreneurs and utilize their fresh ideas to improve and innovate the business.

The Council of Education, Training and Employment act as the Intermediary Organisation in this initiative.

University: Masters / Degrees

Given the specialised nature of the wide range of subjects handled by professionals working in the ACV EU|BICs, they collaborate in a number of master's degrees and undergraduate degrees at the following universities:

- University of Valencia
- Polytechnic University of Valencia
- Jaume I University
- University of Alicante
- Miguel Hernández University
- CEU Cardenal Herrera University
- Catholic University of San Vicente Mártir
- European University of Valencia
- Florida University School

Business Schools: Masters

Partly as a result of the contribution made by Business Schools to the training of entrepreneurs, the ACV EU|BICs collaborate with them in large part, the same way as with the universities mentioned above:

- Chamber of Commerce.
- CEU Cardenal Herrera Business School

- E&S Business School
- EDEM Business School
- ESIC Business Marketing School
- Estema Business School.
- FEBF: Stock Market and Financial Studies Foundation
- Florida University School Business School
- FUNDESEM Business School
- INEDE Business School

Resources and materials (www.recursosparaemprendedores.es)

Resource Guides for Business Creation

Resource Guides offer information to entrepreneurs on the creation process of a start-up in the Autonomous Community of Valencia and set out to resolve any doubts about launching a new enterprise.

Business Activity Files

115 sector files of different business activities that show the main characteristics of a number of business opportunities in the Autonomous Community of Valencia in which an entrepreneur can develop several activities.

File cards

211 file cards with all the processes and requirements needed for the formation and daily management of a company. The information included is updated and adapted as widely as possible to the Autonomous Community of Valencia.

Business Activity Guides (sectors and professionals)

99 guides that facilitate the dissemination of significant information on business activities in the economic sphere of the Autonomous Community of Valencia.

Business Management Manuals

50 business management manuals that aim to facilitate basic management knowledge that any entrepreneur and business person needs in order to manage and direct a company, backed up by a series of practical examples.

Self-diagnosis Test

- Entrepreneurial capacity test
- Business idea assessment test
- Design test
- SEO test
- Internationalisation test
- Entrepreneurs' responsibilities test
- Team work test

On-Line Business Plan (<http://planempresa.redceei.com>)

A platform to help you describe and analyse your idea, identify your business opportunity and examine its technical, economic and financial feasibility.

Entrepreneurship Videos

Over 1300 videos of entrepreneurs (talking about their experiences), business people and other contributors lasting from 1 to 3 minutes.

www.multimediaemprendedores.es

Orange Pages

A portal that sets out to facilitate potential activities to boost collaboration between companies and develop them via an on-line tool.

www.cooperacionempresarial.es

Credits

This case study has been developed by EBN in joint cooperation with four EU|BICs of the Comunidad Valenciana. Namely

For the Valencia EU|BICs:

Jesús Casanova, director of CEEI de Valencia
Joaquin Alcazar, director of CEEI Elche
Justo Vellon, director of CEEI Castellon
Roberto Payá, director CEEI Alcoy

For EBN

Giordano Dichter, Head of EU|BIC Services
Juan Sanchez, Quality Assistant
Clarelisa Camilleri, EU|BIC Services Assistant
Nathalie Marchand, Web and Communication Manager