



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

**Report on comparison and data  
processing: Case stories of successful  
innovation transfer from HEI to business in  
food sector**

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Authors (per partner, if more than one partner provide it together)	<b>Benoît PLISSON</b>
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## List of abbreviation

HEI: Higher Education Institution



## 1 Introduction

This document is a synthesis that follows the regrouping of a dozen cases reported by the Foodlab partners (9 start-ups and 3 spin-offs).

The information was collected with questionnaires (appendix 1). It was made in order to write a report on comparison and data processing concerning the case stories of successful innovation transfer from HEI to business in food sector. Therefore, the questionnaire will help to describe the best practices for developing start-up, spin-off or for transferring a student's project into a company already existing.



## 2 Analysis of case studies

### 2.1 The panel

We can notice that 70% of the study cases are less than 3 years of establishment.

The average workforce (entrepreneur + employees) is about 3 at the beginning of the “project” and doesn't really increase 3 years after.

The field of study of at least one of the entrepreneurs is Food sciences.

The average age of the entrepreneurs is 33 years old.

For 70% of the company “project”, the number of stakeholders is 3 or less. Only for 30% of it, one of the stakeholders is a University, but never another company.

### 2.2 Right of exploitation

For 80% of the studied cases, the team owns the right of exploitation. In the 20% other case the right is owned 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 manages to run their innovation.

### 2.3 Dissemination activities in order to present the new start up

In 80% of the cases, there is dissemination action combined 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.

### 2.4 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.

## 2.5 Contests

In 60%, the project won contest and it definitely help for funding. It increase 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, local...

It is important for a new entrepreneur to take time to know which are important.





### 3 Conclusion

To conclude, 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 favorable 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.



## 4 Appendix 1: Case stories of successful innovation transfer from HEI to business in food sector

### 4.1 START UP 1

Company activity	Manufacturing and development of vegetable based products
Country	Hungary
Foodlab partner	CBHU
Domain of interest (e.g. dairy, fruit and vegetables, etc.)	Vegetable and preservation technologies
Supporting organizations (Any cluster, incubator, etc.)	

#### 1/ Presentation of the start up

Year of establishment	2016
Company headquarters	Budapest
Turnover	N/A
Number of employees and entrepreneurs at the beginning	4 and still 4 in 2016
Field of studies of the entrepreneurs	Food science, food engineering
Ages of the entrepreneurs	22, 24, 28 year old
The expertise of the current employees and their ages	ongoing BSc, Msc, PhD studies



<p>Number of stakeholders involved in the adventure at the beginning and now</p>	<p>5 developers in the beginning, students of Corvinus University of Budapest. In 2nd quarter of 2016, through a startup competition, financial support (€3200) was granted but with no shareholding in the company. Further investors or grants are being sought out for.</p>
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## 2/ If the “idea” of starting the start-up derived from good results achieved in the execution of a specific project

<p>Describe the kind of project</p>	<p>The initial project was started to participate in the Ecotrophéla 2015 contest. The project began in 2014 November by collecting the members of the team and soon the formation of the idea and concept. Technological and compositional parameters went through thorough experimentation and have been finalized in June 2016.</p>
<p>Duration of the project before the creation of the company</p>	

## 4/ Initial financment (university, company, government)

The product development project was self-financed by the team members until the competition. Professional support was given by Campden BRI Magyarország Kft., financial support was offered by the Food Science Foundation of the University to compensate earlier investments of the team members. Department of Cooling and Livestock Products Technology gave access to full infrastructure, equipment and materials. Management of the Corvinus University of Budapest itself did not grant any financial or moral support at all.

## 5/ Right of exploitation

<p>At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students, university, company?)</p>	<p>Only the developing team.</p>
<p>How do you manage to obtain the right of</p>	<p>Through the patent being under revision now.</p>



exploitation?	
Did patent apply? Who was the owner of patent? Who was able to use the patent?	No patent apply up to now, but a Hungarian patent submission it is being processed by the concerning ministry.

## 6/ Dissemination activities in order to present the new start up

Dissemination activities carried out	<p>Events organized by the University at which the project was presented: Innovation Project Management Day 2015, Food Science Conference 2015.</p> <p>Other events: Falling Walls Lab Budapest 2016., Students' Startup Competition of Újbuda, Scientific Students' Circle Conference</p> <p>Media appearances: National radio stations (2 occasions), National televisions (2 occasions) Catholic radio, Written media (3 occasions), Several online articles, international appearances were not accounted for.</p>
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## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

No such procedures were necessary to carry out throughout the project so far.

## 8/ Public organisms which help you to build the company

N/A

## 9/ Contests

Contests won	Ecotrophéla 2015, Falling Walls Lab Budapest 2016, 2nd place, Students' Start-up Competition of Újbuda
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Did it help you for finding  
funds?

Indirectly, yes



UNIVERSITÀ  
CATTOLICA  
del SACRO CUORE



UNIVERSITAT  
POLITÈCNICA  
DE VALÈNCIA



Gospodarska  
zbornica  
Slovenije  
Chamber of Commerce  
and Industry of Slovenia  
2020  
Chamber of Agricultural  
and Food Enterprises



## 4.2 START UP 2

<b>Company activity</b>	Organic frozen baby food
<b>Country</b>	France
<b>Foodlab partner</b>	IPB
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	Baby food
<b>Supporting organizations (any cluster, incubator, etc.)</b>	IPB incubator, AGROPOLE Agen incubator

1/ Presentation of the start up	
<b>Year of establishment</b>	2012
<b>Company headquarters</b>	Agen, Fr
<b>Turnover</b>	600 K€ in 2015
<b>Number of employees and entrepreneurs at the beginning</b>	3 in 2012, then 40 in 2016
<b>Field of studies of the entrepreneurs</b>	1 from Finance (HEC), 1 from Food marketing (HEC), 1 Food engineer
<b>Ages of the entrepreneurs</b>	40 and 50 year old
<b>The expertise of the current employees and their ages</b>	Engineers in Food Science (Quality, research and Development, supply chain), Apprentices in Food science. Mostly between 23, 24 and 28, 30. Some above 35.
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	Some employees are stakeholders (around 15). The co-founders. In addition, the rest belongs to several investment funds.



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	NA
Duration of the project before the creation of the company	NA
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	NA

## 4/ Initial financing (university, company, government)

Public funding (Region, department, helps for business creation, revitalization funds...)

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students’, university, company)	The co-founders, the company.
How do you manage to obtain the right of exploitation?	NA
Did patent apply? Who was the owner of patent? Who was able to use the patent?	Yes, 2 patents owned by the company and used by the R and D department.



## 6/ Dissemination activities in order to present the new start up

Dissemination activities carried out	Social networks (Facebook, Twitter). Press (Food and Baby specialized) and other media. Advertising spots on TNT channels relayed by social networks.
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## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Bio, MSC, VBF: certification organizations.

## 8/ Public organisms which help you to build the company

BPI France (OSEO), regional and departmental councils.

## 9/ Contests

Contests won	Silver SIAL Innovation Award (2014), Babyfood Innovation Award (2014), Regional contest awards...
Did it help you for finding funds?	Yes, but more important, they opened the doors to the retail market, with a net increase of the referencing.





### 4.3 START UP 3

Company activity	Beer making
Country	France
Foodlab partner	ISARA
Domain of interest (e.g. dairy, fruit and vegetables, etc.)	alcoholic beverage
Supporting organizations (any cluster, incubator, etc.)	ISARA Incubator

1/ Presentation of the start up	
Year of establishment	2013
Company headquarters	Lyon
Turnover	60 K€
Number of employees and entrepreneurs at the beginning	1 ; then 2 in 2016
Field of studies of the entrepreneurs	Food Sciences engineer (ISARA-Lyon)
Ages of the entrepreneurs	30 year old
The expertise of the current employees and their ages	38 years, food technician
Number of stakeholders involved in the adventure at the beginning and now	1 and still 1 now



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	N.A.
Duration of the project before the creation of the company	2.5 years
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	No

## 4/ Initial financing (university, company, government)

Government subsidies and the university (ISARA with provision of equipment)

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students, university, company)	Only the entrepreneur. It was the only one involve in the development. It was one of the first business development in the university and nothing was contract. The goal of the university was to help one of their former student to create his own business.
How do you manage to obtain the right of exploitation?	Naturally, for the reason explained before.
Did patent apply? Who was the owner of patent? Who was able to use the patent?	The entrepreneur post a patent. He is the only owner for the reason explained before.



## 6/ Dissemination activities in order to present the new start up

### Dissemination activities carried out

The incubator of university ISARA-Lyon involve the entrepreneur for many dissemination activities. It is a give and take relationship. It benefits to the company and the university at the same time.

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Only have the organic label. Standard certification.

## 8/ Public organisms which help you to build the company

- BPI (Public Investment Bank): CMI (Worldwide innovation contest).
- Créalys : a public incubator lead by Rhone Alpes area
- INOVIZI : subsidies from the Rhone Alpes area

## 9/ Contests

### Contests won

CMI: Worldwide innovation contest organized by BPI (Public Investment Bank) and Ministry of Economy

### Did it help you for finding funds?

Contest help for finding funds and borrow money. It increases credibility.



#### 4.4 START UP 4

<b>Company activity</b>	Vegetarian meat alternatives made with pulses
<b>Country</b>	France
<b>Foodlab partner</b>	ISARA-Lyon
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	Plant protein
<b>Supporting organizations</b> (Any cluster, incubator, etc.)	ISARA university and ISARA incubator

#### 1/ Presentation of the start up

<b>Year of establishment</b>	2014
<b>Company headquarters</b>	Lyon
<b>Turnover</b>	150 K€ in 2016
<b>Number of employees and entrepreneurs at the beginning</b>	2 entrepreneurs at the beginning ; 7 at the end of 2016
<b>Field of studies of the entrepreneurs</b>	Food Sciences engineer for both
<b>Ages of the entrepreneurs</b>	26 and 27 year old
<b>The expertise of the current employees and their ages</b>	3 engineers ; 2 sellers ; 1 communication /marketing ; 1 administration  From 23 to 47 year old
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	2 at the beginning then 3



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	The origin of the project was a student project drive for the European student contest ECOTROPHELIA. After the reconnaissance from external partners and the contest award, Emmanuel and Benoît decided to build a company based on the project.
Duration of the project before the creation of the company	2.5 years

## 4/ Initial financing (university, company, government)

Government subsidies, the university (provision of equipment), founders and banks.

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students’, university, company)	Only Emmanuel and Benoît. It was the only one involve in the development. It was one of the first business development in the university and nothing was contract. The goal of the university was to help one of their former student to create his own business
How do you manage to obtain the right of exploitation?	Naturally, for the reason explained before.
Did patent apply? Who was the owner of patent? Who was able to use the patent?	No

## 6/ Dissemination activities in order to present the new start up

Dissemination activities carried out	The incubator of university ISARA-Lyon involve the entrepreneur for many dissemination activities. It is a give and take relationship. It
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benefits to the company and the university at the same time.

### 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Only have the organic label. Standard certification.

### 8/ Public organisms which help you to build the company

- BPI (Public Investment Bank): CMI (Worldwide innovation contest).
- INOVIZI : subsidies from the Rhone Alpes area

### 9/ Contests

Contests won	CMI : Worldwide innovation contest organized by BPI (Public Investment Bank) and Ministry of Economy  i-lab : BPI + Ministry of Research
Did it help you for finding funds?	Contest help for finding funds and borrow money. It increases credibility.



#### 4.5 START UP 5

<b>Company activity</b>	Dry salted biscuit – Take away food
<b>Country</b>	France
<b>Foodlab partner</b>	ISARA-Lyon
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	Cereals organic sector
<b>Supporting organizations (any cluster, incubator, etc.)</b>	ISARA incubator

1/ Presentation of the start up	
<b>Year of establishment</b>	2016
<b>Company headquarters</b>	Lyon
<b>Turnover</b>	None currently
<b>Number of employees and entrepreneurs at the beginning</b>	1
<b>Field of studies of the entrepreneurs</b>	School of management in 1992
<b>Ages of the entrepreneurs</b>	
<b>The expertise of the current employees and their ages</b>	
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	1



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	N.A.
Duration of the project before the creation of the company	The entrepreneur developed his idea in December 2014. During 3 months, he makes some tests in his own kitchen. In April 2015, he has contacted ISARA incubator and in July 2015 he was accepted by the assessment commission of the incubator. Finally, he has integrated the incubator in January 2016.
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	No

## 4/ Initial financing (university, company, government)

The entrepreneur himself

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students’, university, company)	N.A.
How do you manage to obtain the right of exploitation?	N.A.
Did patent apply? Who was the owner of patent? Who was able to use the	N.A.





patent?

## 6/ Dissemination activities in order to present the new start up

Dissemination activities  
carried out

Too early for the dissemination activity, but he starts to introduce his product (without packaging) in some forum or seminar.

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Too early for the organic certification

## 8/ Public organisms which help you to build the company

Currently under discussion: maybe one of the Community of Communes of Drôme (Drôme is recognized for being involve in organic food activities) will help the entrepreneur by financing a part of the equipment and the building for helping him to start a new activity in their region. This will enhance the economic development of the region.

## 9/ Contests

Contests won

no

Did it help you for finding  
funds?



#### 4.6 START UP 6

Company activity	Wine of fruits
Country	France
Foodlab partner	ISARA
Domain of interest (e.g. dairy, fruit and vegetables, etc.)	Transformation of fruits and alcoholic beverage
Supporting organizations (Any cluster, incubator, etc.)	ISARA INCUBATOR

#### 1/ Presentation of the start up

Year of establishment	2015
Company headquarters	Lyon
Turnover	190 K€/year
Number of employees and entrepreneurs at the beginning	2
Field of studies of the entrepreneurs	Business school
Ages of the entrepreneurs	26 years old
The expertise of the current employees and their ages	
Number of stakeholders involved in the adventure at the beginning and now	2



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	N.A.
Duration of the project before the creation of the company	1.5 years
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	No

## 4/ Initial financing (university, company, government)

bank

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students, university, company)	The entrepreneurs
How do you manage to obtain the right of exploitation?	
Did patent apply? Who was the owner of patent? Who was able to use the patent?	



## 6/ Dissemination activities in order to present the new start up

### Dissemination activities carried out

They participate essentially to French, Belgium Exhibitions in order to encounter new clients, which are wine shop. They also participate to contests and won one of them Sustainability development of “Progrès” a newspaper.

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Not relevant here for their activity.

## 8/ Public organisms which help you to build the company

None directly

## 9/ Contests

### Contests won

- BPI (Public Investment Bank) - bourse French tech subvention for developing an innovative activity.
- “Entreprendre” network: this network is private one. Usually the young entrepreneurs are integrated in an incubator and in “Entreprendre” network. This network consists of chief of company with a strong experience, which accompanied young entrepreneur and give them some new contacts. It seems that this works very well.
- Rhone-alpes initiative
- There are some private contest, such as Monoprix contest, which select three innovative products put forward during one year.

### Did it help you for finding funds?

N.A.



#### 4.7 START UP 7

Company activity	Creation of innovative food products
Country	Italy
Foodlab partner	UNITO
Domain of interest (e.g. dairy, fruit and vegetables, etc.)	Ice cream
Supporting organizations (Any cluster, incubator, etc.)	UNITO

#### 1/ Presentation of the start up

Year of establishment	2016
Company headquarters	Italy
Turnover	86 000 €
Number of employees and entrepreneurs at the beginning	4 then 3 in 2016
Field of studies of the entrepreneurs	food technology
Ages of the entrepreneurs	53, 25, 25, 26 year old
The expertise of the current employees and their ages	food technology and sales
Number of stakeholders involved in the adventure at the beginning and now	3 and still 3 : university, an incubator and a bank



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	Winner of first place at Ecotrophelia national contest
Duration of the project before the creation of the company	8 months

## 4/ Initial financing (university, company, government)

University

## 5/ Right of exploitation

At the beginning of the student’s project, who has the right of exploitation of the concept/product? (Students, university, company)	Nobody
How do you manage to obtain the right of exploitation?	The product is not protected by licenses or patents
Did patent apply? Who was the owner of patent? Who was able to use the patent?	No, the product is not protected by patents because it is protected by an industrial secret.

## 6/ Dissemination activities in order to present the new start up

Dissemination activities carried out	The university played a main task at the beginning of the company providing know how and equipment for the realization and the developing of the product. It continue now providing free consulting
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about R&D issue.

### 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

No need

### 8/ Public organisms which help you to build the company

i23t: provide us legal and economics consultancy necessary to found credits and create a company.

### 9/ Contests

Contests won

NA

Did it help you for finding funds?

Maybe, it was not crucial for the investors.



#### 4.8 START UP 8

<b>Company activity</b>	Research and development of functional foodstuffs devoted to specific dietary groups
<b>Country</b>	ITALY
<b>Foodlab partner</b>	UCSC
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	beverages, gluten free products, dairy
<b>Supporting organizations (any cluster, incubator, etc.)</b>	INLab incubator

#### 1/ Presentation of the start up

<b>Year of establishment</b>	2015
<b>Company headquarters</b>	Piacenza
<b>Turnover</b>	to be estimated
<b>Number of employees and entrepreneurs at the beginning</b>	3
<b>Field of studies of the entrepreneurs</b>	Chemistry (1), Economy (2), Food Science and Technology (2)
<b>Ages of the entrepreneurs</b>	< 30 years old: 1, 30-45 year old: 3; > 45 years old: 1
<b>The expertise of the current employees and their ages</b>	Food Science and Technology, Quality Certification Management Systems, Supplier Ranking Assessment, Supplier and Client Relationship Management;
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	NA





## 2/ If the “idea” of starting the start-up derived from good results achieved in the execution of a specific project

Describe the kind of project	Research and development of innovative functional foods for dietary groups
Duration of the project before the creation of the company	Actually, project duration cannot be established exactly, because each research and development project has its own characteristics. Usually projects could range from 2 weeks up to 3-4 months.
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	No

## 4/ Initial financing (university, company, government)

None of them

## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students, university, company)	Just the entrepreneurs
How do you manage to obtain the right of exploitation?	Through non-disclosure and/or confidentiality agreement
Did patent apply? Who was the owner of patent? Who was able to use the patent?	They decided not to apply for the patent of developed products



## 6/ Dissemination activities in order to present the new start up

Dissemination activities carried out

Dissemination activities were managed and performed just as internal activity through promotional and marketing reference material and participation to events (promotional events and exhibitions, fairs, etc.). All the activities were coordinated, organized and managed with associations of specific dietary groups of consumers, which are present and operative throughout the Italian territory.

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

This is confidential material

## 8/ Public organisms which help you to build the company

None

## 9/ Contests

Contests won

They did not participate to any contest

Did it help you for finding funds?



#### 4.9 START UP 9

<b>Company activity</b>	Manufacture of cheese spread
<b>Country</b>	Spain
<b>Foodlab partner</b>	Carinsa
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	Dairy
<b>Supporting organizations</b> (Any cluster, incubator, etc.)	Igape and Program Initiatives Technology Based Employment Board of Galicia

#### 1/ Presentation of the start up

<b>Year of establishment</b>	2006
<b>Company headquarters</b>	Santiago de Compostela, Spain
<b>Turnover</b>	
<b>Number of employees and entrepreneurs at the beginning</b>	Some students of the university
<b>Field of studies of the entrepreneurs</b>	Business and agricultural engineering and food
<b>Ages of the entrepreneurs</b>	
<b>The expertise of the current employees and their ages</b>	Technology and R&D contracts. Knowledge about
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	USC, Embark Xesgalicia, CSIC



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	
Duration of the project before the creation of the company	
There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?	Unirisco, a venture capital company

## 4/ Initial financing (university, company, government)

USC
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## 5/ Right of exploitation

At the beginning of the students’ project, who has the right of exploitation of the concept/product? (Students, university, company)	USC
How do you manage to obtain the right of exploitation?	
Did patent apply? Who was the owner of patent? Who was able to use the patent?	



## 6/ Dissemination activities in order to present the new start up

Dissemination activities  
carried out

To develop white marketing products

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

## 8/ Public organisms which help you to build the company

USC, Unirisco

## 9/ Contests

Contests won

Did it help you for finding  
funds?



#### 4.10 SPIN-OFF 1

<b>Company activity</b>	Development and design outsourcing for food companies
<b>Country</b>	Spain
<b>Foodlab partner</b>	UPV
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	All sectors
<b>Supporting organizations</b> (Any cluster, incubator, etc.)	

1/ Presentation of the spin-off	
<b>Year of establishment</b>	2013
<b>Company headquarters</b>	Valencia
<b>Turnover</b>	N.A.
<b>Number of employees and entrepreneurs at the beginning</b>	6 (one is the university) ; then in 2016 : 7: 2 employees, 6 entrepreneurs (one employee is entrepreneur)
<b>Field of studies of the entrepreneurs</b>	Food technologist (4), chef (1), lawyer (1), institution (1)
<b>Ages of the entrepreneurs</b>	Between 36-47 years old
<b>The expertise of the current employees and their ages</b>	Employee 1 PhD in Food Technology 36 years old Employee 2 Ms in Food Technology 36 years old
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	Beginning an now : 3



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	Softening procedure of tiger nuts in the new snacks production
Duration of the project before the creation of the company	2 years
Partners (university, company already existing) involved in the initial project	Only university members
How do you manage to obtain the right of exploitation	Licence contract with the university

## 4/ Initial financing (university, company, government)

The university

## 5/ Patent

Did patent apply?	Yes
The owner of patent (spin-off, company, university)	The university is the owner of the patent
Who was able to use the patent?	This patent was licenced to the company

## 6/ Dissemination activities in order to present the new spin-off

Dissemination activities carried out	Web page, presentation in fairs, mailing, visit to other companies and food companies federations
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Role played by the  
University

7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

Negotiation with university to establish the price of the licenced patent and royalties for sales

8/ Public organisms which help you to build the company

University: IDEAS institute for new companies creation

9/ Contests

Contests won

No

Did it help you for finding  
funds?





#### 4.11 SPIN-OFF 2

<b>Company activity</b>	Microbiological analyses, scientific support to clinical studies and new probiotic strains isolation and characterization
<b>Country</b>	Italy
<b>Foodlab partner</b>	UCSC
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	food supplements
<b>Supporting organizations</b> (Any cluster, incubator, etc.)	UCSC

#### 1/ Presentation of the spin-off

<b>Year of establishment</b>	2005
<b>Company headquarters</b>	Piacenza
<b>Turnover</b>	500 K€ - 600 K€
<b>Number of employees and entrepreneurs at the beginning</b>	4 ; then 9 in 2016
<b>Field of studies of the entrepreneurs</b>	Food Science and Technology/Agricultural Science
<b>Ages of the entrepreneurs</b>	29 - 38
<b>The expertise of the current employees and their ages</b>	Employees are graduated in scientific disciplines, mainly in biological sciences and 60% of them are PhD graduated. Their age is currently included in the range 25 – 48.
<b>Number of stakeholders involved in the adventure at the beginning and now</b>	At the beginning, we were 6 shareholders, 4 ex – students from Catholic University faculties, the Catholic University and a professor from Agricultural faculty. Now 3 of the ex – students are still employed in the company, as operative shareholders, the university and the professor are still present among the shareholders but other companies joined us in the adventure. Two pharma companies has



acquired the 5 and 32% of AAT's shares.

## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	N.A.
Duration of the project before the creation of the company	N.A.
Partners (university, company already existing) involved in the initial project	N.A.
How do you manage to obtain the right of exploitation	N.A.

## 4/ Initial financing (university, company, government)

N.A.

## 5/ Patent

Did patent apply?	N.A.
The owner of patent (spin-off, company, university)	N.A.
Who was able to use the patent?	N.A.



## 6/ Dissemination activities in order to present the new spin-off

Dissemination activities carried out

Catholic university has supported the spin-off providing the venues for disseminating events organised by the spin-off and has favoured the meeting among companies trying to match spin-off's expertise with potential customers.

Role played by the University

## 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

N.A.

## 8/ Public organisms which help you to build the company

No public organism helped

## 9/ Contests

Contests won

N.A.

Did it help you for finding funds?

N.A.



#### 4.12 SPIN-OFF 3

<b>Company activity</b>	Core business are Decision Support Systems (DSS) via web for sustainable agriculture
<b>Country</b>	Italy
<b>Foodlab partner</b>	UCSC
<b>Domain of interest (e.g. dairy, fruit and vegetables, etc.)</b>	Intensive and extensive agricultural crops
<b>Supporting organizations</b> (Any cluster, incubator, etc.)	UCSC

#### 1/ Presentation of the spin-off

<b>Year of establishment</b>	2008
<b>Company headquarters</b>	Foggia
<b>Turnover</b>	€ 47.723,00 in 2008, € 1.393.826,00
<b>Number of employees and entrepreneurs at the beginning</b>	1 employee (he is also an entrepreneur)+4 ; then in 2016 : 16 (of these two are entrepreneurs)+2
<b>Field of studies of the entrepreneurs</b>	Agronomy, Statistics
<b>ages of the entrepreneurs</b>	between 40 and 60 years old
<b>the expertise of the current employees and their ages</b>	Employees have different expertise, mainly in agronomy and food technology, marketing, statistics, informatics, agrometeorology.
<b>number of stakeholders involved in the adventure at the beginning and now</b>	<10 at the beginning, about 100 in 2015, main stakeholders are agrofood companies, farms, agrochemical companies, technicians



## 2/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project

Describe the kind of project	The idea of starting the spin off derived from the successful research activity in plant epidemiology performed at the Plant Pathology Institute
Duration of the project before the creation of the company	About 20 years
Partners (university, company already existing) involved in the initial project	UCSC
How do you manage to obtain the right of exploitation	By an agreement with University

## 4/ Initial financing (university, company, government)

Entrepreneurs

## 5/ Patent

Did patent apply?	No
The owner of patent (spin-off, company, university)	
Who was able to use the patent?	

## 6/ Dissemination activities in order to present the new spin-off

Dissemination activities	Were organized meetings and workshops, leaflets, brochure and
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carried out	folders, was created the web site, the use of UCSC logo near the company logo carried positive feed backs and added value to the spin off activities
Role played by the University	

### 7/ Procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

N.A.

### 8/ Public organisms which help you to build the company

N.A.

### 9/ Contests

Contests won	Yes
Did it help you for finding funds?	Participation in several calls for EU and national projects and obtained funds used for product innovation and new employees



## 5 Appendix 2: Questionnaires submitted for compiling

### 5.1 Spin-off

#### 1/ Do you have in your university a spin-off?

*Reminder: Spin-off is a business founded by Professors/researchers with the purpose of using results deriving from research activity carried out at the University. Spin-off is a Company and is able to commercially exploit results deriving from research activity. University supports and facilitates the creation and the starting of spin-off.*

#### 2/ Presentation of the spin-off:

##### Spin-off

- activity:
- sector (milk, meat, etc.):
- year of establishment:
- company headquarters:
- turnover:
- number of employees and entrepreneurs at the beginning:
- number of employees and entrepreneurs in 2016:

##### Entrepreneurs

- field of studies of the entrepreneurs:
- ages of the entrepreneurs:

##### Employees

- describe the expertise of the current employees and their ages:

##### Stakeholders



- number of stakeholders involved in the adventure at the beginning and now: ..... describe them in term of activity, etc...

**3/ If the “idea” of starting the spin-off derived from good results achieved in the execution of a specific project:**

Describe the kind of project:

Duration of the project before the creation of the company?

Were a lot of partners (university, company already existing?) involved in the initial project?

How do you manage to obtain the right of exploitation?

**4/ Who financed the initial project (university, company, government) ?**

**5/ Did patent apply? Who was the owner of patent (spin-off, company, university)? Who was able to use the patent?**

**6/ Describe all dissemination activities which were carried out in order to present the new spin-off (which role was played by the University?):**

**7/ Describe the procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.):**

**8/ Indicate the entire public organisms, which help you to build your company:**

**9/ Indicate if you won contest...Did it help you for finding funds?**





## 5.2 Start-up built with the concept of students project (such as Ecotrophelia) in food HEIs

### 1/ Presentation of the start-up:

- activity:
- sector (milk, meat, etc.):
- year of establishment:
- company headquarters:
- turnover:
- number of employees and entrepreneurs at the beginning:
- number of employees and entrepreneurs in 2016:

#### Entrepreneurs

- field of studies of the entrepreneurs:
- ages of the entrepreneurs:

#### Employees

- describe the expertise of the current employees and their ages:

#### Stakeholders

- number of stakeholders involved in the adventure at the beginning and now: ..... describe them in term of activity, etc...

### 2/ If the “idea” of starting the start-up derived from good results achieved in the execution of a specific project:

Describe the kind of project: (example Ecotrophelia contest?)

Duration of the project before the creation of the company?

### 3/ There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?



4/ Who financed the initial project (university, company, government)?

5/ At the beginning of the students project, who has the right of exploitation of the concept/product?  
(Students, university, company?)

6/ How do you manage to obtain the right of exploitation?

7/ Did patent apply? Who was the owner of patent (former students company, university)? Who was able to use the patent?

8/ Describe all dissemination activities, which were carried out in order to present the new start-up (which role was played by the University?).

9/ Describe the procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

10/ Indicate the entire public organisms, which help you to build your company:

11/ Indicate if you won contest...Did it help you for finding funds?



### 5.3 Start-up from incubator (concept coming from outside the school)

#### 1/ Presentation of the start-up:

- activity:
- sector (milk, meat, etc.):
- year of establishment:
- company headquarters:
- turnover:
- number of employees and entrepreneurs at the beginning:
- number of employees and entrepreneurs in 2016:

#### Entrepreneurs

- field of studies of the entrepreneurs:
- ages of the entrepreneurs:

#### Employees

- describe the expertise of the current employees and their ages:

#### Stakeholders

- number of stakeholders involved in the adventure at the beginning and now: ..... describe them in term of activity, etc...

#### 2/ If the “idea” of starting the start-up derived from good results achieved in the execution of a specific project:

Describe the kind of project:

Duration of the project before the creation of the company?

#### 3/ There was a company involved in the student’s project at the starting? Describe its contribution in term of idea? Funds?

#### 4/ Who financed the initial project (university, company, government)?



5/ At the beginning of the project, who has the right of exploitation of the concept/product? (Students, university, company?)

6/ How do you manage to obtain the right of exploitation?

7/ Did patent apply? Who was the owner of patent (former students company, university)? Who was able to use the patent?

8/ Describe all dissemination activities, which were carried out in order to present the new start up (which role was played by the University?).

9/ Describe the procedure for having the right of exploitation of specific raw material (meat, fish, bio, etc.)

10/ Indicate the entire public organisms, which help you to build your company:

11/ Indicate if you won contest...Did it help you for finding funds?



## 5.4 Product coming from students project produced and commercialized by an SME

1/ Describe the kind of project:

2/ There was a company involved in the student's project at the starting? Describe its contribution in term of idea? Funds?

2/ Who financed the initial project (university, company, government)?

3/ At the beginning of the project, who has the right of exploitation of the concept/product? (Students, university, company?)

4/ How does the company manage to obtain the right of exploitation?

5/ Did patent apply? Who was the owner of patent (former students company, university)? Who was able to use the patent?

6/ Describe all dissemination activities which were carried out in order to present the students project (which role was played by the University?).

7/ Did you sell your project? If yes, could you please tell us the price range? Did the money return to you or your university?

