

RAISE

Regions' Alliances for Interconnected Start-up
Ecosystems

FINAL CONFERENCE

RAISE



RAISE - Regions' Alliances for Interconnected Start-up Ecosystems

The main goal of RAISE is to develop **a new and sustainable integrated support framework to foster start-up growth and scale-up across Europe** in all its dimensions, from initial funding, research support to public incentives and internationalisation.

This will result in promoting competitive business models, unconventional collaborations and solutions from all over Europe, and contributing to the **establishment of a true European startup ecosystem.**



PROJECT CONSORTIUM PARTNERS

All **five organisations** implementing the RAISE project are active at the European level spanning the whole spectrum of startup support and growth: access to public funding, business angels, research & innovation.



The RAISE project is financed by European Union through the GRANT AGREEMENT concluded with the European Innovation Council and SMEs Executive Agency (EISMEA), under the powers delegated by the European Commission. Project number: 101070749
Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Innovation Council and SMEs Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

RAISE specifically aims to



**Link Key
Players**



**Plan Common
Actions**



**Reach out to
several regions
in the EU**



**Contribute to the
visibility of the new
support framework**

RAISE project's phases



An Interconnected Startup Space

We will establish sustainable and in-depth links between the partners and local or regional, or national ecosystems and launch a community of practice that facilitate the growth of scale-ups in Europe.

New Startup Business Models

We are developing a common action plan for supporting new startup business models into solid technical and conceptual frameworks at the EU and global level.

Best Practices and Policies

We will map and promote support activities to startups conducted at the regional level across Europe and mobilise regional efforts to address relevant barriers to startups' growth.

PILOT ACTIONS

The RAISE Pilot Actions carried out supporting activities for startups, such as coaching, informative sessions, and matchmaking events. They were deployed by the partners according to **five main lines**:

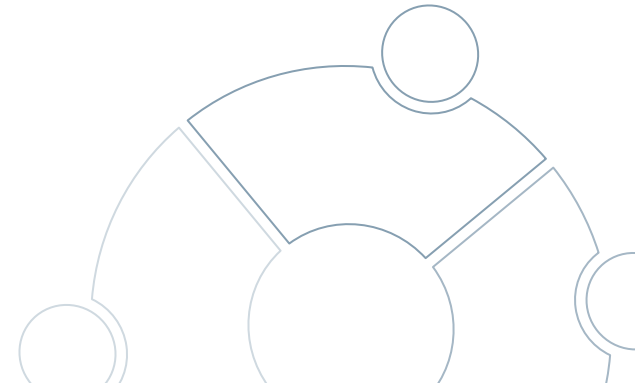
- 1. Business Models** - Provide comprehensive support in structuring and developing a "role-model" business plan for startups and scale-ups.
- 2. Business Partnerships** - Expand sales channels, technology partners, and other business partnerships to introduce competitive products or services to the market.
- 3. Seed Capital/Venture Capital** - Map the financial needs of startups/scale-ups and provide training, assistance, and services related to seeking finance and financial investment.

4. Talent matching - Develop matching services to connect entrepreneurial spirit with research talent for global ventures.

5. Women entrepreneurship/Rural entrepreneurship - promote female/rural entrepreneurship through upskilling and mentoring sessions.



Pilot actions completed in **December 2023**



RAISE INTERACTIVE MAP OF STARTUP-FRIENDLY MEASURES

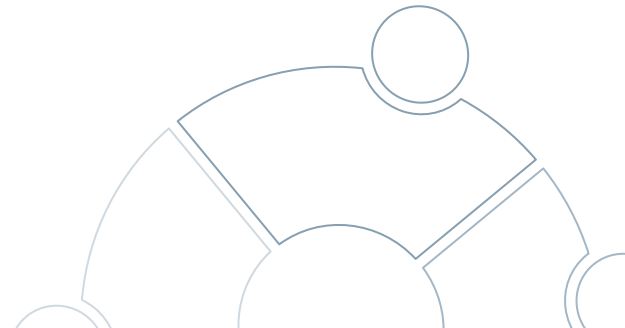
- RAISE developed a useful tool for start-ups looking for information about how to access European Structural and Investment Funds.



COMMON ACTION PLAN

Partners are designing, refining and further developing **a common action plan for supporting new startup business models** into solid technical and conceptual frameworks at the EU and global level, and **facilitate the scale-up of the ideas at European and international scales.**

The RAISE project has created a **Regional Steering Group** to **steer and validate** the action plan activities carried out along the project by analysing it and providing feedbacks.



THANKS for your attention!

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RAISE 

The logo for RAISE features the word "RAISE" in a bold, white, sans-serif font. To the right of the text is a blue graphic element consisting of two curved lines that sweep upwards and to the right, resembling a stylized arrow or a rising curve.

How to turn Europe into a world start-up ecosystem?

Prof. R. Aernoudt

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RAISE 



May 9-10, 2024
Malta

About myself: entrepreneurial pracademic

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ACADEMIC

Economics/
Philosophy/
Eur. economy

Professor
University
Ghent & Nancy
& BMI

Author
(35 books)
& 350 Papers

Columnist
FD Magazine/
Trends

PROFESSIONAL

Director of
cabinet (EU,
Wall/Flanders
Belgium)

Secretary-
general Dept.
economy &
innovation

Special
advisor EU-
Presidency

Chief
economist
European
commission

ENTER- PRENEURIAL

Co-Founder
EBAN & FREE

Curator TEDx
Brussels

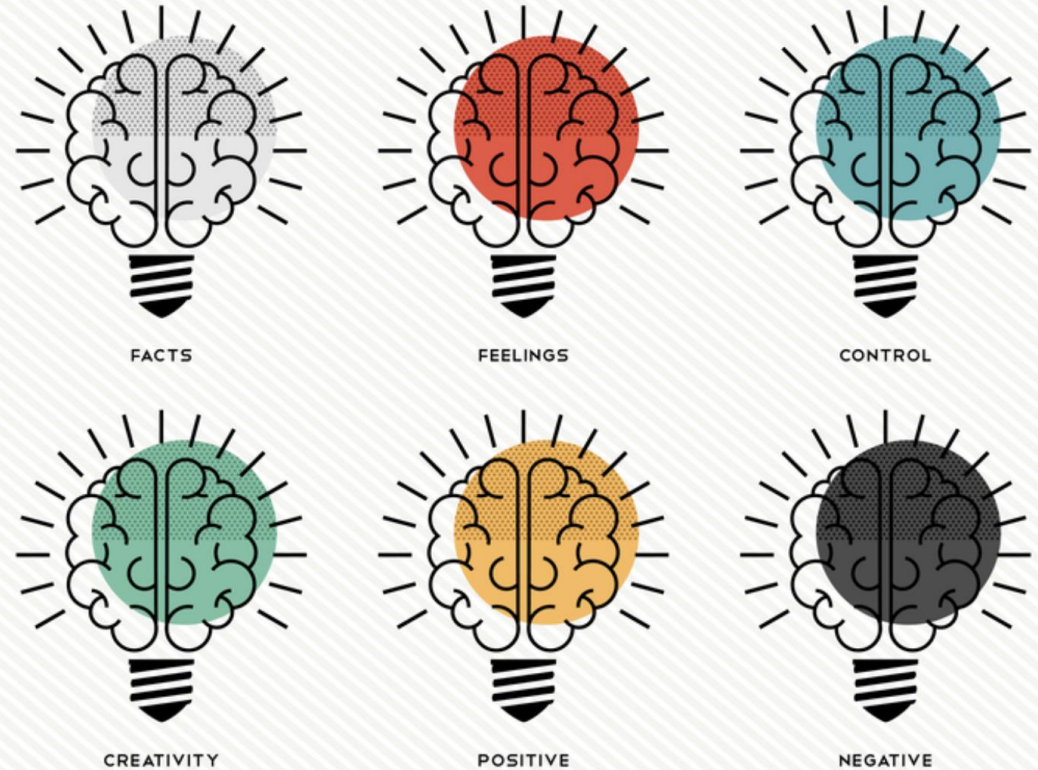
European
chair
WBAIF

CEO/CFO
(OLPC, spin-
off of MIT)

Noblesse oblige in Malta

- "You cannot dig a hole in a different place by digging the same hole deeper"
- This means that trying harder in the same direction may not be as useful as changing direction.

Edward de Bono



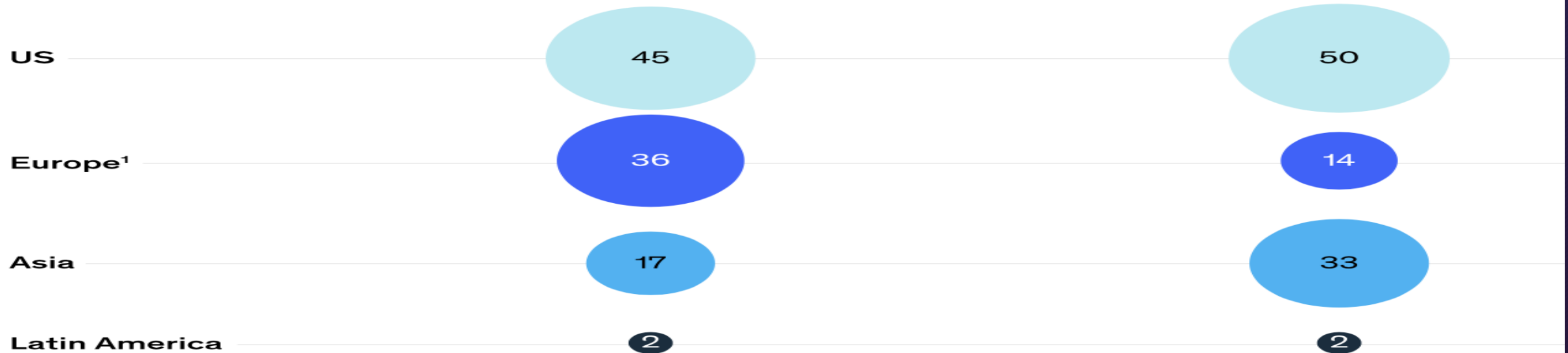
Edward de Bono – Six Thinking Hats

36% of start-up are EU-based

Europe produces about 36 percent of global start-ups but only about 14 percent of the world's unicorns.

VC-backed private companies
that raised funding, 2009–19, %

Unicorns, 2019, %



#1: (Un)certainty about the future

5

	Demand for products or services	Availability of staff with the right skills	Energy costs	Access to digital infrastructure	Labour market regulations	Business regulations and taxation	Availability of adequate transport infrastructure	Availability of finance	Uncertainty about the future
EU	54	79	64	45	61	65	47	46	73
Austria	58	87	66	51	65	68	48	43	72
Belgium	48	87	64	45	61	61	38	43	68
Bulgaria	49	81	62	35	53	60	50	43	77
Croatia	56	89	75	49	73	81	50	50	82
Cyprus	74	76	86	59	72	84	65	65	94
Czech Republic	60	87	70	47	71	66	42	47	80
Denmark	37	75	32	20	35	33	32	23	51
Estonia	49	77	44	23	49	33	19	39	66
Finland	59	77	39	28	52	51	24	37	73
France	45	64	50	30	60	60	36	43	72

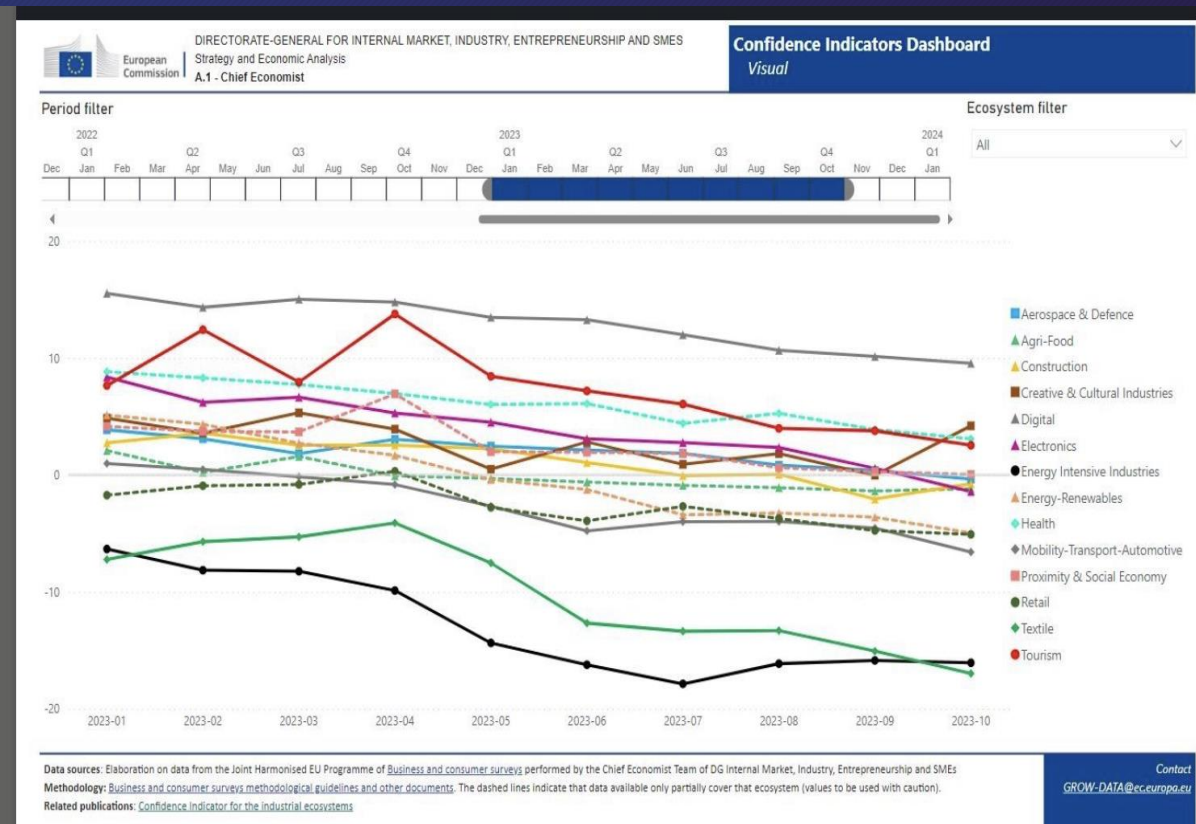
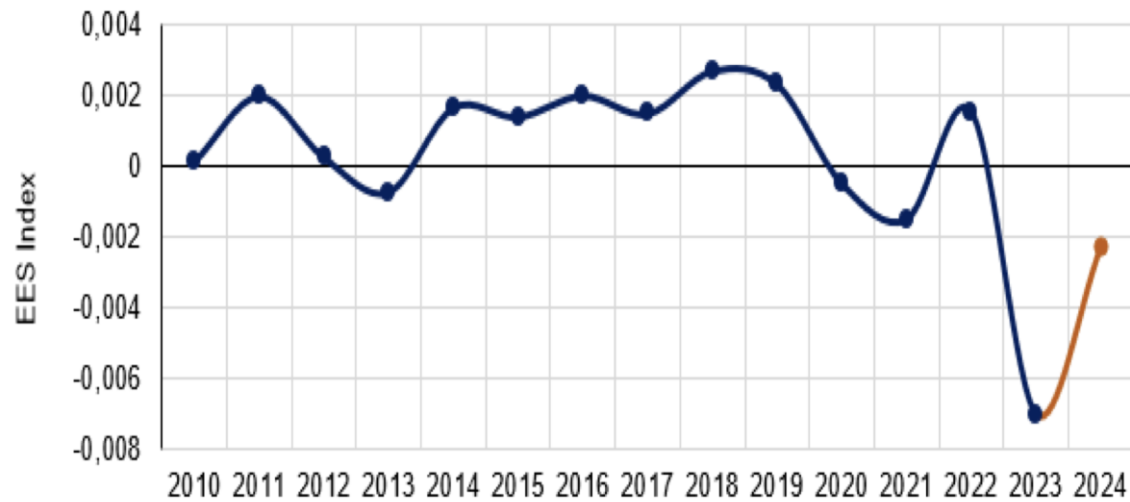
Germany	53	90	77	53	63	71	51	41	71
Greece	68	73	81	66	77	91	71	76	91
Hungary	42	69	46	27	34	36	25	32	68
Ireland	63	84	70	58	61	62	52	50	82
Italy	63	70	67	59	72	68	62	60	84
Latvia	78	91	80	56	72	86	61	71	94
Lithuania	61	80	57	32	54	63	35	53	83
Luxembourg	45	81	63	49	69	58	49	50	71
Malta	59	82	54	47	54	56	51	55	84
Netherlands	25	61	19	12	24	28	15	19	32
Poland	62	86	80	45	64	74	48	61	87
Portugal	58	76	76	43	70	80	46	50	89
Romania	60	73	63	35	57	61	60	56	80
Slovakia	69	83	71	53	75	77	54	53	81
Slovenia	49	83	68	36	71	59	39	39	79
Spain	82	78	80	65	81	84	69	69	93
Sweden	47	78	45	29	37	48	35	31	65
United Kingdom	56	80	64	54	63	66	54	46	72

Source: EIB report 2022

#1: (Un)certainty about the future

Business Confidence Index 2024

Low expectations on domestic sales, exports, employment and investments continue to cloud the outlook for 2024



Data sources: Elaboration on data from the Joint Harmonised EU Programme of Business and consumer surveys performed by the Chief Economist Team of DG Internal Market, Industry, Entrepreneurship and SMEs
Methodology: Business and consumer surveys methodological guidelines and other documents. The dashed lines indicate that data available only partially cover that ecosystem (values to be used with caution).
Related publications: Confidence Indicator for the Industrial ecosystems

#2: Factual EU-Challenge for 2024

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Challenges for 2024

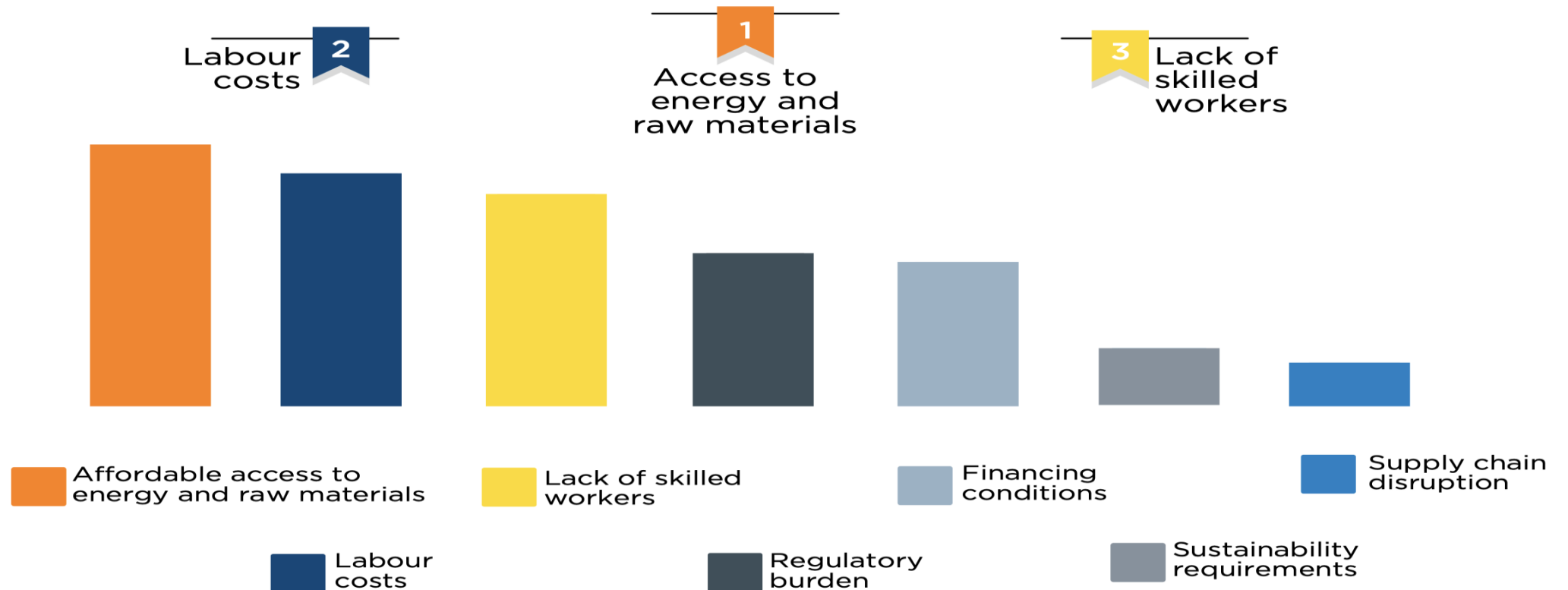
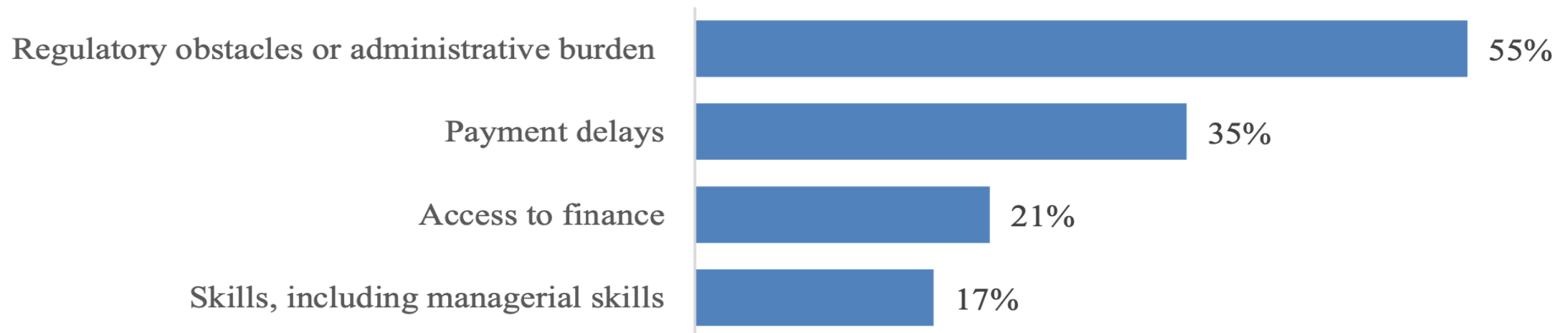


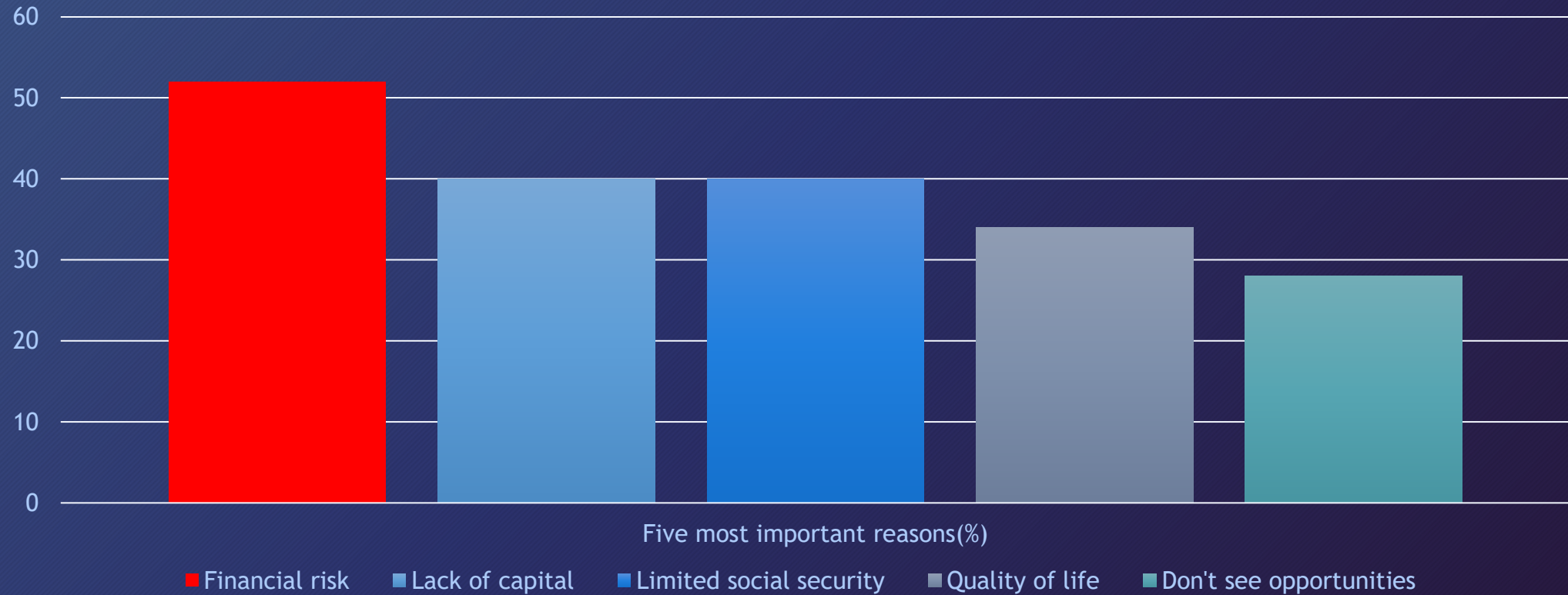
Figure 1: Key challenges for SMEs; source: Flash Eurobarometer 486

Regulatory obstacles or administrative burden and payment delays come out on top when SMEs report the biggest problems they face



#3 Mindset challenges: Evidence: Why not to "start-up" a business?

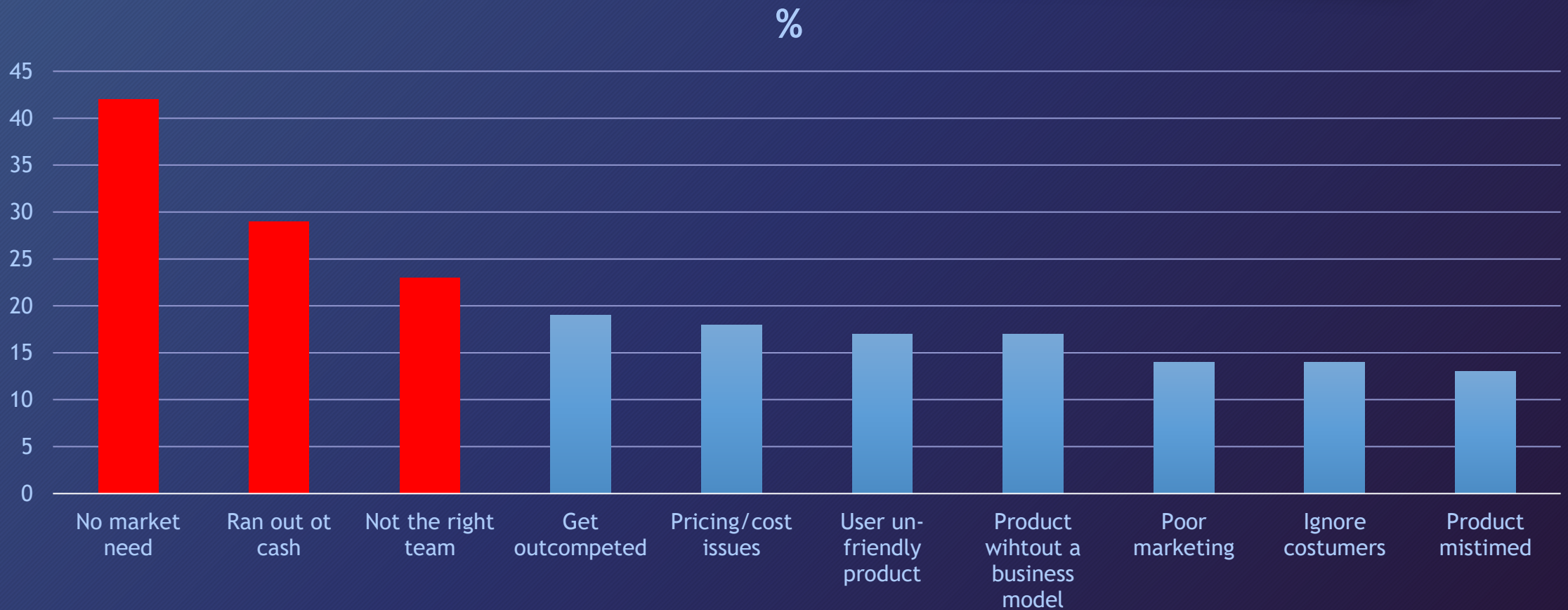
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1. Financial risk

50% of start-ups don't celebrate their 5th birthday

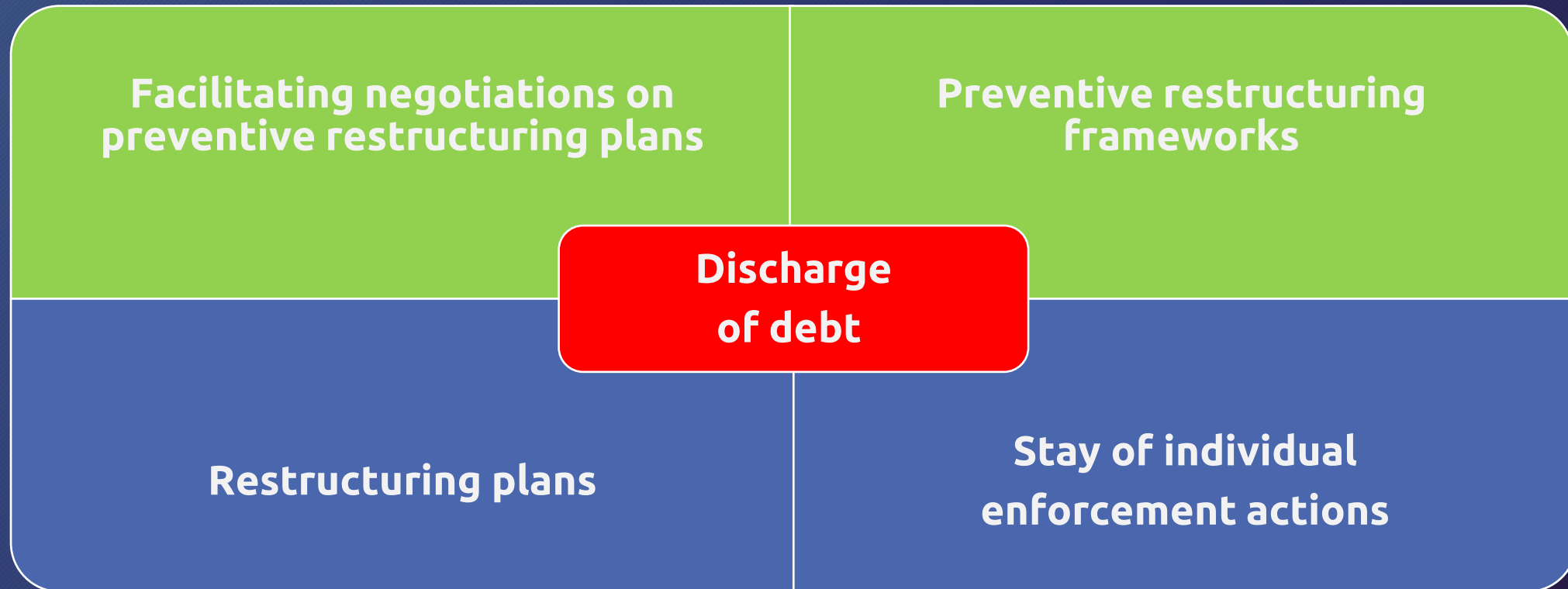
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Based on analysis of 100 post-mortem start-ups, CB-insight, 2023

Directive (EU) 2019/1023:
legislative initiative on business insolvency, including early restructuring and second chance (transposition the latest 17/7/2022)

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Financial Risk & early warning

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European Network for Early Warning



- A **network organization** of 33 partners across Europe, cooperating at authority and service provider level
- **14 countries** with Early Warning mechanisms and 4 in the pipeline
- **more than 1000 EW mentors**, in the process of stronger integration. Focus: peer learning and cooperation
- A **knowledge centre** (www.eweu-learningplatform.eu)

Second chance policy : why?

- Facts:
 - too many entrepreneurs go bankrupt
 - Very hard to start again (blacklisted)
 - “Entrepreneurs experiencing a bankruptcy are eager to re-start
- The productivity of ‘second’ entrepreneurs is higher than the ‘first-times’
- *“if all the Member States where the discharge period exceeds three years reduced it to three years, in the long run, the level of EU28 GDP (at constant prices) could be about 1.0% higher each year.”*

Policy measures

Legal procedures <1 year

Discharge <3 years

Restarters on equal foot as start ups

Information on stigma and failure

Possibility of automatic discharge

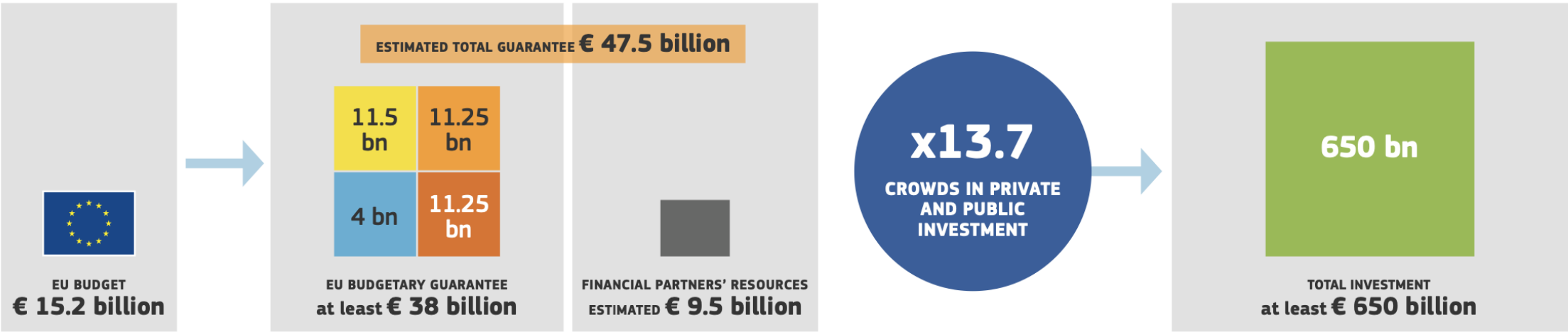
Fast track procedures

Early warning help desk mechanisms

2. Lack of capital: InvestEU 2021 - 2027



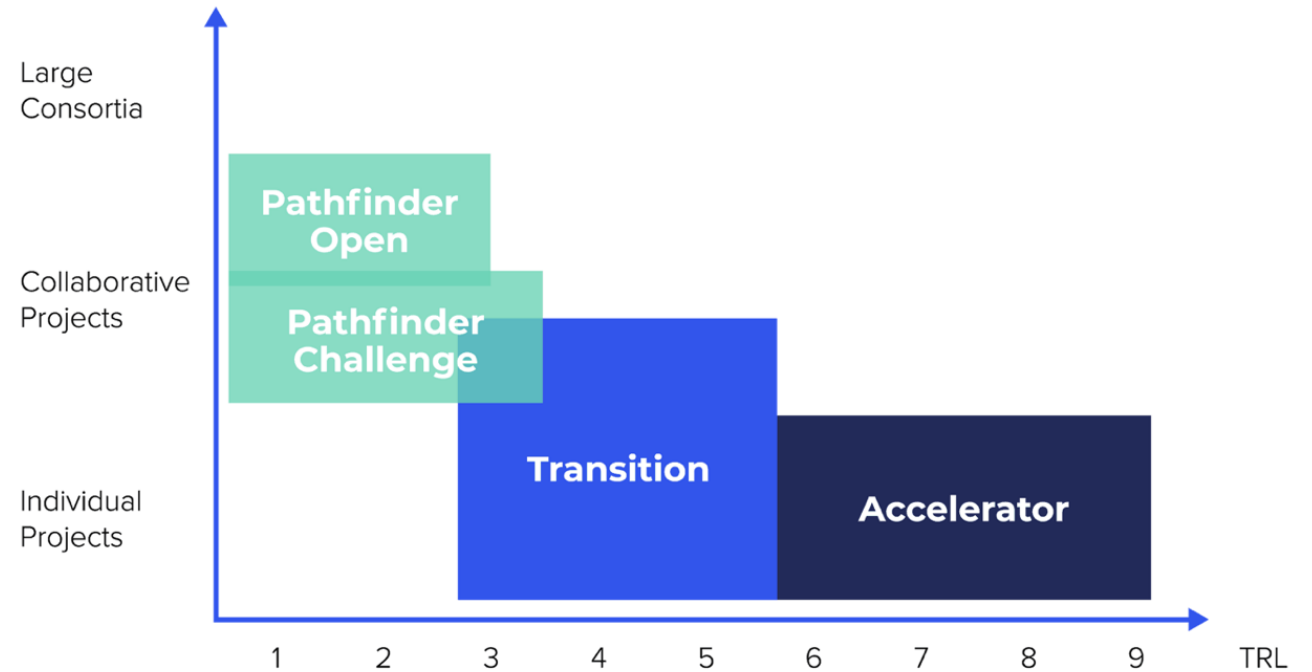
HOW WILL THE INVESTEU FUND WORK?



■ SMEs ■ Social investment and skills ■ Research and innovation ■ Sustainable infrastructure

EIC (European Innovation Council)

- Pathfinder: 3 M
- Transition: 4 M
- Accelerator
 - Grant: 2,5 M
 - Equity: 15 M



Late Payments

- Revision of directive
- Replace the current Directive with a Regulation
- Adopted EP at 23 April 2024 plenary session
- By being paid on time, companies will save each year at least five man-days currently lost to chasing debtors, equal to 340.2 million man-hours, or almost €9 billion for the entire EU economy.

How do late payments impact EU businesses?

500 invoices are sent every second in the EU. However, only 200 of them will be paid on time. Here are some facts about late payments.



More than 60% of EU businesses

are still not paid on time and SMEs are most affected.



1 in 4 bankruptcies

are due to invoices not being paid on time.



€158 million in financing costs

for EU companies could be saved per day by reducing payment delays.



900,000 jobs

could be created in the public sector thanks to timely payments.



20% of businesses

consider payment delays as a barrier to their green transition.

Source: European Commission

3. Social security

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- MS responsibility
- Some MS have concrete actions
 - Eg: Unemployment benefits for entrepreneurs that failed (fraud cases excluded)
 - Eg: personal bankruptcy versus company bankruptcy
- EC can stimulate benchmarking
- Role of RAISE !!

4. Quality of life: Why become entrepreneur

18

I admire other entrepreneurs



Life is too short to work for a boss



Can't handle a nine-to-five job

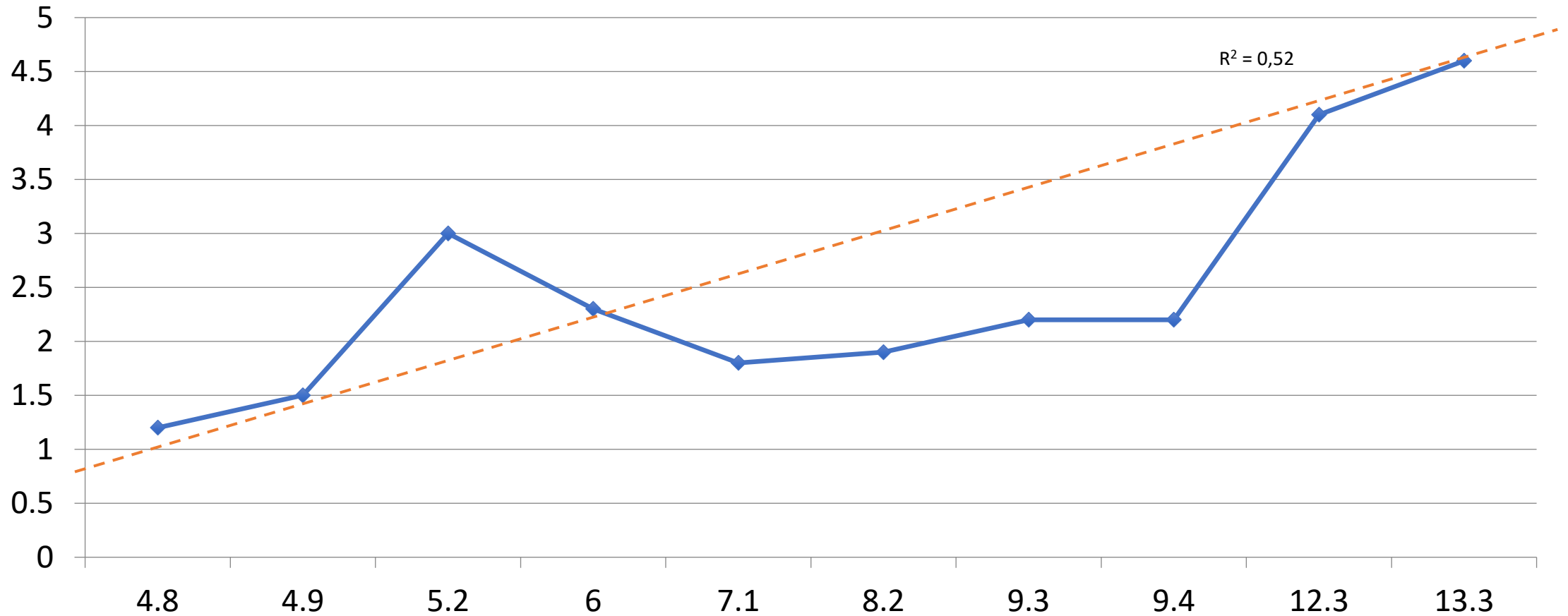


I like risk - not monotony



I have no choice/personal

5. Mindset: Entrepreneurship & regional growth (n+1)

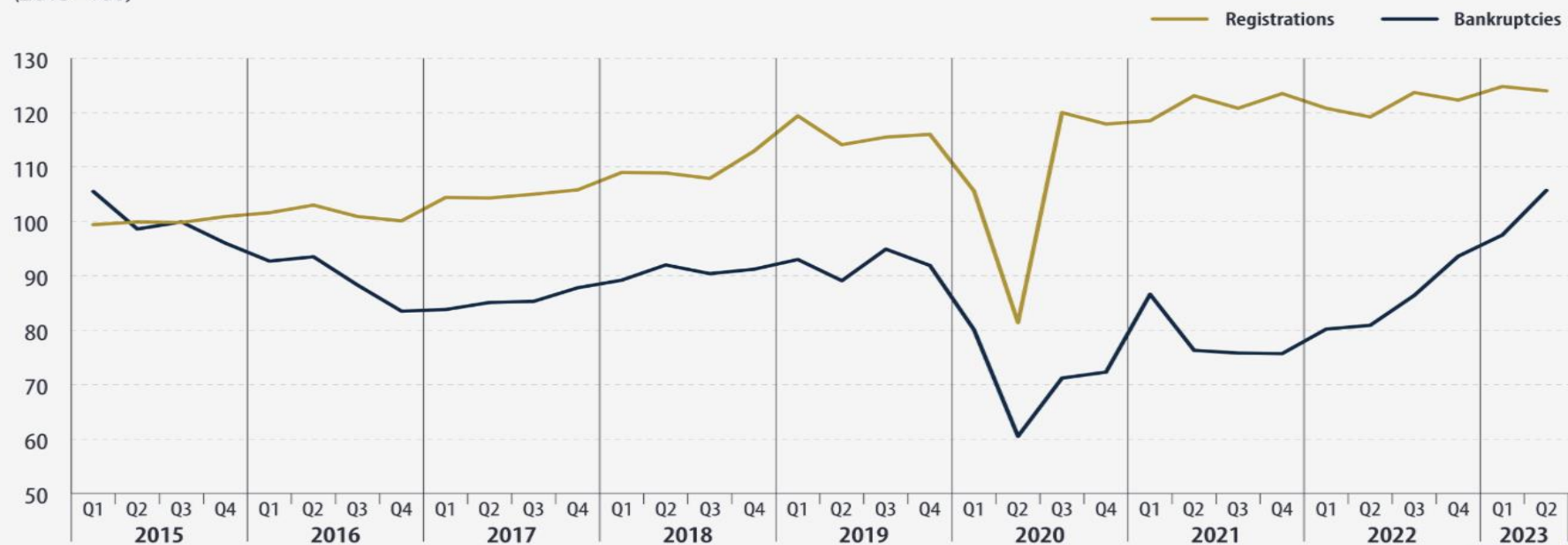


Source: R. Aernoudt, Entrepreneurship, no guts no glory, Intersentia, Cambridge, 2021

Bankruptcies and registrations: who wins?

20

Registrations of businesses and declarations of bankruptcies in the EU Q1 2015 - Q2 2023, seasonally adjusted data
(2015=100)

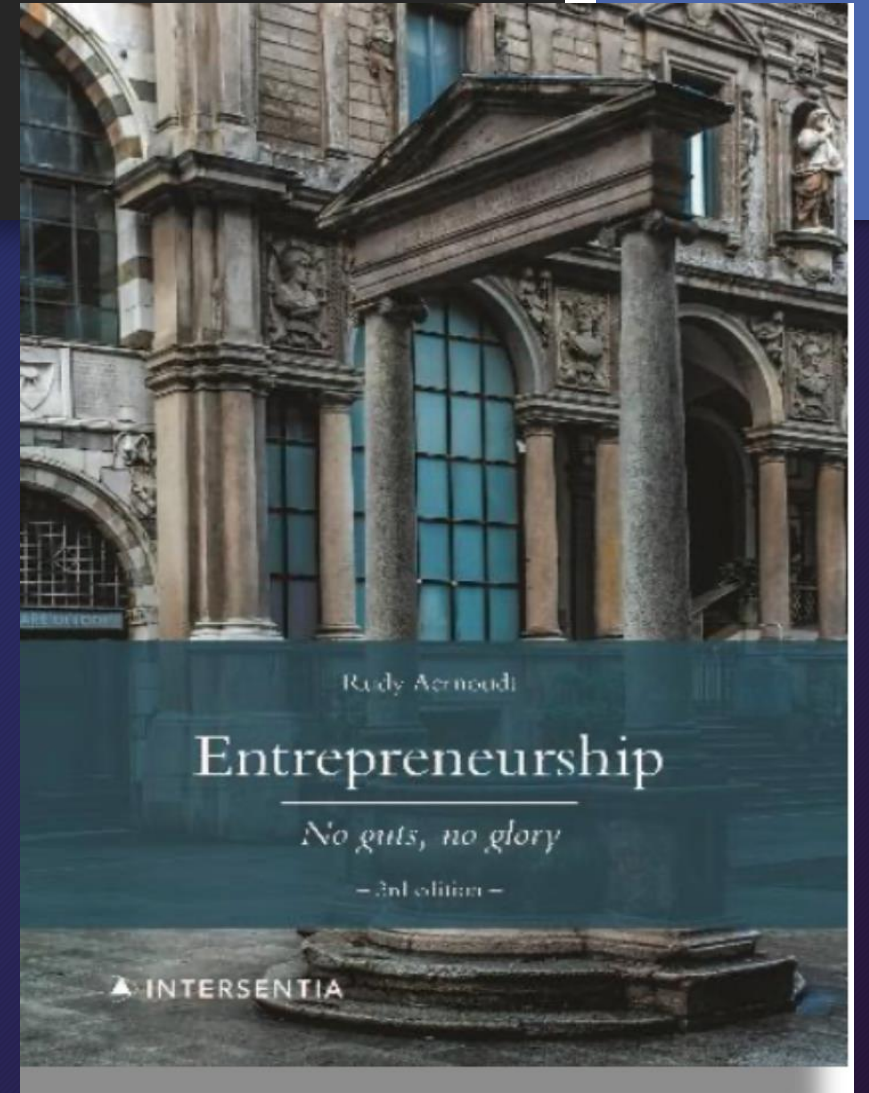


La Pietra dei Falliti

Al centro della piazza si trovava la "pietra dei Falliti", sulla quale i debitori insolventi erano costretti a stare a natiche nude, affinché il loro stato di insolvenza fosse reso pubblico e noto ai commercianti.

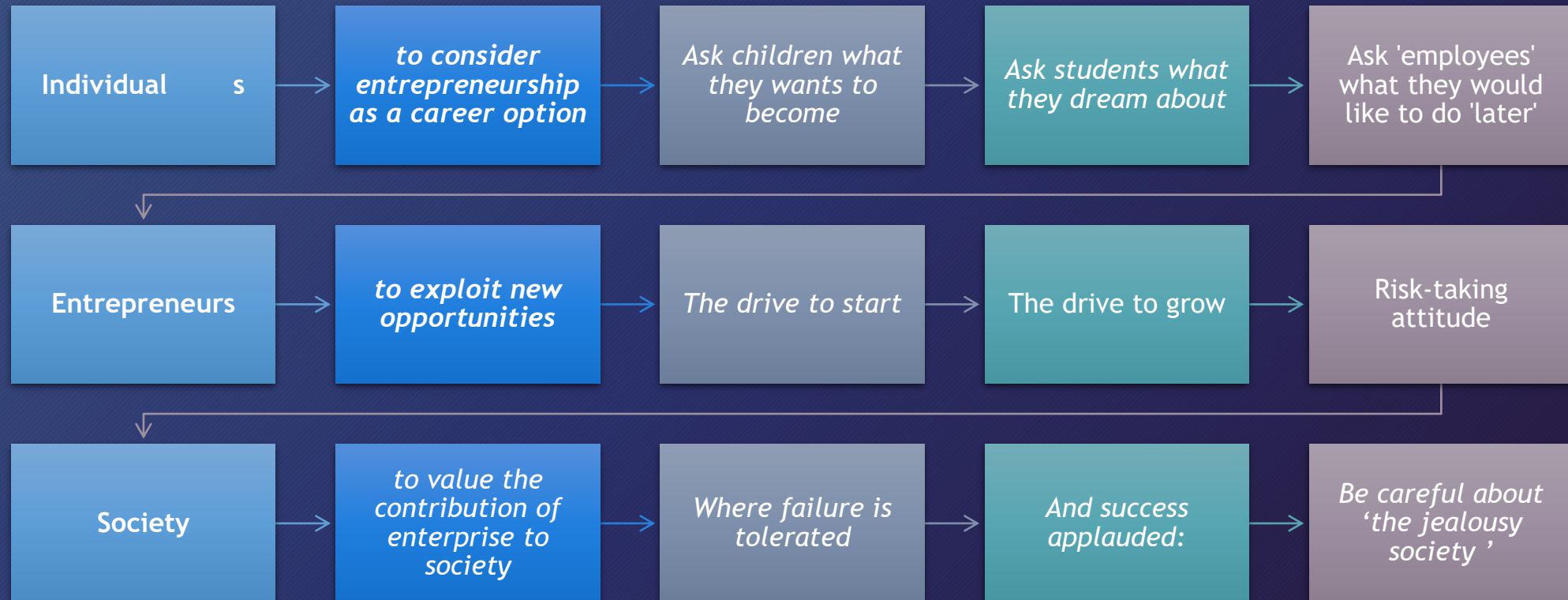
EU-survey:
1/3 people
think that
enterprises go
bankrupt due to
fraud

Truth =
4-6%



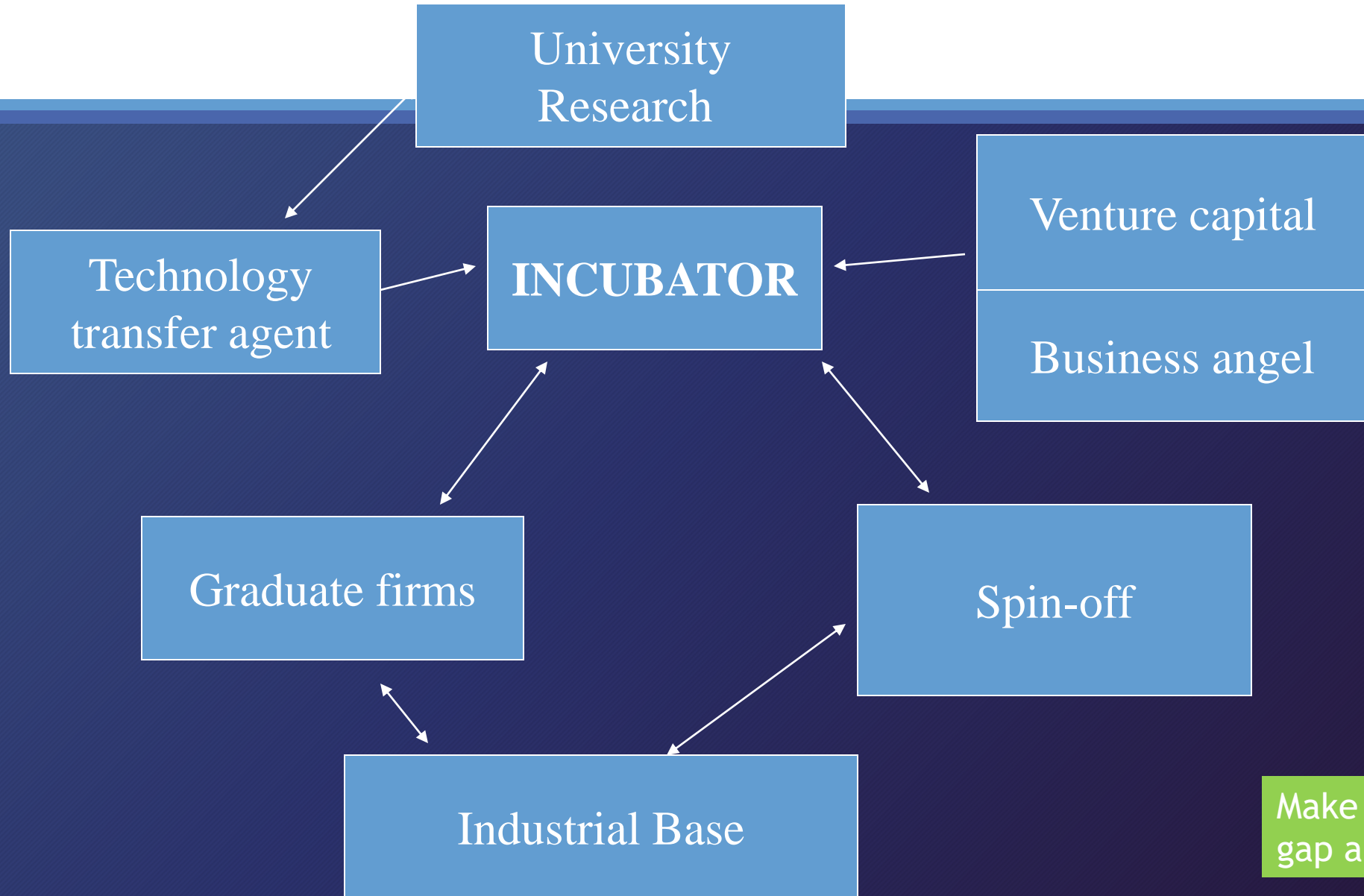
Entrepreneurship is a mindset

22



A regional top ecosystem involves different partners

23



Make a regional gap analysis

Summary: Evidence-based policy applied

24

Obstacle	Policy response: start-up eco system
1. Financial risk	Business insolvency initiative including early restructuring and second chance policy (SMS)/Early warning
2. Lack of finance	1. Guarantee: up to 80% of default risk 2. Equity: EIF/EIC/ESCALAR 3. Crowdfunding & Business angels
3. Social security	Access to unemployment allocations in case of failure (MS competence)
4. Quality of life	Personal choice but should be an equal choice (education is crucial)
5. Entrepreneurship	Stimulate entrepreneurship = mindset Make it easier to establish Start-Ups in other EU country (simple VAT, legal certainty, EU-company law, trans-border financing)

Entrepreneurship: a mindset

Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and can turn both to their advantage

Niccolo Machiavelli
(1469 - 1527)



RAISE your
impact: A
practical guide
for start-up scale
up

RAISE The logo for RAISE features the word "RAISE" in a bold, dark blue, sans-serif font. To the right of the text is a graphic element consisting of a light blue curved line that starts below the 'A' and 'I', curves upwards and to the right, ending in a stylized arrowhead pointing towards the right.

Regional Alliances for
Interconnected Ecosystems

Agenda

1. Introduction
2. The Startup Nations Standard of Excellence
3. RAISE Action Plan Activities
4. RAISE Startup Pilots
5. Verklaren's Story

The Startup Nations Standard of Excellence

The EU Startup Nations Standard of Excellence (SNS)

- Set of practises aimed at promoting entrepreneurship in the European Union and accelerating the growth of startups
- 24 EU Member states and Iceland have adopted them

The SNS are Built on 8 key pillars:

Fast Creation

Talent

Stock Options

Innovation Regulation

Innovation Procurement

Access to Finance

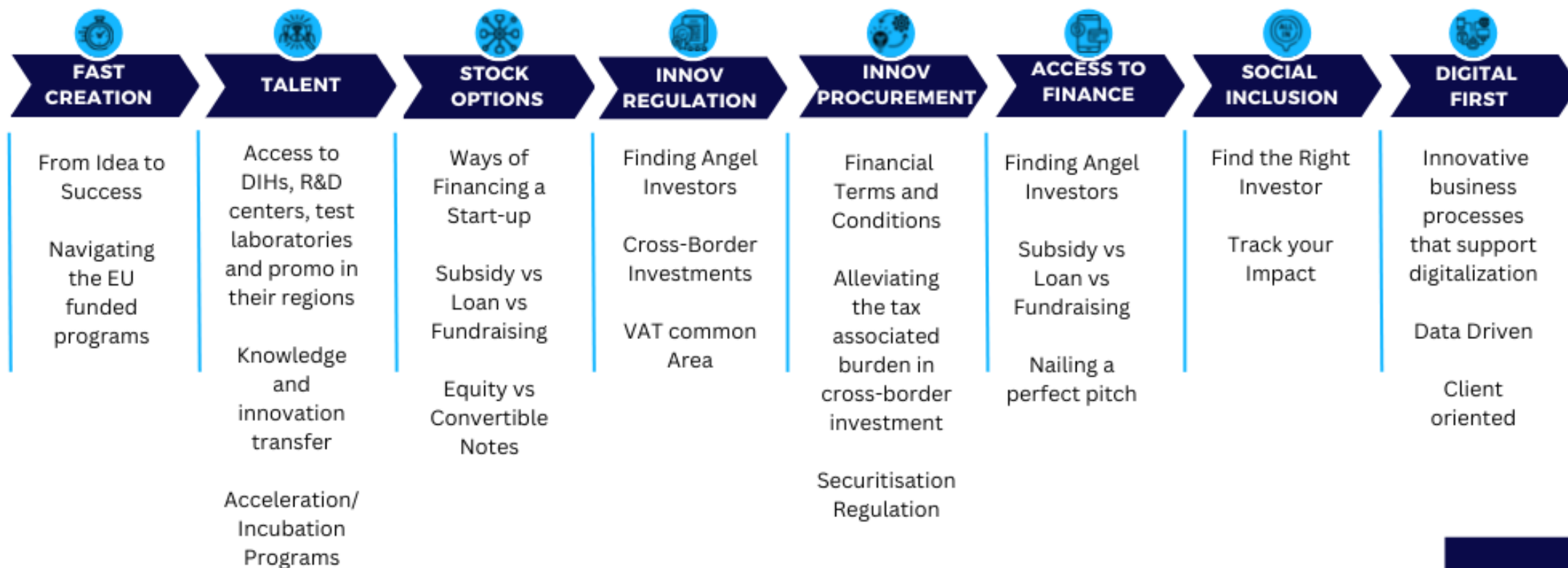
Social Inclusion

Digital First

Startup Nations Standard

Activities related to SNS Indicators

The RAISE concept is an integrated approach that builds on the synergy and complementarity of several pan-European dimensions in order to cover the full cycle of support to startups and scaleups.



The Startup Nations Standard of Excellence Indicators

- The 8 pillars of the SNS each have best-practices associated to them based on international success stories
- RAISE has converted these to a set of practical activities to:
 - Measure the current adoption of best practices in member states
 - Identify where startups are having success and where they struggle
 - Support startups with training and mentoring sessions to help them scale

For Example: Fast Creation

1. Develop a minimum viable product (MVP) to test the market
2. Create a go-to-market strategy
3. Build a strong brand identity
4. Use social media to reach potential customers
5. Attend industry events to network and build relationships
6. Get the basics down
7. Automate everything
8. Boost marketing
9. Outsource non-essentials
10. Hire the right people (and only the right people)

Pilot Studies

Pilot studies were carried out by partners with selected startups to:

- Identify key areas where they needed support
- Discuss how much their local ecosystem adopted SNS practices
- Provide training, mentoring or investment readiness services
- Gain feedback on the RAISE Action Plan and further refine it

Common Action Pilots: Business Models

Objective

Provide comprehensive support in structuring and developing a "role-model" business plan for startups and scale-ups.

Areas of Focus

Business concept, applications, production, industrialisation, target markets, competitors, pricing, financial needs, impact measurement, and time to market

Approach

Partners used information gathered in the idea stage to offer startups advice and support for creating a robust business model.

Common Action Pilots: Seed Capital/Venture Capital Actions



Objective

Map the financial needs of startups/scale-ups and provide training, assistance, and services related to seeking finance and financial investment.

Areas of Focus

Help startups organise their business ideas from a viable financial perspective, develop business models aligned with economic scenarios, and improve marketing or commercial plans.

Approach

Connect startup promoters with Corporations, VCs, and private equity firms, facilitating discussions on potential common interests and investment opportunities.

Common Action Pilots: Business Partnerships Actions

Objective

Facilitate training, mentoring sessions, and technology transfer through partnerships with universities to enable startup promoters to enter the market.

Areas of Focus

Expand sales channels, technology partners, and other business partnerships to introduce competitive products or services to the market.

Approach

Organise networking and matchmaking events in the pilot stage to connect startup promoters with mentors and trainers who can help them access their target market.

Common Action Pilots: Women Entrepreneurship



Objective

Promote female entrepreneurship through upskilling and mentoring sessions.

Areas of Focus

Women CEOs of startups operating in the rural and peripheral world

Approach

Disseminate initiatives and activities through the Women Entrepreneurship Working Group, emphasising the importance of supporting and empowering women in entrepreneurship.

Common Action Pilots: Talent Matching

Objective

Encourage scale-ups to promote their concepts and ideas through a platform that matches entrepreneurship needs and opportunities.

Areas of Focus

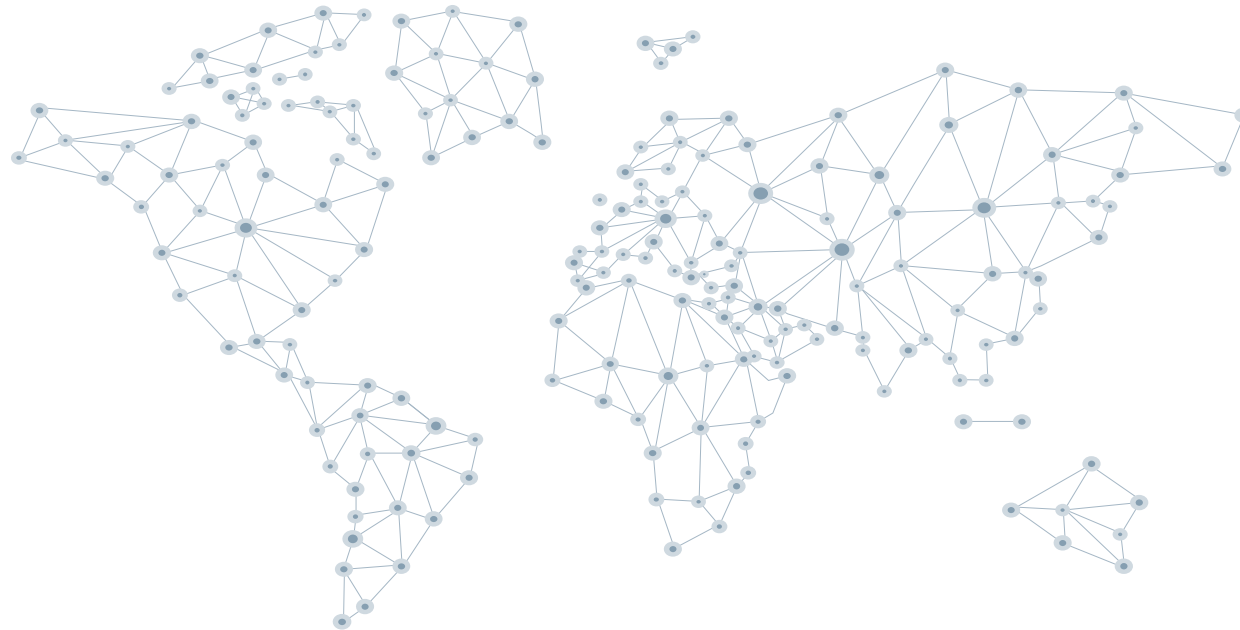
Develop matching services to connect entrepreneurial spirit with research talent for global ventures.

Approach

Use the ICorsa platform to connect with a pool of over 600 worldwide researchers linked via the RRing Community, fostering connections between entrepreneurial endeavours and research expertise.

Pilot Action Plan

- These pilots provided feedback which has been combined with recommendations from experts within the Regional Steering Committee to refine the RAISE Pilot Actions and support scaleups across the EU.



RAISE



Regional Alliances for
interconnected Ecosystems

THANK YOU!





**CREATIVE
COMMUNICATIONS
AGENCY.**

Case Study:

Strategic Development through Research

Presented by *Dlakić Muhamed & Szilagyí Robert*



Initial Challenges

Verklaren demonstrated a **critical need for the establishment of a dedicated research function** to identify its niche and potential market. This limited the firm's growth potential.

01

Size and number of employees

02

Lack of the necessary infrastructure

03

Absence of a dedicated research function



Engagement within RAISE

01

Skills in market research, innovation funnel development, idea validation, and utilizing data-driven insights.

02

Activities through matchmaking with researchers and recommendations on resource allocation.

03

Integrating insights into daily operations, emphasizing market research, innovation funnels, and data-driven decision-making.

04

Establishing niche market targeting European NGOs, refining services, and developing a strategy for effective engagement.

Impact on Verklaren

- Success of pilot action
- Establishment of strategic direction and mission
- Newly defined market segment and niche targeting
- Expansion of global network

Lessons Learned

- Conducting market research
- Developing innovation funnels
- Utilizing data-driven insights
- Shaping startup strategies
- Efficient and effective resource and personnel allocation
- Engagement with NGO clients



SERVICES



01 Communication Strategy Development

02 Social Media &
Newsletter Management

03 Content: Copywriting &
Content Proofreading

04 Graphic Design &
Video Production

05 Website Development
& Management



WE ARE VERKLAREN,
AND WE DELIVER FULL
CREATIVE SUPPORT.

Thank you very much! www.verklaren.space

The RAISE Guide on “How to use Structural Funds for start-ups support”

Final Conference – Navigating Structural Funds with RAISE
startup support interactive map

09 May 2024

Giacomo Frisanco

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EURADA – European Association of Development Agencies



The Guide: the background

Through the **European Structural and Investment Funds - ESIF**, the European Union supports bolstering employment, fostering a sustainable and resilient European economy, and promoting environmental stewardship.

In the process of **avoiding existing lack of integration between different support services and action plans** that create gaps in start-up support at EU level, we evaluated the evolution of startup-friendly regional policies and programs financed or co-financed by ESIFs or the Next Generation EU program.

The European Structural and Investment Funds, in the financial multiannual programme 2021-2027, are composed of the European Regional Development Fund; the European Social Fund; the Cohesion Fund, and the European Agricultural Fund for Rural Development.

The Guide: the building process

Step 1 – Desk research of some of the existing funding programmes in the framework of the 2021-2027 multi-annual financial programme.

Step 2 – Survey creation and dissemination through different European networks. Gathering and clustering of startup-friendly regional policies and programs.

Step 3 – Drafting of the Guide including description, access criteria and relevant examples. Creation of an interactive map showcasing the results.

Alicante Science Park

Startup Innovation

One of the objectives of the Alicante Science Park is to "Contribute to the economic development of the Valencian Community by improving the competitiveness of companies and the development and improvement of technology and innovation". With the aim of increasing the success rate in the evolution of the entities arising from the transfer processes of the university (both spinoffs from researchers or innovative entrepreneurship of the students) the Startup Innovation service is offered.

The service is customized to each company according to its roadmap, so the objectives will depend on the initial situation in which the company starts, its internal resources and the sector it is targeting. In some cases it will be the launch of a product or service to the market, the search for financing, the creation of a stable company structure or the acquisition of management skills.

Source of co-financing: European Regional Development Fund

Nº of start-ups supported by your programme/project: 6

[Website](#)

Universidad de Alicante, Acceso a Estación Universidad, Barri de Granada, Alicante, l'Alacantí, Valencian Community, 03690, Spain

RAISE Regions' Alliances for Interconnected Startup Ecosystems

The Interactive Map

[Startup Friendly Policy Map - RAISE fosters startup growth and scale-up within and across Europe \(theraise.eu\)](https://theraise.eu)

General Observations

1. **EU Green Deal** and the **Paris Agreement** are considered as two essential pillars in shaping the future of the European economy.
2. 2021-2027 funds have a clear focus on **improving the social rights** of the European citizens, as well as to tackle economic disparities and **promote gender equality**.
3. start-ups aiming to somehow **minimise disparities** between EU members could have **more chances to obtain funding**.
4. Start-ups interested in obtaining EU funding must consider presenting their initiatives as a way to **promote** and **foster green growth**.

Thank you very much!

Giacomo Frisanco

EURADA – European Association of Development Agencies

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RAISE

COMMON ACTION PLAN

Needs and expectations of the start-up sector

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RAISE

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Common Action Plan: methodology



1. Defining the scope of the plan



2. Providing a framework for the analysis



3. Defining the activities



4. Clustering and prioritizing the activities



5. Developing the plan

DEFINING THE SCOPE OF THE PLAN



Common Action Plan definition



Providing an overview of the **needs and expectations** of the startup sector and recommendations for startup-friendly measures.



Taking into account 8-axis outlined in the **Startup Nations Standard developed** by the European Startup Nations Alliance (ESNA)



Clear steps on how to support start-ups and guidance for start-ups aiming to implement activities that will help them scale up.

PROVIDING A FRAMEWORK FOR THE ANALYSIS



Startup Nations Standard Dimensions

Fast creation

Talent

Stock
options

Innovation in
regulation

Innovation in
procurement

Access to
finance

Social
inclusion

Digitalisation

DEFINING THE ACTIVITIES



The RAISE Consortium initially defined **80 activities** – 10 for each one of the **8 dimensions** of the SNS.

Example – Attracting and retaining talent

The SNS best practices have been converted into the following **activities**:

1. Offer competitive salaries and benefits
2. Provide opportunities for professional development
3. Create a positive work culture
4. Offer flexible work arrangements
5. Provide a clear career path
6. Flexible work schedules
7. Casual dress codes
8. Career development programs
9. Employee appreciation
10. Sustainability

CLUSTERING PRIORITIZING THE ACTIVITIES



REGIONAL STEERING GROUP

HIGH LEVEL
PROFESSIONALS

POLICY
EXPERTS

13 COUNTRIES and
regions

Plenty of years of
experience in the field

RDAs, Regional
government, Innovation
Centres, DIH, CEOs

E.g., Belgium, Croatia,
Germany, Italy, Malta
Lithuania, Romania, Spain +
Switzerland

DEVELOPING THE PLAN



Common Action Plan structure

The structure of the Common Action Plan aims to answer **five key dimensions**:

Action – what?

Objective – why?

Stakeholders: who?

Policy Milestone – how?

Timeframe: when?

**10 ACTIONS FINALLY IDENTIFIED
AND DEVELOPED**

Fast start-up creation

1. Establish a solid foundation by developing a robust go-to-market strategy and a product creation plan.

Talent attraction

2. Provide opportunities for professional development
3. Create a positive and diverse work culture
4. Use stock options to reward employees for their hard work and commitment

Innovation in regulation

5. Work with regulators to create policies that support innovation and entrepreneurship
6. Participate in industry associations to establish a dialogue with policy
7. Creating regulatory sandboxes to test new products and services

Innovation in procurement

8. Partner with ambitious public or private buyers within and outside Europe

Access to finance

9. Raise funds through venture capital, angel investors, crowdfunding, EU funding.

Digitalisation

10. Embrace digital technologies to improve efficiency, reduce costs, and enhance customer experience.

Action Plan example 1 – Fast startup creation

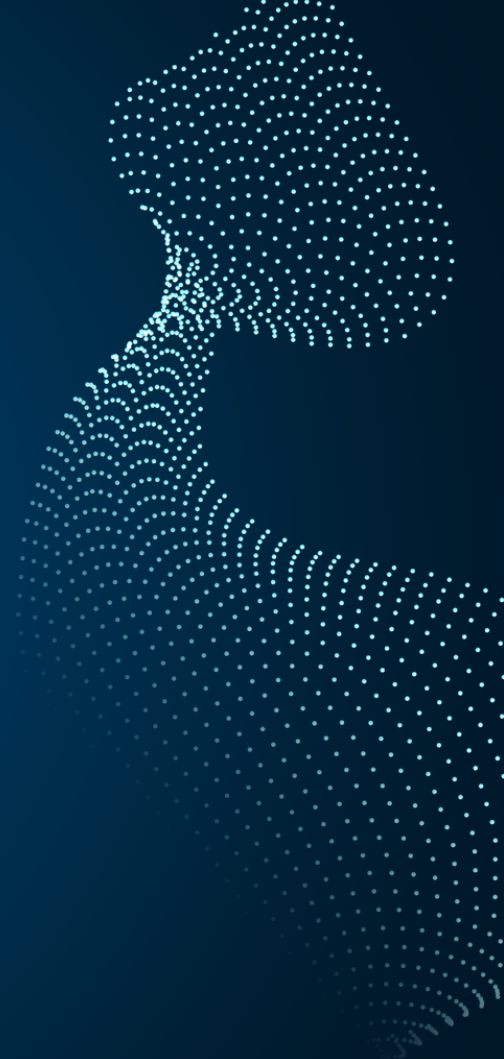
Action	Objective	Stakeholder	Policy milestone	Timeframe
Establish a solid foundation by developing a robust go-to-market strategy and a product creation plan	Minimize risks when entering the market and launching a new product/service.	Startups Business Support Organisations Policymakers	Promote Erasmus for young entrepreneurs as a tool to work with experienced entrepreneurs, funding managers/talent acquisition professionals to better understand the process of start-up creation.	M
	Identify the market/customers and design strategy to better reach them. Prioritize investments from the early stage.		Design training programs based on an EU common methodology to support startups in the definition of: 1. Minimum Viable Product (MVP) and market understanding 2. Investment strategy 3. Talent acquisition strategy	S

Action Plan example 2 - Attracting and retaining talent

Action	Objective	Stakeholder	Policy milestone	Timeframe
Provide opportunities for professional development (qualitative and quantitative)	Create a "package of benefits" that will include both qualitative and quantitative ones that employees can choose from.	Startups Ecosystem	Establishment and scale-up of talent attracting frameworks. Talent attracting and retaining programs at different levels of governance	M
	Employees will collaborate with startups and regional/national entities to communicate what represents added value to them in relation talent retention		Establishment of friendly-use and applicable set of real-life training, and activities for stakeholders and start-ups.	S

Thanks for your attention!

Questions?



**PANEL SESSION: start-up
challenges and opportunities
in European regions**

RAISE 

