



**EUROPEAN FOODBUSINESS TRANSFER LABORATORY FOR STIMULATING
ENTREPRENEURIAL SKILLS, FOR FOSTERING INNOVATION AND FOR BUSINESS
CREATION IN THE FOOD SECTOR / FOODLAB**

**EUROPEAN WHITE BOOK
OF BEST PRACTICES**

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List of abbreviations

EFTL: European Foodbusiness Transfer Laboratory

HEI: Higher Education Institution

IPC: Industrial Property

IPR: Intellectual Property Rights

NGOs: Non-Governmental Organizations

SME: Small Medium Enterprise

WP: Work Package



1 Introduction

This white book is a manual that anyone who wants to innovate in the food industry can consult to have the useful information.



2 Handbook on competences (D4.1)

A survey has been carried out among the different actors involved in the food sector in seven European countries. Questionnaires focused on the competences that may allow innovation fostering and innovation transfer improvement between academia and industry were sent to students, trainers/trainers or SMEs and ask them what competences should be reinforced in order to develop a successful spin-off. Questionnaires were created and distributed online to different partners in the project (stakeholders and Federations of food industries). Here after are the data from the 3 questionnaires that were collected.

Data from the students: The panel was composed of 66 people with a medium age of 26 years old. 71% of them had taken part to a food innovative project and 32% have been experienced the process of business creation. According to the students, their own competences are rather good in creativity, product development, project management, or sustainability but less in legal aspects, commercialization strategy and marketing strategy, industrialization or packaging. In France, 96% of students have benefited from the help of tutors but in Italy, only 30% have benefited from this help. According to the students, their tutors' competences were rather good in industrialization, product development, sensory analysis, nutritional quality or project management formulation but less in market study, packaging, supply chain, customer survey or intellectual property. 37% of students have benefited from an industrial partnership during their project. Their interlocutors' competences were rather good in production planning, industrialization, product development, formulation, supply chain, or project management but less in nutritional quality, packaging, sensory analysis, market study, marketing mix, creativity or also in food law and eco-conception. Only 8% of the people have benefited from the help of an incubator or financial help (13% have received a financial support). Students communicated about their project through competitions and social networks and 35% of them won a competition award.

Data from the trainers/trainers: The panel was composed of 31 people with a medium age of 43 years old, mainly engineers or professors. Half of them had worked for private companies and 38% in food industry. 81% of the people have had the opportunity to supervise a food innovative project, which went up to business creation or product commercialization. According to them, their competences are rather good in creativity, product development, project management or ethics but less in commercialization and marketing strategy, legal aspects, business plan, low food, packaging or industrialization. Their students' competences are rather good in product development, sensory analysis, quality and safety, sustainability, food law or project management but less in intellectual property, business plan, and packaging, marketing mix or industrialization. In order to ameliorate the efficiency of transfer innovation, trainers and teachers think that one should raise awareness of entrepreneurship earlier among students, involve the industrial actors in the formation and that companies should be more open to students.

Data from the SMEs: The panel was composed of 46 companies and 64% had more than hundred employees, 14% were small and very small companies. 88% of them host an R&D department and 92% have staff dedicated to innovation. 76% do their research and development internally while others ask research centres. 69% of the SMSEs have already supervised student's innovative projects. The others have answered they do not have the time or did not meet the opportunity. 63% have had several rewarded projects and 69% of the projects have succeeded to a transfer for business creation



or product commercialization. According to them, their competences are rather good in product development, project management, food law, packaging, business plan but less in legal aspect, commercialization strategy, marketing strategy, ethics, sustainability or eco-conception. Whenever they needed help, they mainly turned to Universities/Schools (37%), and to a lower extend to other SMEs or Technical centres (24%). However, according to the industrials, students lack all competences except in sensory analysis. To them, students have absolutely no idea of the economic reality.

In conclusion, everybody seems to agree that they altogether have poor skills in commercialization strategy, legal aspects and marketing strategy. Specific lacks competences have been pointed out among students and teachers/trainers in packaging, industrialization and business plan. As for the industrial public, they appear to need training in eco-conception, ethics and sustainability.



3 Comparative analysis of national specificities (D4.2)

The matter of intellectual property rights (IPRs) is regulated in the majority of legal systems. Codes on intellectual property rights or industrial property (IPC) represent the basis of all rules to be taken into consideration when analysing the matter. There are some differences between countries.

3.1 Comparative analysis of industrial/intellectual property codes

If a technique or a product has to be considered as an invention, it may be protected through a patent. This technique or product is an invention if it is new and no scientific publication or other means have concerned the invention itself, if it is the result of an innovative activity and if it may be industrially applied. The “object” of the invention may be manufactured or used by any type of Industry and it is called “industrial character”. The “person entitled to apply for the patent” is normally the inventor and the “moral right of authorship” is the right to be mentioned as the author.

It exists some particular cases, for example if innovation achieved whilst executing a work contract or achieved by University or other public Institution staff.

- In the first case, in France, the employer has the right to apply for a patent and the employee may apply for patent or the employer could be owner or may be entitled to manage the invention if it adequately pays the inventor (if invention depends of knowledge acquired at work). In all the previous cases, both employer and employee are subjected to information duties. A Décret states that when public Institution does not exploit the invention, the author may economically exploit it. In Hungary, if invention is a “service invention” made by a person because of his employment, the employer has the right to apply for a patent; and if invention is an “employee invention”, the employee may apply for patent, but the employer may exploit the invention. A remuneration to the inventor is provided. Both employer and employee are subjected to information duties. In Spain, if invention is realized in the execution of a contract of work, the employer has the right to apply for a patent and the employee is not entitled to any further remuneration. If the invention is realized thanks to knowledge acquired at work, the employer may have rights towards the management of the invention and it may use it. A remuneration to the employee is provided. In Italy, if inventions achieved in the execution of a contract of work belong to the employer, the employee has the right to be recognized by the author. If a remuneration to this work is not provided, the employee is entitled to receive a remuneration taking into consideration the invention, the tasks of the employee and the work environment. If invention not in execution of a contract of work but thanks to knowledge acquired at work, the employer may opt for an exclusive use of the invention or to apply for patents.
- In the second case, at least two other institutions are going to benefit from the research activity and the inventor has to be recognized as the “moral” author of the



invention/innovation and his/her name should be mentioned in all dissemination and other relevant activities. In France, the case of the invention achieved by University researchers is not taken into consideration. An article provides a “residual” clause by stating that in all other cases different from the case of the invention achieved in the execution of a contract of work, the inventions belong to the employee. In Hungary, the case of the invention achieved by University researchers is also not taken into consideration and an article states that rules on “service invention” and “employee invention” are applicable also to inventions achieved by public employees. In Spain, invention achieved by researchers of the University belong to the University. In Italy, the author of the invention, is the only person entitled to any rights deriving from the patentable invention, exploitation of the invention is managed by the University and the inventor is entitled to at least 50% of the invention exploitation.

3.2 Academia/business project co-development – ITALY

There are two main categories of contracts:

- Research Contract of Third Parties: The Company confers the University the task of carrying out a scientific research. The Company will be the owner of the results.
- Contract on Academia/Business collaboration: Company and University have competence in a field and decide to carry out a research in collaboration.

General structure of the framework contract: cf. D4.2 - Comparative analysis of national specificities

Costs: In the contract, a fee is established for the carrying out of the research activities. Normally this fee is entirely or partially paid for by the Company. The fee serves as a support for the costs that have to be sustained in order to carry out the project. It could be real costs, overhead costs, administrative costs and other costs.

IPRs: Rules on ownership of the rights on the results deriving from the research activities are set out in the specific contract or clause of the contract signed by the Parties. When a research in collaboration is carried out, the agreement concerning foreground, the party who has the best interest in the execution of the Project owns foreground and is able to apply for the patent. In the case of it being the University, which applies for the patent, a contractual clause shall be stated that the Company will have the exclusive right to commercially exploit the patent or the product deriving from the patent.

Technological transfer: A technological transfer is needed when a product has to be developed. Furthermore, the Company is able to pay for the protection of the patent in all markets where the product may be sold. The technological transfer may be a strategic solution for the University in order to avoid paying the fees linked to the patent.

Rules on IPRs: The Industrial Property Code provides significant rules on patents and takes into account also the case of inventions achieved at the University-by-University researchers. The researcher, who has always to be recognized as the “moral author” of the invention, is committed to



communicate any significant results deriving from the innovation activity. Then the University will negotiate with the Company on the exploitation of these results.

Confidentiality: When University and public or private entities carry out a project, there starts a contractual relationship which lasts the time needed in order to perform the research and which may continue later.

3.3 Academia/business project co-development – SPAIN

There are different types of contract: Contract on the basis of which the University provides advice/technological support to the Company; Material transfer agreement to the recipient; Scientific cooperation agreements between the University and a Company for the financing of a predoctoral contract; Framework agreement in educational cooperation for the realization of academic practices in contributors' organizations; Scientific academic cooperation for the completion of work; Licence on patent; Contracts set up with private or public entities; and Technological support or also Convention of Collaboration.

General structure of the framework contract: *cf. D4.2 - Comparative analysis of national specificities*

IPRs: Rules on ownership of the rights on the results deriving from the research activities are set out in the specific contract or clause of the contract signed by the Parties. When a research in collaboration is carried out, the agreement concerning foreground, the party who has the best interest in the execution of the Project owns foreground and is able to apply for the patent. In the case of it being the University, which applies for the patent, a contractual clause shall be stated that the Company will have the exclusive right to commercially exploit the patent or the product deriving from the patent.

Technological transfer: The University is normally the owner of foreground, however if it does not act, its rights are transferred to the University personnel. In many Spanish Universities there is a specific Department dedicated to the knowledge and technological transfer, which gives a different support from the already existing services on patents, research contracts and business creation.

Confidentiality: When University and public or private entities carry out a project there starts a contractual relationship that lasts the time, needed in order to perform the research and that may continue later.

3.4 Academia/business project co-development – FRANCE

It can be a contract on Academia/Business collaboration: definition of a Project, of rights and duties on the part of the Academia and the Business and on results obtained

General structure of the framework contract: *cf. D4.2 - Comparative analysis of national specificities*

Costs: Idem as Italy cost part



IPRs: Rules on ownership of results deriving from the research activities are set in the specific contract or clause of the contract signed by the Parties. In this contract all hypothesis of “management” foreground is provided. It may happen that foreground is achieved by one Party which will be free to exploit it and other Parties may apply for a licence to exploit this foreground, or that it is achieved by two or more Parties, which should establish an agreement on joint ownership.

Technological transfer: It has to be noted that in France there is a commitment on valorisation of scientific research and inventions; important Institutions facilitates the achievement of this objective. In this context, it frequently happens that the University gives students appropriate tools, methodologies and financial support in order to carry out a research activity. Overall, the money collected by the institution will be symbolic and will not totally reimburse the cost of the students’ project monitoring.

Rules on IPRS: See above, section on IPRS.

Confidentiality: When University and public or private entities carry out a project, there starts a contractual relationship which lasts the time needed in order to perform the research and which may continue later.

3.5 Academia/business project co-development – HUNGARY

Contracts can be agreement cooperation for providing professional practical training or confidentiality agreement.

General structure of Agreement cooperation: cf. D4.2 - Comparative analysis of national specificities

Confidentiality: When University and public or private entities carry out a project there, starts a contractual relationship that lasts the time needed in order to perform the research and that may continue later.

3.6 Code of Ethics (D4.3.1)

This document represents a template to be used to deal with contractual relationships between Universities and Businesses on the occasion of the co-development of projects. The aim of this Code of Ethics is to create an introductory framework that defines ethical standards and commitments in Project co-development in order to overcome obstacles that may arise during the course of the Project co-development and to establish a climate of confidence and mutual trust. This Code constitutes a reference for all individuals who are materially involved in the Project co-development.

1) Section 1: Addresses and definitions

The project is the planning of activities to be performed and the co-development of project is the project where there are at least two parties. The parties in project co-development are legal entities taking part in a Project; referred to as Partners, Participants and Parties. For the purpose of this Code of Ethics, the Parties shall be considered to be Higher Education Institutions (HEIs) which must be formally recognized by the relevant national/regional authority; or Business, that includes privately



and publicly owned organizations, Non-Government Organizations (NGOs) and not for profit organizations. The requirements of the Project co-development are indicated in specific provisions in a contract or agreement reached by the Universities and the Businesses.

2) Section 2: General principles

All Parties participating in the Project co-development agree to ensure compliance with all ethical requirements stipulated by the Universities and/or the Businesses; make specific reference to the Code of Ethics of the Universities; ensure due care is taken in the implementation of all research activities; ensure transparency and clarity in all contractual relationships and, specifically, in the defining of roles and responsibilities; sharing of information and knowledge; conduct appropriate activities and implement systems in order to effectively monitor the results of the Project co-development and also observe confidentiality in the execution of duties stated in the contract/agreement on Project co-development.

3) Section 3: Implementation of the Project co-development

The detailed description of research activities to be performed and agenda for both the Universities and the Businesses are transparent (Parties should be able to collect all the information needed for the implementation of the Project co-development) and clear definition of roles and responsibilities of each person involved. Possible people involved in the Project are students (people that materially implement the Project) who are hired with contracts drawn up directly with the private Companies or Universities; project leader who has the task of monitoring all activities related to the Project co-development in an impartial way and within fixed deadlines.

4) Section 4: Responsibilities of Parties

Parties shall cooperate, perform and fulfil all of their obligations under the contract/agreement on Project co-development. They also shall take definite measures to ensure the accuracy of any information or materials supplied to the other Parties as well as the information produced in the carrying out of the Project co-development. Parties shall provide a mechanism, which allows the person hired for a specific task of the Project co-development to announce unexpected extra-commitments.

5) Section 5: Results and forms of protection

When results are achieved, the Parties should adopt all the necessary means to protect the said results. The matter of intellectual property rights (IPRs) is regulated in the majority of legal systems. Codes on intellectual property rights or industrial property (IPC) represent the basis of all rules to be taken into consideration when analysing the matter. It may happen that the invention is achieved in the development of a research Project co-development which may be entirely or partially financed by a Business and which may be coordinated by a specific Department of the University. In this case, the inventor has to be recognized as the “moral” author of the invention and his/her name shall be mentioned in all dissemination of his/her work and other relevant activities. The Businesses and Universities have to reach an agreement concerning the ownership of the invention. Parties should find an agreement with which to balance all the various interests of the invention. The invention’s author name shall be divulged despite the means used to protect and to exploit the results. Parties

shall inform each other of any information required for the implementation of the Project co-development and shall communicate any intention related to the use of these results.

6) Section 6: Confidentiality and dissemination of results

Parties may specify rules on confidentiality both on information prior to the implementation of the Project co-development and on the results deriving thereof. In listing confidentiality requirements, Parties shall have regard for their different interests. Confidentiality requirements shall allow the possibility for a total/partial dissemination of the results of the Project co-development and shall last the time needed in order to perform the project co-development and could remain in force even after its termination.

7) Section 7: Entry into force and duration

A Party becomes a Party to the Code of Ethics once drafted on the basis of these framework rules and upon the signing of the Code itself by a duly authorized representative. The Code of Ethics shall have effect from the effective date identified in the Code itself and continue to have effect until the fulfilment of all obligations undertaken by Parties of the Code of Ethics. A reference is made to the specific contract on Project co-development in relation to Applicable Law and Settlement of disputes including all possible cases for its termination.

3.7 Contractual template (D4.3.2)

1) Addresses and Definitions

All the definitions are available in the section 1 of the university/business project co-development in D4.3.2 document.

2) Implementation of the Project

Prior Art: Some rules exist concerning the background (information and knowledge held by the Parties prior to the Project itself), the access rights to background and licenses and usage rights to background.

Results achieved: If following the research activity an invention is achieved, it is important to take into consideration issues such as ownership of the invention and royalties to be recognized to the inventor as well as the activities to be performed in order to protect the invention itself.

3) Research activities and people involved

Organization: Research activities to be performed and the Project schedule for both the Universities and the Businesses have to be specifically planned. The roles and responsibilities of each individual involved in the Project from both the Universities and Businesses shall conform to the ethical standards defined in the Code of Ethics. Parties shall establish the premises where the research will be carried out and which equipment will be needed.

The verifying of the duties of individuals involved: Agreed mechanisms have to be used in order to monitor all activities performed by those individuals involved in the Project and shall include weekly

upload of Project working documents on a web platform; monthly web conferences; periodical meetings; progress and final reports.

4) Technological Transfer

Technological transfer facilitates the dialogue between Universities and Businesses. It shall provide new synergies, produce new knowledge, bring strategic valorisation to University research and create a commercial exploitation of inventions. There are several mechanisms of technological transfer, such as research on commission, research on collaboration, advice, conferences and publications. When the Project has been finalized, it may happen that a Business wants to buy the invention/product or some students, among those who carried out the Project, want to develop their own business.

The Business shall pay the Universities an agreed sum, which is then divided between the Universities and the students, or the students who want to develop their own business shall pay the Universities an established amount which is divided between the Universities and those students who do not want to take part in the development of the business.

Depending on countries, practices in technological transfer

5) Intellectual Property Rights and Industrial Property Rights

Applicable rules: rules to be applied are the ones stated in the different Intellectual Property Codes in force among Parties. Parties are free to set specific contracts on IPR transfer from the student to the University and to state the amount of royalties. When Parties are in a Consortium, the general rule is that “Results are owned by the Party that generates them”.

Specific clauses on IPRs and addresses shall be stated between Parties (students, University, Companies, etc.). The ownership can be: a single ownership, a joint ownership, shared ownership.

Best practices: The leader Party of the Project is able to apply for the patent; the other Party may apply for a licence; The entitlement to apply for the patent depends on the innovation skills of the Parties. Royalties have to be fixed. Parties have information duties.

Access Rights to Foreground and Licences: When one Party is not recognized as the owner of the Foreground, it has to be allowed Access Rights to Foreground. In addition, royalties have to be given to this Party. Parties that are not owners of Foreground but have licence may use this Foreground.

6) Confidentiality and Dissemination of Foreground

Confidentiality is required to complete the project. Parties shall undertake to keep confidentiality protection. Its protection can be temporary. For scientific publications, an agreement should be reached in order to balance the interest of Parties

7) Additional Agreements between the Universities and the Businesses



In order to the **Facilitation of University/Business Project Co-development**: The creation of specialised institutions/organisms dedicated to technological support and transfer is require. Parties shall adopt agreements on limitation of competition. Agreements on “Exclusivity” shall be signed.

Communication must be done without causing any reputational harm to either Party. Any interaction with the Media must safeguard confidentiality requirements. Dissemination activities must be contractualized.

8) Financial provisions

Incentives shall be made available in order to push for financial support in projects. Costs shall be precisely agreed to and stated in the contract.

9) Entry into force and duration

The contractual template shall be adapted to suit the peculiarities of each single Project co-development. The contractual template shall continue to remain applicable even after the termination of the Project co-development until the fulfilment of all obligations undertaken by the Parties.



4 On-line tools to foster innovation and entrepreneurship (D4.6)

The tool is conceived to have a checklist of tasks to be carried out around the set-up of a new food product, to help students/SMEs on the skills that are not usually taught in the University and that will help to raise entrepreneurship awareness. An integrated tool for business plans is defined to allow users to check if their food product matches with business requirement in terms of raw material costs, production plan, production costs, marketing and logistic costs. The output of the tool produces a report usable by the team working on the food innovation and covers four steps: the business model, the business plan, the financial plan and the product sheet.

4.1 Specification of software and tools to foster entrepreneurship (D4.5)

Each component will have a work package. Each work package will have a list of question to answer. The questions appear once in a single WP, but could appear as well in another WP, of another component.

1) Business model: Cf. below and D4.7.2 - Business Model

The analysis of the business model will be the first step and we use a Canvas structure with ten sections: Values, Customer segments, Channels (selling), Customer relationship (market strategy), Resources, Activities, Partners, Cost, Revenues and Final Testing (continuously connected between business model and business plan). Each block is filled with what we choose from the pre-set of questions. Cf. D4.7.2 - Business Model

2) Business plan: below and D4.7.3 - Business Plan

3) Financial plan – excel for business plan

It seems that most of the partners are used to have a country form of an Excel business plan. Notably, three countries (Italy, France and Spain) have their own business plan model. There is an excel version built for the Foodlab project, that will be incorporated inside the tool. In addition, was decided within WP4 coordinator that the English version of the financial plan provided the Foodlab project would be made inside the software.

4) Business model, business plan and product sheet reports

The business model, business plan and product sheet reports will be made by extracting and formatting items filled by the user inside the different component.

5) Software specifications

- **Purpose of the tool:** The tool will allow, starting from the business model, to make the content of agrifood product specification, business plan and financial evaluation through the excel files and tables made inside the tool.



- **Tool interface:** The tool will have a wizard to fill the business model and the business plan. The 10 sections will be displayed in a form like windows. For more information concerning operation of this tool, check D4.5 document.
- **Financial data:** There will be two options for the financial data: use external excel files or use built-in tables to make the business plan.
- **Architecture:** This tool setup will allow to keep for each user a backup of the work done and to provide updated templates once they are available to everyone.
- **User registration:** User registration will be required and internet connection available to work with the tool.
- **Tool manuals:** Tools manuals will be available as a pdf on the web pages of EFTL and will be linked as well with the Moodle content.
- **Tool updates:** Every time there is an update of the tool, the user will be notified and will have a chance to get free the new version of the tool.
- **Agreement on data privacy and protection:** The data about a single user/product will be saved inside the tool in the cloud database so the user could retrieve and modify them any time. This information will be only property of the user.
- **Maintenance of the tool and access:** The tool will be free of use within the Foodlab project duration for everybody interested in its use. After the project end, the tool will be maintained, and the access will be guaranteed for three years only for FOODLAB partners.

4.2 Manual guide on use of the tool and on-line content management (D4.7)

D4.7 document provides assistance on the use of on-line tools described and developed in D.4.5 and D.4.6 respectively. The first part (D4.7.1) indicates the business tool installation and removal procedures with Windows and MAC. The second part (D4.7.2) represents the full manual for the realization of the business model and the third part (D4.7.3) constitutes the user manual for business plan development. In the aim to support the users, .mp4 files are also uploaded in the Tools section.

4.3 Business Model (D4.7.2)

4.3.1 Value position

Table 1 Business model - Value position

Product value	Why people should buy your product?
Offer Comparison	Why they should choose our offer compared to other competitive offers
Convenience	Why your product is convenience?
Taste	Product position among competitors offer (sensory characteristics).



Ready to eat	If your product is ready to eat, describe this feature
Portioning	Which size/portion you want to sell? Describe this feature
Health claim	Health claims regarding to the EU norms, describe this feature
Enriched or Functional products	Product is enriched or functional characteristics to claim, describe this feature
Allergens	Can your product contain allergens? If yes, list them
Packaging	Describe your packaging
Service added	If you can improve your product by adding services, describe this feature
Territory, origin, PDO and PGI	Has your new product a PDO, PDG, a production disciplinary? Which?
Environmental friendly	If it has a moderate impact on the environment describe why?
Sustainability	Try to build a report on product sustainability issue
Organic – Biodynamic	If the product is compliant with organic and biodynamic, describe this feature
Corporate Social Responsibility	Valorization of the corporate social responsibility, describe this feature
Ethics	Ethic value to use to provide externalities for your product?
New occasions/conviviality	If your product suitable for new ways of consumption

4.3.2 Customer segments

Table 2 Business model – customer segments

Customer target	Could you describe your customer?
Preferred customer location	Where are your customer based?
Customer choice of business	What factors help your customers choose which business to buy from?
Ability to sell	If you have already sold products/services to customers explain your sell skills
Willingness to buy	Did you already sign contract with a customer during the step of product development?

Niche Market	If the product is not targeted to everybody explain why?
Ill People	If the product fit to ill people consumption, explain why?
Malnourished integrators	- If the product fit to malnourished people or supply some lacking diets explain why?
Mass market	If the product is targeted to everybody explain why?

4.3.3 Channels

Table 3 Business model - channels

Channels to exploit	Which channels you want to serve?
Modern retail	If you think that your product can fit modern retail explain why and give more details
HORECA	If you think that your product can fit Hotels, restaurants, catering explain why and give more details
Specialty	If you think that your product can fit specialty stores explain why and give more details
Gourmet	If you think that your product can fit gourmet stores explain why and give more details
Franchising	If you think to establish/use a franchising network explain why and give more details
Own channel	Do you think to establish/use your own channel
E-commerce	If you think to establish/use e-
Temporary store	Where to launch the product? Have you considered the temporary store option?
Sports & events	If your product is addressed to sports and events explain why and give more details
Door to door	Will you use the door-to-door selling strategy?
Channel mix	Have you considered the option to mix several channels'
Other means to distribute	If you have foreseen other means of distribution give more details
Post service-support	If you have considered the post service support, describe it

4.3.4 Customer relationship – Market strategy

Table 4 Business model – customer relationship and market strategy

Determine relationship	customer	How customers/consumers will be attracted and retained?
Labelling		Have you think about labelling of your product?
Website		Is the development of a website can be a good way to communicate with your consumers
Social media		Have you thought of using these media for your work?
Consumer organizations		Could consumer organizations be against your product?
Complain procedures		Did you think how to manage the complains?
Advertising		Did you plan an advertising campaign?
Customer service		Which services you plan to provide to keep customers?
Communication activities & events		Did you have a communication plan

4.3.5 Key resources, capabilities and core competencies

Table 5 Business model – key resources, capabilities and core competencies

Materials	What are the raw material you need to make the product?
Packaging materials	Which packaging you foresee for the product
Assets	What are your assets? Make a list
Premises	What you can use? List them
Financials	List your available finance here
Know-how - human resources	What are your skills and competences?
Equipment and technology	What kind of equipment and technology do you need? Have you equipment available?
IPR and patents, trademarks	If you apply one or more patents/trademarks for your project, list them

4.3.6 Key Activities

Table 6 Business model – key activities

Product design	Describe your product design
Product engineering	Describe the technical process that is behind the production of your product
Externalities	If you will use externalities, describe why?
Validation test	If you have made some validation test of the product characteristics, report the results
Nutritional values	If you have evaluate the nutritional values of your product, list it
Nutrition Profiles	Is your product a correct nutrition profile for the customers targeted?
Tasting and sensorial analysis	Can you make a panel to test the sensorial quality of your product?
Risk assessment (only food safety)	Write your risk assessment plan
Upgrading new products	Did you consider the outcomes of the piloting in order to do a small-scale production?
Industrial scaling (very big leap forward)	Describe if you can you go from a small scale to industrial scale
Problem solving& training	Describe if are you planning a regular training?
Quality management and risk assessment	Describe your contingency plan.
Product design	Describe your product design
Product engineering	Describe the technical process that is behind the production of your product
Externalities	If you will use externalities, describe why?



4.3.7 Key Partners

Table 7 Business model - Key partners

Key partners	With whom is necessary to collaborate systematically?
Key partners motivators	What are the motivators of these partnerships?
Raw material suppliers	Is there a supplier/s that can share with you the project?
Technology Suppliers	Who are the main suppliers of the technology you need?
Credit and Finance	If you need a financing partner, describe it
Universities	If you plan to work with a university for specific task of your project, give more details
Research agencies	If you plan to work with a technical centre for specific task of your project, give more details
Incubators	If you plan to work with an incubator, give more details
Retailers	If you have some retailers interested in your product to be partner, give more details
E-commerce	If your product can benefit from an e-commerce partner, give more details

4.3.8 Revenue streams

Table 8 Business model – revenue streams

Revenue definition	How we will generate revenue?
Revenues options	If you have described the options revenues
Market & market share	What is the total size of your market? What percent share will you have?
Trends	Describe the market trends

4.3.9 Cost structure



Table 9 Business model – cost structure

Cost driven structure	If your strategy is cost driven, describe it
Value driven structure	If your strategy is value driven, describe it
Marketing costs	What are your marketing costs?
Resources and assets	Describe costs of resources, assets, carrying out activities
Costs for customer service	Describe the costs for customer service
Costs for earning revenues	Describe the costs for earning revenues
Cost Analysis	Write your cost analysis

4.3.10 Final Testing

Table 10 Business model – final testing

Interest and relevance of the new product	Can your product be considerable by the market?
Willingness	There is willingness to pay and ability to pay by the customer?
Preferences and priorities of the consumer	Does your product fit general preferences for You target (main and secondary)?
Match societal trends	Is your product matching the societal trends of the next years? Why?
Sensitivity analysis	Did you know how robust is your business plan? Why?
Competitors check	Have you check what competitors do?
Substitutes products	Did you check is there are product if consumers could buy other products instead of yours?
New entrances	Do you think there will be some new entrances into the market?

4.4 Business Plan

4.4.1 Business Plan summary



Table 11 Business plan summary

The product/service	What is your product/service? Describe it briefly
Business name	What is your business name?
Owner(s) name	What are the owners name?
Business address and postcode	What are the business address and post code?
Business telephone number	What is your business telephone numbers?
Business email address	What is your business email address?
Strapline	What is your strapline? (easily remembered phrase to help people to recognize products)
Elevator pitch	What is your elevator pitch? (one-minute speech that briefly presents your business, must be shortly and attractive)
Targeted consumer/costumer	What is your consumer/costumer target? (kind of customer that will buy your product)
Business Aims	Can you explain your goals and objectives?
Business philosophy	What is important to your company? What is the company mission?
Strength and core competencies	What are your strength and core competencies? What are those factors which will help succeed you company? What are the major competitive strengths will be?
Financial summary	What is your business financial summary?
Loan	Are you applying for a loan? If yes give more details about it (The way of the use of the money to make your business more profitable)
Future prospective	What are the future prospective of the company?

4.4.2 Owner background

Table 12 Business plan – owner background



Company Owner(s)	Who are the owners? What are their task in the company?
Business motivation	Why do you want to run your own business?
Previous work experience	Have you had previous work experience?
Qualifications and education	What are your qualifications and education?
Business Training	Do you have training for your new business?
Hobbies and interests	What are your hobbies and interests?
Additional information	Have you any additional information that you want to write?

4.4.3 Product and service

Table 13 Business plan – product and service

Product/service details	Describe the in detail the product/service you are going to sell
Innovation	Describe the degree of innovation in your product, factors which will give you competitive advantages/disadvantages
Licenses Protection	Is the product protected by any licenses?
Production Process	Describe the production process
Additional information	Have you any additional information that you want to write?

4.4.4 Market

Table 14 Business plan - market

Market Dimension	Describe the market that will address your product
Target consumers	How is your typical customers?
Customers geographic location	Where are your customers based?
Recurring revenues	Did you think how to keep your consumers?
Customers factors of choice	What factors help your customers choose which business to buy from? What prompts your customers to buy your product?
Barriers	What are typical barriers for you company to enter into the market? How will overcome the barriers?
Economics	Describe how the possible changes in the market can affect



	your business
Market additional information	Have you any important information about market that you want to add?

4.4.5 Market research

Table 15 Business plan – market research

Market desk research	Describe your market desk research (gathering own data, review of relevant literature)
Market field research	Report the results of your questionnaires, interview and test trading
Market research additional information	Do you have any additional information about market research?

4.4.6 Marketing strategy

Table 16 Business plan – marketing strategy

Marketing strategy	Describe your marketing strategy (define your marketing goals and after explaining what are the channels you will use to achieve them)
Low-cost media	Identify low-cost methods to the most out of your promotional budget and explain why you want use or not use it
Media	What kind of media will you use and how often? Why will you use these?
Business Image	What image do you want to project? Who do you want your customer see you?
Pricing	How important is price as competitive factor? Explain your method(s) of setting prices. Add a little "padding" to each item in the budget – Reduce accuracy of the plan
Proposed location	Analyze your location criteria as they affect your consumers
Distribution channels	How will you sell your product/service? Which kind of distribution channels do they usually prefer?

4.4.7 Competitor analysis

Table 17 Business plan – competitor analysis



Threatens competitors	Describe what are the main product competitor threatens
Indirect competitors	Will you have any indirect competitors? If yes describe them
Comparison of product	Why your products or service is comparable with competition? Describe similarities and differences of your product than the competition
Competitive Analysis table	Tool to compare your business to the 2 main competition

4.4.8 Production process

Table 18 Business plan – production process

Production	How are your products/services produced? (Production technique and cost, quality control, consumer service, inventory control, product development)
Delivery customers to	What are your method of products delivery to customers?
Special Premises	Do you need special premises for the production of your product/service? If yes describe them
Equipment	What kind of equipment do you need?
Transport & Logistics	What are the means of transport that you need for receive the goods and distribute the product?
Legal requirements	Do you have legal requirements to be met? If yes list them
Insurance requirements	Do you have insurance requirements to be respected? If yes list them
Inventory	What kind of inventory you will manage? Average value in stock? Rate of turnover and how this compares to the industry average? Seasonal build-ups?
Production additional information	Do you have additional information about production process? If yes list them
Management and staff	Who you need for your production?

4.5 Financial Data

Table 19 Financial data

Anticipated Income	What are your anticipated income? Describe the most relevant data
Production costs	What are your production costs? Describe the most relevant data
Investment costs	What are your investment costs? Describe the most relevant data
Balance sheet	Write your balance sheet, describe the most relevant data
Profit and loss	Write your profit and loss statement, describe the most relevant data
Fine results	Describe your final results

5 Case stories of successful innovation transfer and business incubator role (D4.8)

5.1 Case stories of successful innovation transfer

Introduction: This document is a synthesis that follows the regrouping of a dozen cases reported by the Foodlab partners. The information was collected with questionnaires in order to write a report on comparison and data processing concerning the case stories of successful innovation transfer from HEI to business.

Right of exploitation: For 80% of the studied cases, the team owns the right of exploitation. In the 20% other case the right is own by a university and the start-up or the company has a license to use it. Only in 20% of the cases, there is a patent, and in these cases, the start-up is the owner. Therefore, the right of exploitation does not seem to be an issue. Each company manage to run their innovation.

Dissemination activities in order to present the new start-up: In 80% of the cases, there is dissemination action combine with a university. It is a mutual and often informal engagement in order to increase both notoriety. Emerging projects and the universities both have an interest in making common communications actions.

Public help: In 60%, the start-ups manage to have public help. It can be from university or organized public devices (contests, subsidies, etc.). Public help is important for starting project. The public help allows the entrepreneur to start their project while keeping control, without external stakeholders. In some cases, without these held, the project will not be able to emerge due to lack of funds. Public subsidies also make it possible to gain the trust of the bank before the market launch.

Contests: In 60%, the project won contest and it definitely help for funding. It increases the “project” notoriety, build a professional network and credibility, and help to get the bank and funds trust. In this way, contests are very important. In each country, there are different types of contest: public, private, national, European or local. It is important for a new entrepreneur to take time to know which are important.

Conclusion: the presence of a university or incubator partner at the start-up launching is a very important element that makes sense to take the first steps. The synergy between these two entities is very virtuous. It allows generating a favourable environment to the development of start-up or spinning off. Finally, a good knowledge of public subsidies can transform the start-up of projects in terms of financing and reputation, two key factors of success.

5.2 Business incubator

Introduction: This document is a synthesis that follows the regrouping information of incubators reported by the Foodlab partners.

General facts: These incubators have not the same story. Three of them was created by the impulsion of the territorial politics and one from a private food engineering school university. Most



of the incubators was created after 2000. Each incubator has a different size. They can host a few start-ups or some ten start-ups per year.

Activity areas: There is many incubators specialised in food sector even if most of them are non-specialised. In the food sector, incubators welcome start-ups in very different fields: agriculture, R&D, production, service, food service, retail, big data, etc.

Incubator offers: The classic offer of food incubators is combined with access to an office and personalized support in strategic fields (business, marketing, etc.) and sometime the technical fields thanks to experts. Some incubators also have a pilot facility (laboratory) to develop and industrialize food products (FOODSAKER and AGROPOLE). In addition, AGROPOLE, even offers space and land to plant its own factory, but it's quite rare.

All benefit from their professional and politic network. Incubators also accompany the start-up in their approach to fundraising and growth.

Some rely on their partners, like SMART FOOD PARIS, which counts multinational companies: Carrefour, Danone, Elior, Pomona, Up group, SEB group, Bel and Michelin group; to develop start-up offers, market the products or realize the proof of concept (POC).

Survival rate: The survival rate of the start-up companies leaving these incubators after 3 years is around 80%. This rate is rather high. It demonstrates the usefulness and the necessity of these incubators.

Start-up hire people: According the sample, all the start-up hires people. It's hard to be more precise but it remains a good index of the success of start-ups. It shows again that incubators are structures that create value. For example, in a small incubator like FOODSHAKER, 16 start-ups have been out since 2008 and created 137 jobs.

Average stay in an incubator: The incubators offer several accompanying packages. The basic one usually lasts a year. Then start-ups can be accompanied further in their growth for another 2 to 4 years.

Generally, start-ups remain one year to a year and a half. Needs are changing too fast and are too diverse to stay longer in the incubator. Once launched on the market, start-ups employ people, need bigger offices, need confidentiality, may need a factory, etc. In any case, once the start-ups leave, they keep a link with the incubators because they are part of their professional ecosystem and there can be other positive interaction.

Skills of people working with the incubated: People who work with start-ups have skills in marketing, strategy, management of innovation, finance, and often, technical skills. This is the case for all incubators in food sector.

Conclusion: Incubators are organized structures to accompany innovative projects and lead entrepreneurs to success. They manage to do it because their level of selection, they rise in skills in recent years and their position in the professional, political and academic networks. This study shows us that their role is real and necessary for the emergence of innovation and the construction of the economic fabric of tomorrow.



6 Conclusion

Guidelines for entrepreneurship can be sum up in:

- having the right partners inside and outside the project
- having a good knowledge on the market target
- managing to rise require funds
- having a good knowledge of the legal context

To carry out an entrepreneurial project, incubators and public help are good supports. They allow you to increase your notoriety and access to the right networks.

This white book should give you all the elements to take on the challenge.

