

WP3 - Deliverable 3.2.3 WORLDWIDE INCUBATION AND ACCELERATION MODELS FOR SMEs IN FISHERY & AQUACULTURE SECTORS



Index

Inde	ex	1
1.	Introduction	2
2.	The business supporting organizations	2
2.1	Incubators	3
2.2	Virtual Incubators	6
2.3	Accelerators	6
2.4	Coworking spaces	7
2.5	Makerspaces	7
2.6	Seed funds, Large VC and Angel investors	8
3.	Incubators and Accelerators: a comparison	8
4.	Best practises	12



1. Introduction

The diagnosis of solutions for innovation in Fishery & Aquaculture sector in the project area and the analysis of worldwide trends, includes also an overview about the models already implemented for the support of new companies.

The present deliverable will be focused on the analysis of worldwide incubation and acceleration's models existent at overall level and that can be exploited by the start-ups of Fish and Aquaculture sector.

The first part of the document illustrates the main models of business support organizations already existents all over the world. Before the analysis of every single model for companies in F&A sector, a categorisation of the different solution and their peculiarities is needed.

In the last part of the document best practises of business support organizations for F&A companies are described, analysed and mapped with different geographical scale

2. The business supporting organizations

According to **Miller and Stacey** (2014): "'Incubation' is a collection of techniques that can be used to prove an idea, develop a team and de–risk ventures for later–stage investors".

Business Incubators, as the name implies, are places designed to foster the growth of small companies and provide entrepreneurs with a supportive environment for their projects. In its generic sense, the term *"business incubator"* is often used to describe a wide range of organisations that help entrepreneurs develop their ideas.

Although the term is generally misused, technically an "incubator" provides a specific set of services, while on the market there is a plethora of other organizations which support the development of businesses, promote innovation and foster local economic development. In this section we will go through different types of organisation, identifying their characteristics, their targets and their institutional objectives.



2.1 Incubators

International Business Innovation Association (InBIA)¹ defines incubators as a "catalyst tool for either regional or national economic development", while **infoDev**² defines them as a "physical space or facility that accommodates a business incubation process".

Incubators are typically physical spaces, available on relatively flexible terms, which provide additional "incubation" services such as provision of training for entrepreneurs, access to networks and finance and specialist equipment.

They usually help small business to avoid first steps' mistakes, save money through the reduction of overhead costs by sharing facilities, increase the confidence of the entrepreneur and improve his skills (such as financial, marketing, management and communication skills). They generate a better business survival rates and improve the growth prospects of start-ups an early stage of development.

In general, literature has provided many definitions of the term "Incubator". As proof, in their work J. Piet

Hausberg and Sabrina Korreck³ have found a range of broader and narrower definitions of incubators in the literature and have tried to sum them up in the table below:

1	Definition	Reference
	A facility which promotes the early stage development of a for- profit enterprise within the confines of a building ()	Plosila and Allen (1985)
	Real estate projects with shared space and administrative arrangements [and] organize the business development process	Campbell, C., Kendrick, R. C., & Samuelson, D. S. (1985)

¹<u>https://inbia.org/</u>

² Dev Business Incubation, Definitions and commonly used terms - <u>www.idisc.net/en/DocumentArticle.38688.html</u>

³ https://link.springer.com/article/10.1007%2Fs10961-018-9651-y



Seeks to effectively link talent, technology, capital and know-how in order to leverage entrepreneurial talent and to accelerate the development of new companies	McAdam and Marlow (2007), Smilor and Gill (1986)
'A facility with adaptable space which small businesses can lease on flexible terms and reduced rents [where] Support services are available and shared"	Kuratko and LaFollette (1987)
"Large buildings operated to nurture young companies by providing low-rent space, shared office services and management advice"	Lumpkin and Ireland (1988)
"Centralized physical facilities that 'incubate' new and small ventures by providing them with varying support services and other assistance."	Udell (1990)
"Are multi-tenant buildings providing affordable, flexible space, and a variety of office and support services which share a common purpose: to nurture small fledgling firms into healthy businesses"	Weinberg et al. (1991)
"Locally based institutions that provide shared physical space and business support services to new and young firms"	Markley and McNamara (1995)
"offer fledgling companies a number of benefits—office space, funding, and basic services such as recruiting, accounting, and legal—usually in exchange for equity stakes"	Hansen et al. (2000



"Producer' of business assistance programs. () companies and the incubator staff are co-located in the same facility"	Rice (2002)
"An enterprise that facilitates the early-stage development of firms by providing office space, shared services and business assistance"	Hackett and Dilts (2004)
"Any organization that provides access to affordable office space and shared administrative services"	Bollingthoft and Ulhoi (2005)
"Property-based organizations with identifiable administrative centers focused on the mission of business acceleration through knowledge agglomeration and resource sharing"	Phan et al. (2005)
"Organisations that supply joint location, services, business support and networks to early stage ventures"	Bergek and Norrman (2008)
"Organizations whose purpose it is to support the creation and growth of new businesses, by supplying a shared office environment and agglomeration of new and small businesses"	Honig and Karlsson (2010)
'Tools to accelerate the creation of successful entrepreneurial companies''	Bruneel et al. (2012)



Incubators can be both public and private entities: the first ones tend to focus on job creation, while the second ones emphasize on profitability. They are typically dependent on funding by a sponsor (*government or corporation*) and charging rent or membership fees to residents, often on a monthly basis.

For a long time, the physical collocation of incubatees inside the incubator has represented the main characteristic of a business incubator. This feature is lacking in some more recent definitions due to the increasing focus on support services and the advent of virtual business incubators.

2.2 Virtual Incubators

A virtual business incubator is an emerging variant model focuses on providing services such as mentoring and access to investors, without physical space or infrastructure (Nowak and Grantham, 2000).

They usually offer a package of services designed to support, facilitate and accelerate the growth of starting businesses with service and tools that are (at least to a significant extent) independent of the location of the service provider and/or the users of these services.

2.3 Accelerators

Accelerators are a more recent phenomenon than incubators. **Cohen** and **Hochberg**, the collaborators of *Seed Accelerator Ranking Project*, define an accelerator as a "fixed-term, cohort-based program, including mentorship and educational components, that culminates in a public pitch event or demo day".

Accelerators tend to work by enrolling startups in months-long programs that offer services (such as mentorship, office space, develop of business plan, investor pitch deck, prototypes, initial market testing and supply chain resources) through a highly selective and cohort-based program. This programme usually took a period of three to twelve months, which means that the development of business models is time-sensitive and very intensive.

Anyway, more than any other feature, what differentiates them the most from incubators is theirs service of access to capital and investment in return for startups equity. While incubators **typically charge rent or membership fees**, accelerators more often base their business model on **equity from the startups**.

Accelerators stringently vet participating businesses, therefore investors can make their investment choice more quickly, avoiding to waste loads of time: business angels can simply invest in accelerators that take on shares in startups themselves. Accelerators also implement these investments as real options which means that early stage investors have the right to make future investments if they choose to (*it is not an obligation to invest more*).



Support for the pre-startup stage is offered in the form of pre-accelerator programmes, directed at entrepreneurs or startups with the aim of joining an accelerator programme in the future.

2.4 Coworking spaces

According to **Wikipedia**, Coworking is a "self-directed, collaborative, flexible and voluntary work style that is based on mutual trust and the sharing of common core values between its participants." ⁴ They are physical workspaces, usually providing basic office services and available on highly flexible terms, and sometimes reserved for individuals and young, growing companies. There is no limit to the time a company can remain resident and access services and this service foresees a membership or a rolling contract.

The first European coworking space opened in France in 2007 while nowadays UK is among the most responsive European Country to the idea of collaborative working, with a special focus on London.

Coworking is distinct from business accelerators and incubators. These spaces do not fit into the coworking model because their social, collaborative, and informal aspects of the process is less emphasized. In coworking, management practices are closer to that of a cooperative, including a focus on community rather than profit.

2.5 Makerspaces

Makerspaces are facilities for digital design and fabrication. They are predominantly membership organisations that provide both formal courses and informal help to users (Stokes, Stewart, and Sleigh, 2015). Makerspaces offer these same services to startups and SMEs, though they are typically non-selective. For example, there is no specific entrance requirements and usually they are intended to be accessible by anyone.

They have a variety of maker equipment including 3D printers, laser cutters, CNC machines, soldering irons and even sewing machines. A makerspace however does not need to include all of these machines or even any of them to be considered a makerspace. These spaces are also helping to prepare those who need the critical 21st century skills in the fields of science, technology, engineering and math (STEM). They provide hands on learning, help with critical thinking skills and even boost self-confidence. Some of the skills that are learned in a makerspace pertain to electronics, 3d printing, 3D modelling, coding, robotics and even woodworking. Obviously, makerspaces are also fostering entrepreneurship although they do not offer mentorship or business development support.

⁴<u>https://en.wikipedia.org/wiki/Coworking</u>

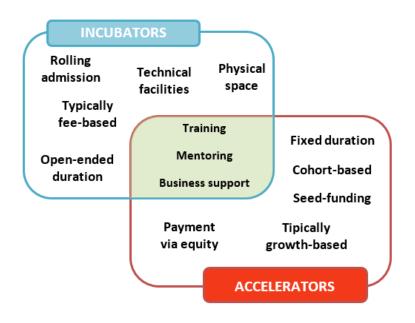


2.6 Seed funds, Large VC and Angel investors

These subjects offer support in pure investment capital. The main difference is the size of the investment that can be expected from each investor: angel investors usually have a maximum investment from 10K to 250K, larger seed funds can cover up from 50K to 1.5M but some might have minimum ownership requirements for an investment. Finally, Larger Venture Capitalist can invest a sum from 3M to 15M. Due to ownership requirements and their fund size, large VCs investing at the seed stage will want the entirety of a round and won't usually be interested in rounds less than \$3M. VCs often walk away if they cannot get the ownership they want.

3. Incubators and Accelerators: a comparison

For the aim of the present document, the focus of the present analysis will be mainly devoted to incubators and accelerators. At first glance, accelerators sound incredibly similar to incubators. The confusion about the differences of accelerators and incubators stems from the fact that they provide almost the same services to their clients.





Their business model focus can underline their difference:

BUSINESS MODEL OF INCUBATORS AND ACCELERATORS						
Special for incubators		Common		Special for accelerators		
PARTNERS	KEY ACTIVITIES	VAI	.UE	CUSTOMER RELATHIONSHIP	CUSTOMER SEGMENTS	
Universities Governments Venture Capitalist Angel Investors	Technical Assistance Monitoring Mentoring Education Financial Assistance KEY RESOURCES Funds Office Investors Seed capital Investments Networking with social capital	Maturation / Growth	Fast Validation	Self Service Dedicated personal assistance Community CHANNELS Social Media Entrepreneur ecosystem Web/online services Universities Facility	Entrepreneurs Sturt Ups Companies Investors	
	COST STRUCTURE			REVENUE FLO	w	
Rental Salaries <mark>Equity</mark>				Shares Fees Rental		

Gathering all the information provided within the surveyed publications about the differences between two programs (incubators and accelerators) and considering their business model approach, we can underline some prominent differences in:

• Structure

Incubators' legal status is mostly **non-for-profit** while accelerators are mostly **for-profit**. Their managers are mostly professionals and academicians for incubators, while for accelerators there are mostly entrepreneurs or angel investors. Accelerators have cohort structure while it is absent in incubators. Incubators' goal usually coincides with the maturation of the companies and create for this aim a program of 3-4 years duration, while for accelerators it is all much faster. Their goal consists in a fast test validation of businesses/innovation with programs of 3-4 months duration.



• Selection

While the scale of incubators is usually focused on local community, the accelerators are wider focus on regional, national and global scale. The Technology is mostly ICT-web in accelerators while in incubator is a mixed one. The team focus is based on individuals and teams for incubators and only teams for accelerators.

• Finance

Incubators are essentially financed by rental fees and public funds while accelerators are mostly focused on seed funding and equity stake, there are not based on rental fees or public funds and the IP Conditions depends on the equity agreement while IP policies for incubators are only dependent by the specific organization.

• Networking

Networking activities are very different among those two subjects: incubators have not networking activities with Customers and have not Demo Day, while accelerator have both. Cohort / Alumni Networking activities are the base of accelerators while in incubators they can be variable, as well as the networking activities with investors.



	CHARA	ARACTERISTIC INCUBATORS			ACCELERATORS			
	Legal Status		Mostly non-for-profit		Mostly for-profit			
						Mostly entrepreneurs or angel		
	Manager Pro	file	academicia			investo		
-	Cohort Struc		No			Yes		
Structure	Conore Su de	luie		mouth and ich		105		
nct				growth and job				
Str	Aim		creation				on invest	
•							st validatio	
	Goal			of companies			sses/inno	vation
	Program Dur	ation	3-4 years			3-4 months		
	Ventures		Mostly tena	ants		Portfol	io compan	nies
	Selection		Varies			Compe	titive	
uo	Scale of Regi	on	Local comm	nunity		Region	al, nationa	ıl, global
scti	Technology F	ocus	Mixed			Mostly	ICT-web	
Selection	Team Focus		Individuals	and teams		Only te	ams	
•	Scale of Targ	et	Companies			<u> </u>	mpanies	
	Office faciliti		Yes	ana racas		Varies	mpaneo	
s		c5	Yes			Yes		
ice	Mentoring				_			
Services	Technical As	sistance	Yes			Yes		
S	Education		Yes			Varies		
	Graduation S		Mostly yes			Varies		
	Seed Funding	2	No			Yes		
e	Equity Stake		No			Yes		
Finance	Rental Fees		Yes			Mostly not		
ina	Public Funds		Yes			Mostly not		
11	Intellectual Property			rganization's IP				
	Conditions			- gamzation 5 H		Varias	hy equity	arreement
50			policies Varies			Varies by equity agreement Yes		
kin	Networking with Investors Networking with Customers					Yes		
Jo Li			No					
Networking	Demo Day		No			Yes		
ž	Cohort & Alu	mni Networking	Varies		Yes			
Incub type	ation							
Incuba	ator	N	Y	Y	N		N	Y
Accele	erator	Y	Y	Y	Y		Y	Y‡
Pre-ac	celerator	N	N	Y	Y†		Y	Y
Virtual Accele		Y/N	N	Y§	Y		Y	Y
Virtual Incubator		N	N	Y	N		N	Y/N
Active seed / VC Y		Y	Y/N*	Y/N*	N		N	Y
Coworking space N +		N	Y	Y	N		N	N
+								

Figure 1 - Batavia Industrial Center

Figure 2 - Tom Mancuso – © Cory Fitzgerald



4. Best practises

In the following table, some business supporting organizations in F&A sector have been identified, analysed and mapped with different geographical scale (Global, European, National and Regional level). For each model, a set of parameters have been identified such as:

- name of the organization;
- main type: it indicates the main activity of the business supporting organization (i.e. incubator, accelerator, fund, etc.);
- mission: for-profit or non-for-profit;
- location: it is the geographical position worldwide;
- range of coverage: regional, national, european or global;
- why is important;
- contact.

Name	WorldFish Incubator
Main type	Incubator
Mission	International, non-for-profit research organization that harnesses the potential of fisheries and aquaculture to reduce hunger and poverty.
Location	7 Country offices: Bangladesh, Cambodia, Egypt, India, Malawi, Myanmar, Solomon Islands, Timor-Leste, Zambia
Range of coverage	INTERNATIONAL
Why is important	 WorldFish has a global dimension; it was founded in 1975. The organization counts: 231 Research staff 373 Staff globally 149 Research projects



	In both fisheries and aquaculture value chains the organization emphasizes livelihood opportunities for women and youth in fish processing and trade, in the supply of inputs such as locally-produced feed and seed for aquaculture, and in the marketing and distribution of nutritious fish-based products for maternal and child health. WorldFish provides a wide range of information about its activities, including regular podcasts, newsletters, press releases, story telling, photo and video material. WorldFish has created also a blog where a Fish Tank promotes discussion and new ways of thinking about F&A.
Contact	https://www.worldfishcenter.org/

Name	Entrefish
Main Type	Virtual Incubator
Mission	Co-funded project by the European Maritime and Fisheries Fund of European Union. Entrefish aims at strengthening entrepreneurial and managerial skills of SMEs in fisheries and aquaculture, promoting a responsible and innovative use of natural resources, collaboration between companies, visibility and quality of local products, the inclusion of young people in undertakings in the sector.
Location	Two areas involved: Apulia Region (Lecce) and Provence-Alpes-Côte d'Azur (Marseille).



Range of coverage	REGIONAL
Why is important	The main objectives of Entrefish project are:-to foster innovation and sustainability for SMEs-to foster job opportunities for young graduatesEspecially for companies, Entrefish offers a training course that comprends:-classroom courses-the possibility to engage in a business game-participation in a project work team-the opportunity to host a trainee graduating in biology or economics-contacts with the other companies in the sector, institutions and experts.
Contact	http://www.entrefish.eu/?page_id=3556⟨ =it

Name	FARNET - Fisheries Area Network
Main type	Virtual Incubator
Mission	Not - for - profit Farnet is the network of people implementing <u>Community-Led Local Development (CLLD)</u> under the European Maritime and Fisheries Fund (EMFF). Through FARNET, Fisheries Local Action Groups (FLAGs), managing authorities, citizens and experts from across the EU can work together on the sustainable development of fisheries and coastal areas.
Location	Brussels
Range of coverage	EUROPEAN



Why is important	The Farnet Support Unit has established a channel of assistance for regional experts. The "learning network" connects the growing knowledge and experience in CLLD from across Europe. It consist of a permanent team of 10 people. The themes covered by network are numerous and they range from business support to labelling, new technologies, traceability etc.
Contact	https://webgate.ec.europa.eu/fpfis/cms/farnet 2/about/at-a-glance/farnet_en

Name	FISHING TECH
Main Type	Accelerator
Mission	Acceleration program that connects the experience and business opportunities of leading companies in the fishing industry with the most innovative technology of startups and companies around the world.
Location	Vigo, Spain
Range of coverage	INTERNATIONAL
Why is important	Fishing Tech is a very interesting application program that support companies in fishing sector to develop their business strategy, to approach new technologies and to establish networks.



	The accelerator support companies in several
	areas: navigation, fishering gears, quality in
	fishery products, improvement in production
	processes, aquaculture.
	The benefits for participants are:
	- option to scale your business
	- mentoring with first level experts
	- pilots in real market, through the
	participation in real projects
	- networking with top companies in the
	industry
	- zero equity requirements
Contact	https://fishing-tech.com/en/
Contact	

Name	SEATECH ACCELERATOR
Main Type	Accelerator
Scope	International program for the most disruptive blue economy startups to develop innovative solutions based on corporate partners' needs in a 15-week acceleration program to launch real pilot project on field.
Location	Genoa, Italy
Range of coverage	EUROPEAN
Why is important	SEATECH is the first startup accelerator of the Mediterranean Sea dedicated to blue economy projects. Based on the open innovation model, the



	 acceleration program will target international and innovative startups, value chain initiative, multi-stakeholders initiative. 5 sectors: maritime transport, shipbuilding & repair, marine extraction oil and gas, fish&aquaculture, coastal tourism.
Contact	https://seatechaccelerator.io/#contact

Name	U-startup
Main Type	Incubator
Mission	The birth of new business initiatives represents one of the most significant levers for the economic development of the territory. To this end, U-START Business Incubator of Lower Romagna has been supported the creation and development of new companies in the advanced tertiary sector since 2003, offering aspiring entrepreneurs and startuppers skills, networks and services so that innovative ideas can translate into concrete projects. Promoted by the Union of Municipalities of Lower Romagna, the Incubator is spread over a total area of about 250 square meters divided into 5 modules of variable size equipped to host new businesses.
Location	The incubator is managed by Romagna Tech for the innovation of Romagna, an innovation center that has been actively integrated into the regional innovation ecosystem - Emilia- Romagna Startup - and national - Italia StartUp



Range of coverage	for years, with a leading role in favor of innovative entrepreneurship in the area. REGIONAL
Why is important	Presence of the startup: rECOver The startup proposes the recovery of waste products from the fish supply chain and their conversion into high value-added materials able to filter solar radiation through a green and easily scalable process
	Michele Iafisco, Tom Lavery, Alessio Adamiano and Francesca Carella are the promoters of the project, they have developed a process capable of producing innovative and sustainable materials based on calcium phosphate of natural origin, which replaces the active chemical / synthetic ingredients used in the skincare area. The materials produced by rECOver are preferable to the synthetic ones based on titanium oxide and zinc oxide currently used as UV filters in sunscreen and cosmetics because, given their natural origin, they are intrinsically bio compatible and bio-absorbable
Contact	www.romagnatech.eu



Name	IN.VI.TRA
Main Type	Virtual Incubator
Mission	"A cross-border virtual incubator, which makes available to Italian and French entrepreneurs a whole series of personalized counseling and assistance services for the start-up phase" Massimo Guerrieri president of Federcoopesca- Confcooperative Toscana and Unisco Toscana Link Srl
Location	The new businesses that will be born will be linked to the world of the sea, therefore to fishing, but also to agriculture and tourism, with activated synergies between different sectors and professionalism. The project sees the Tuscany Region at the forefront, together with Liguria, Sardinia, Corsica and France and with the collaboration of various entities, both public and private: Unisco Toscana Link (Confcooperative Toscana Service Center), Unioncamere Liguria, Chamber of Commerce of Nuoro, Atena (Genoa Confcooperative Service Center), Agence de Développement Economique de la Corse (ADEC), CDE Petra Patrimonia Var, Petra Patrimonia Corsica and the Confcooperative Regional Agency for Development in Sardinia (ARCOSS). TRANSREGIONAL
Range of coverage	
Why is important	The repercussions on the territories will be positive, for Tuscany alone there is talk of 40 new businesses and 250 jobs in three years, in addition to the economic and social aspects. Public and private work together, with innovative tools, starting right from the social



	values of our cooperative system: trust, sharing and impact on the territory. The first phase of the project involved the recognition of the activities that the partners already carry out on their respective territories. From now on, the second phase, the more operational one, begins with the implementation of innovative tools and services to support business incubation with particular attention to the cooperative form. The project web platform dedicated to new entrepreneurs will soon be operational and inspired by the "One Stop Shop" models, a sort of social network for businesses from which to find all information and services and, more interestingly, where ideas can be shared with potential members and financiers.
Contact	http://www.incubatore-invitra.eu/it/index.html

Name	CRE.S.CO - CREative Social CO-working
Main Type	Co-working
Mission	CRE.S.CO. (Creative social coworking), is the first coworking space in the city of Ravenna. It is dedicated to social innovation projects and to the creative and cultural industry
Location	Ravenna
Range of coverage	REGIONAL



Why is important	In CRE.S.Co. is located the innovative startup Studiomapp is the only Italian that, according to the report "Digital with purpouse: Delivering a SMARTer2030", is carrying out projects aimed at achieving the sustainable development goals set in the United Nations 2030 Agenda. The study, in which Studiomapp is cited in three sustainability objectives, was conducted by the Global Enabling Sustainability Initiative (GeSI), an international organization that promotes the environmental and social sustainability of new technologies, and Deloitte, a leading company in business consultancy. The progress made on the 17 sustainability objectives identified by the UN is summarized in approximately 500 pages, presenting particularly relevant use cases with a positive impact. "We are specialized in Location Intelligence, that is the study and analysis of the territory, which has led more and more to use and interpret satellite images with artificial intelligence techniques to find information on the territory and the environment on a global scale ", explains Angela Corbari , co-founder and operational director of Studiomapp. The most significant project concerns Life in the marine environment: tracking of boats to combat illegal fishing (goal 14) - With the aim of identifying and locating boats and monitoring port activities, Studiomapp is using artificial intelligence for analysis of satellite images of the seas.
Contact	https://www.studiomapp.com/



Main Type	Incubator
Mission	green oriented business incubator
Location	Singapore
Range of coverage	INTERNATIONAL
Why is important	In STARTUP SPAZE is located the innovative startup Shio Meats. Shiok Meats is a Singapore startup founded by tw entrepreneurs, Sandhya Sriram and Ka Yi Ling, who use cellular aquaculture to grow crustaceans in th laboratory. The company, whose name means "delicious in Malay English spoken on the peninsula, was founded i August 2018 and started its operations thanks to a firs investment of 10 thousand dollars by a business ange with whom the two co-founders have rented a researc laboratory. In recent months Shiok Meats closed a \$ 4. million seed-round attended by CEO of Monde Nissa Henry Soesanto, Tyson, Y Combinator, AiiM Partners an Idea Ventures, a new risk fund dedicated precisely t meat alternatives. A few weeks after the end of the round the company also had its product tasted during th "Disruption in Food and Sustainability" conference. Shio Meats is the first Asian animal protein company grown i the laboratory and is using its new funding for researc and development and to grow its team of bioengineers Within two to three years, the company plans to launch new product on the market. The fish proteins of Shio Meats are created starting from the extraction of ster cells from the muscles and fat of an animal. These are the inserted into what are known as culture media and fed o substances such as proteins, fats and sugars. The suppl of fish products in kind is diminishing due to overfishing It is estimated that, at these rates, in 2050 there will b more plastic than fish in our oceans.
	more plastic than non mour occurs.