



SECTORAL STUDY

FOOD PROCESSING INCUBATOR

Project Leader: Ms Mathildi Saritza

Researchers: Dr Panagiotis Kotsios, Ms Foteini Theodorakioglou,
Ms Anastasia Passia, Mr Konstantinos Panagoulis, Mr Phillip Palastides

PLANNING AND IMPLEMENTATION : **AMERICAN FARM SCHOOL**

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New Agriculture for a New Generation:

*Recharging Greek Youth to Revitalize the Agriculture and Food Sector of
the Greek Economy*

Feasibility Study: Food Processing Incubator

Project Leader: Ms Mathildi Saritza

Researcher(s): Dr Panagiotis Kotsios, Ms Foteini Theodorakioglou, Ms Anastasia
Passia, Mr Konstantinos Panagoulis, Mr Phillip Palastides

EXECUTIVE SUMMARY

The study focuses on a food processing incubator, which implies that other types of incubators are of minor importance and were not studied in detail. A variety of secondary and primary sources was utilized to cover the objectives of the study, including desk research, interviews and focus groups essential to address the objectives of the study.

The provision of support to SMEs is an important European political priority, developed over the years. Business incubation is a proven mechanism globally, in supporting the growth of start-up businesses to overcome failures, due to lack of technical assistance, financing and access to networks with customers and suppliers.

As a result, the Commission fully supports the need to establish business incubators as a priority instrument of the European Structural and Investment Funds (ESIF), as reflected in the regulatory framework for the new 2014-2020 programming period; Member States are encouraged to open business incubators with a well-defined strategy to ensure benefits for the local business community.

Opportunities for a food processing incubator, lie in the production of traditional processed meat products, bakery, dry pasta, ice cream, cheese production, sauces, condiments and dips, pickled products, packed fresh salads, dried fruits and vegetables.

The establishment of the first food processing incubator in Thessaloniki, is justified by the unemployment rates in the region, the available agrifood infrastructure, the regional priorities for smart specialization and funding potential, as well as the exploitation of current AFS existing facilities and experience in providing pre-incubation services support.

A building area of 3.000 to 5.000 square meters is expected to cover the needs of at least 20 tenants. According to the initial estimations, an investment of not less than EURO 5,000,000 to 6,500,000 is needed, in order for the incubator to reach the maturity stage.

The implementation roadmap is expected to be developed within a period of 3 years, until the incubator reaches it full operation; a roadmap to future sustainability is developed.

ΠΕΡΙΛΗΨΗ

Η μελέτη επικεντρώνεται σε μια θερμοκοιτίδα επεξεργασίας τροφίμων, που σημαίνει ότι άλλα είδη θερμοκοιτίδων ήταν ήσσονος σημασίας και δεν μελετήθηκαν λεπτομερώς. Μια ποικιλία δευτερογενών και πρωτογενών πηγών χρησιμοποιήθηκαν για την επίτευξη των στόχων της μελέτης, συμπεριλαμβανομένης της βιβλιογραφικής έρευνας, συνεντεύξεων και ομάδων εστίασης.

Η παροχή στήριξης στις ΜΜΕ είναι βασική ευρωπαϊκή πολιτική προτεραιότητα. Οι θερμοκοιτίδες επιχειρήσεων είναι ένας αποδεδειγμένος μηχανισμός σε παγκόσμιο επίπεδο, για την υποστήριξη της ανάπτυξης των επιχειρήσεων ώστε να ξεπεραστούν οι αδυναμίες, λόγω της έλλειψης τεχνικής βοήθειας, χρηματοδότησης και πρόσβασης σε δίκτυα με τους πελάτες και τους προμηθευτές. Η Ευρωπαϊκή Επιτροπή υποστηρίζει πλήρως την ανάγκη για τη δημιουργία θερμοκοιτίδων επιχειρήσεων ως προτεραιότητα του Ευρωπαϊκού Διαρθρωτικού και Επενδυτικού Ταμείου (ESIF), όπως αντικατοπτρίζονται στο κανονιστικό πλαίσιο για τη νέα προγραμματική περίοδο 2014-2020. Τα κράτη μέλη ενθαρρύνονται να ξεκινήσουν θερμοκοιτίδες επιχειρήσεων με μια καλά καθορισμένη στρατηγική για να εξασφαλίσουν οφέλη για την τοπική επιχειρηματική κοινότητα.

Ευκαιρίες για μια θερμοκοιτίδα επεξεργασίας τροφίμων βρίσκονται στην παραγωγή παραδοσιακών προϊόντων επεξεργασμένου κρέατος, αρτοποιείου, ξηρά ζυμαρικά, παγωτό, παραγωγή τυριού, σάλτσες, ορεκτικά, καρυκεύματα και ντιπ, τουρσί, συσκευασμένες φρέσκες σαλάτες, αποξηραμένα φρούτα και λαχανικά.

Η ίδρυση της πρώτης θερμοκοιτίδας επεξεργασίας τροφίμων στη Θεσσαλονίκη, δικαιολογείται από τα ποσοστά ανεργίας στην περιοχή, τη διαθέσιμη υποδομή των αγροτικών προϊόντων διατροφής, τις περιφερειακές προτεραιότητες για την έξυπνη εξειδίκευση και τις δυνατότητες χρηματοδότησης, καθώς και η αξιοποίηση των υφιστάμενων εγκαταστάσεων της AFS και της εμπειρίας στην παροχή υπηρεσιών υποστήριξης.

Ένα κτίριο μεγέθους των 3,000 έως 5,000 τετραγωνικών μέτρων αναμένεται να καλύψει τις ανάγκες τουλάχιστον 20 ενοικιαστών. Σύμφωνα με τις αρχικές εκτιμήσεις, μια επένδυση τουλάχιστον 5.000.000 με 6.500.000 ευρώ είναι απαραίτητη, προκειμένου η θερμοκοιτίδα να φθάσει σε ωριμότητα.

Ο χάρτης πορείας υλοποίησης αναμένεται να αναπτυχθεί μέσα σε ένα χρονικό διάστημα 3 ετών, έως ότου η θερμοκοιτίδα φτάσει σε πλήρη λειτουργία. Ένας χάρτης προς τη μελλοντική βιωσιμότητα, έχει αναπτυχθεί στη παρούσα μελέτη.

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1. INTRODUCTION

Throughout the financial crisis, the European Union Commission has been working to propose a number of measures and take actions to help young people find jobs (Commission, 2013). Youth employment has been a priority across Europe, and extensive support for activities throughout Europe were designed to help integrate young people into the labour market and to develop human capital. Although the transition from education to work was a central theme, one in five young Europeans are still unemployed, whilst in Greece and Spain, it is one in two. Unfortunately, young people have been disproportionately hit by the crisis and targeted support is needed in tackling the current rise in youth unemployment.

Young people are expected to contribute to a future of growth and prosperity because of their innovative approach, energy and creativity. They are expected to help the country to grow and become more competitive whilst Greece struggles to move beyond the economic and financial crisis.

The last decades, entrepreneurship is seen as a driving force of economic development, structural change and job creation. Special importance is attached to high potential start-ups and high-growth firms contributing to the growth of a national economy (Autio, 2007; Ho,Wong, 2005 ; Friar, Meyer 2003).

Within the context of the economic crisis, entrepreneurship development is seen as the main solution for job creation and sustainable economic growth. As a consequence, there have been several calls and initiatives to make entrepreneurship the growth engine of European economy and to put the principle of “think small first” at the core of national and European policies. The main challenge at a European level consists in increasing entrepreneurial activity and providing support for more and more people to become entrepreneurs. It is widely accepted that in order to overcome the economic crisis, action is needed to restore investment levels and kick-start jobs and growth again. “To bring Europe back to growth and higher levels of employment, Europe needs more entrepreneurs” (The European Union Commission (2015) considers the issues of entrepreneurship and self-employment as top priority to get Europe growing again and to increase the number of jobs without creating new debt.

An important consideration for policy makers is the motivation for entering self-employment, especially for young people, because it can impact the chances of developing a start-up into a sustainable business. As a result, it is now obvious that a particular focus should be put on tackling the pressing issues of long-term unemployment and youth unemployment, on business start-ups by unemployed.

Business incubation is a proven mechanism globally in supporting the growth of start-up businesses to overcome failures, due to lack of technical assistance, financing and access to networks with customers and suppliers.

In Europe, many organizations are playing a significant role in supporting business startups through incubators, for example, United Kingdom Business Incubation (UKBI). There are more than 300 business incubation programs operated in UK and directly support 12,000 companies while 40,000 additional firms experience indirect benefits from this support (NESTA, 2010). In addition, the business incubators in the UK create more than 50,000 jobs (NESTA 2010). Furthermore, the German Incubation Association of Technology (ADT, 2010) reveals that Germany currently has approximately 7,500 clients companies within its approximately 350 incubators. These firms have created about 56,000 jobs. Germany's 9,000 graduate firms also employ 90,000 people - not including people hired after these firms have graduated from the incubator programs (ADT, 2010).

In Greece, a substantial pool of young potential entrepreneurs exists. According to the Global Entrepreneurship Monitor for 2014 (GEM, 2015), although they live in a country that experiences long-term economic problems, they do not differ much from others in perceiving capabilities to act entrepreneurially; however, they expressed the lowest perception of opportunities (20% in Greece and 22% in Spain and Portugal). Business incubators aim to support the successful establishment and further development of start-up enterprises, to deliver more integrated and competitive product and services markets, and thus stimulate innovation and job creation.

Access to start-up space, production and entrepreneurial skills and availability of technical expertise have long been foreseen by the American Farm School as barriers to the start-up of businesses.

Within this context, the American Farm School and Perrotis College already offer a range of pre-incubation services, by supporting innovative ideas potential entrepreneurs to turn into entrepreneurial sustainable actions for the agrofood sector.

To achieve this, exclusive experiential adult education is offered, which relates to the holistic entrepreneurial education and the improvement of production skills.

Selected qualified experts from various disciplines are involved, and teaching in the American Farm School-Perrotis College campus, using pilot production plant facilities to accomplish its mission.

The Department continues its long history of adult education at American Farm School, which began with the training of farmers in 1992 and adequate education from refugees from Asia Minor. The Life Long Learning Department was founded in 1993 and it established the Center of Rural Information and Motivation Carrefour.

In 1998 the Certified Training Center of American Farm School was certified by the National Accreditation Center for Life Long Learning (EKEPIS) on farm issues, environmental, tourist, cultural, economic and management, technology and training of trainers by launching a new era in the provision of education, training and information.

In 2005 the Certified Training Center of American Farm School launched a new effort in adult education programs with the designation of Learning for Life, with subjects like rural tourism, beekeeping, organic farming and pottery which aimed to develop new skills, knowledge and personal development.

These programs are enriched and renewed as content every year, incorporating new thematic sections depending on identified needs and the growing interest. Today they are offered through the Center for Life Long Learning Level 2 of American Farm School which is a continuation of the Certified Training Center of American Farm School.

The aim of the actions is to convey important information to adults, new knowledge and appropriate skills with innovative way in order to improve their competitiveness in the labor market, to enhance their effectiveness in the business sector and improve their manufactured products and their quality of life.

The program is supplemented with mentoring and extroversion activities connected to networking and clustering, including support on operation establishment and sustainability, analyses of location selection parameters, product design and standardization, production line, branding, marketing channels, etc.

Although the program has a proven record of successful examples in startup development from the recipients of the pre-incubation services, still, a number of recipients are reluctant to proceed with their next step to entrepreneurship; lack of appropriate financing products in Greece matched with a perception of high risks are the main reasons.

Entrepreneurial action in agro-processing, produces a significant multiplier effect along the supply chain. The investment generates demand for packaging, transportation, and agricultural products, which in turn generates demand for associated agricultural inputs (such as fertilizer, seeds, pesticides, farm equipment, and so on). In turn, this creates employment along the entire value chain, both on and off the farm. Research indicates that for every job created in processing, an additional 2.8 jobs are created in the economy (World Bank, 2008).

Hence, supporting the food processing in Greece is of particular importance, considering the small manufacturing component it has in the food supply chain has; adding just 40 per cent to the agricultural production versus 70 per cent in Western Europe, as most Greek agro-food products are consumed or exported in bulk form (National Bank of Greece, 2015).

Therefore the establishment of food processing incubator providing specialized services that could drive young potential entrepreneurs throughout the development process, and until they establish secure market position, could on one hand provide a substantial impact on their sustainability and on the other produce a multiplier effect on employment along the supply chain.

Within this context, the study covers the following issues:

1. Evaluation of demand from potential categories of beneficiaries in Greece;
 - a. Identification of the most promising locations
 - b. Identification of the most popular production lines/ services.
2. Estimation of the capital expense for establishing an incubator;
3. Identification of potential revenue streams.
4. Proposal for the most appropriate organisational structure
5. Proposal of impact/ performance measurements.
6. Elaboration of a road map for future financial sustainability.

2. METHODOLOGY

The study focuses on a food processing incubator, which implies that other types of incubators are of minor importance and were not studied in detail. However, as there are no similar incubators in Greece and there is only a limited number of similar processing incubators in Europe, the analysis of the existing forms was important in order to learn from the experience from other forms. A variety of secondary and primary sources was utilized to cover the objectives of the study, including desk research, interviews and focus groups essential to address the objectives of the study:

Desk Research and Secondary data

- Extensive Literature review on business incubators and case studies
- Literature on existing food processing incubators
- Research on legislation and regulations for business incubators
- Research on health and safety legal issues related with the food processing incubator
- Research on regional strategies for smart specialization and objectives
- Analysis of lessons learned from AFS experience in pre-incubation soft-services offered to potential entrepreneurs
- Research based on NACE and CN Codes Statistics from various sources and analysis to prioritize sectors
- Databases and market sector analysis
- Secondary research (interviews) concerning current performance of existing incubators in Greece

Primary Qualitative Research

A qualitative approach with in-depth focus group discussion with small size young entrepreneurs of the primary sector and potential entrepreneurs planning their entrance in the agro-processing sector; a semi-structured approach to discussion, with some questions guidelines although the discussion flow was also dependent on the answers of the participants. The aim was to gain insights in the following areas:

- Sub-sectors of interest
- Experience in the sector
- Entrepreneurial Motives

- Planned size of the firm
- Barriers to entry
- Extroversity
- Need for equipment
- Need for support
- Place for establishing the incubator's production facilities.

In order to gather comprehensive information for the analysis, interviews with existing incubators in Greece, regional authorities, partners, and vendors, established entrepreneurs used AFS pre-incubation services, were conducted to get the overall point of view from them. The interviews were conducted mixed by phone and direct interviews because of limitations by time, resources, and availability.

Additionally, former letters of the Incubator Idea Endorsement were distributed and collected from potential entrepreneurs of different regions, in order to identify interest from potential incubator prospected tenants and their preference/demand for specific services from the incubator.

The acquired information was analyzed and synthesized in a manner that provided the framework for defining a roadmap that will foster the development of the first food processing incubator in Greece, taking into account the Greek regional smart specialization strategies for the forthcoming period to 2020.

3. LITERATURE REVIEW

A proven mechanism

Business incubation is a proven mechanism globally in supporting the growth of startup businesses to overcome failures. The traditional business incubator operates on a tenancy model that supports early stage, high-growth businesses and ideas within an ideal location to develop and grow businesses. The goal of business incubators is to increase the chance that a start-up will succeed and achieve growth and shorten the time and reduce the cost of establishing and growing its business.

Business incubators aim to support the successful establishment and further development of start-up enterprises (European Court of Auditors, 2014), offering access to physical business infrastructure, providing technical assistance and individually tailored business services, financing and networking opportunities with customers and suppliers.

Published research indicates that SMEs which receive incubation support, improve their survival rate; the general 3year rate for new companies is around 56 %, whilst the rate for companies assisted by incubators in Europe, is around 90 %.

Business incubators can be found in all regions and locations; essentially, they are located where the market needs them. This is based upon the needs of the entrepreneur and the sector focus of the business incubator; close proximity to research, technical support and equipment or a dynamic business cluster. Since 1959 that the first incubator started in USA, there has been an enormous rise in startup incubators, with more than 1,200 incubation programs in the US, and over 7,000 worldwide, as of October 2012. The International Business Innovation Association (InBIA), serves over 2,000 members in across 60 nations.¹

The European Business and Innovation Centre Network (EBN) stated that the survival rate of companies during the incubation period was 92 %, whilst the survival rate in the 3 years following graduation was 90 % (BIC Observatory Report, 2012²).

¹ <http://www.inbia.org/resources/business-incubation-faq>

² ebn.be/downloads/bicobservatory.pdf

UK Business Incubation Ltd (2014) reported a survival rate of 98 % during the incubation period, and of 87 % after 5 years ³.

The US National Business Incubation Association reported that the 5-year survival rate was 87 %. The Association estimates that in 2011 alone, North American incubators assisted about 49,000 start-up companies that provided full-time employment for nearly 200,000 workers and generated annual revenue of almost \$15 billion. (2012 State of the Business Incubation Industry)⁴

Therefore, incubation programs support industry growth as thousands of incubated clients around the world, when move out of incubation environments and achieve sustainable commercial success in their own benefit.

It is apparent, that the improved survival rates for entrepreneurs is considered to be only one of the many benefits from successful incubator programmes; they could produce tangible benefits and have a social impact with their contribution to job creation, university-industry collaboration, revenue creation for local businesses and for governments, developing innovative ideas, diversifying the local economy and broadly generating activity and wealth by focusing on the small business sector growth, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.

Incubators around the world, are seen as part of the local business infrastructure, providing the basis for future private-sector led economic growth. Therefore, they are expected to be part of a local development strategy and to involve of a wide range of partners and stakeholders. A social mission is clearly recognized for business incubators, which are typically established as "non-profit" entities, often via some form of public-private-partnership. (USAID MEP, 2012)

³<http://ukbi.co.uk/resources/business-incubation.aspx>

⁴http://www2.nbia.org/resource_library/faq/index.php#8

A well-recognized role

Business incubators, due to their special role in local and regional economies, are receiving Government subsidies. Research has shown that for every \$1 of estimated public operating subsidy provided the incubator (US National Business Incubation Association), clients and graduates of NBIA member incubators generate approximately \$30 in local tax revenue alone. In EU, there are no available figures on the amounts specifically dedicated to the development of business incubators (EUROPEAN COURT OF EDITORS, 2015)⁵, although the EU has co-financed business incubation projects (2000-06 & 2007-13 programming periods).

The European Commission considers the implementation of business incubator projects in line with the EU's priorities in the context of its cohesion policy for SME's, which are recognized to play an important role in the creation of growth and jobs; it supports the need to establish business incubators as a priority instrument of the European Structural and Investment Funds (ESIF), as reflected in the regulatory framework for the new 2014-2020 programming period. Incubators, are expected to foster indigenous economic development of a region and to respond to the needs and potentials identified by its economic or innovation strategy. Member States are encouraged to open business incubators with a well-defined strategy to ensure benefits for the local business community. Clearly, the European Commission expects business incubators to be integrated in the regional development strategy and to conform to the smart specialization strategies of the regions. Further, the Commission encourages the establishment of networks and links to other incubators, cross-border within the EU and beyond, to foster knowledge exchange.

A report to the European Commission that concerns the RIS3 National Assessment of Greece (Directorate General for Regional Policy,2012) includes a special recommendation to further develop the industrial zones, the science parks, the incubators and business innovation centers in Greece, to offer professional added-value services to tenants; a consultation to provide incentives for the establishment of incubators in combination with the implementation of other policies like clusters to allow the hosting and growth of selected sectors, is also included.

⁵ <http://eca.europa.eu>

A cluster focus approach to incubation

Business incubators exist in too many countries around the world, although they are running on different principles and are applying different geographical models.

However, a new generation of business incubators are taking the concept a step further to cluster-focused business incubators in order to fuel urban economic growth; strategically bring together entrepreneurs around a specific industry cluster, such as energy or food.

Cluster-focused incubators are proven to help in the creation of a critical mass of interconnected businesses, which results in the growth and development of local clusters.

The “dominant” clusters are measured by ICIC (Maher, 2014) to grow roughly three times faster than other incubation areas; the co-location of businesses into clusters increases the productivity of companies in the area, drives innovation, and stimulates the formation of new businesses. (ICIC, 2014)⁶. The notion of cluster-focused incubators addresses the new industrial logic with new global value chains at all levels and the emergence of new industries and transformation of existing industries, as adopted by the policy framework of both the European Union and the United States.

Nowadays, the concept of “clusters of related industries” to exploit the complementarities between them is seen as a key driver for industrial change. Cluster organizations are seen as important facilitators within clusters as they manage networks of companies, universities and research institutions that develop and sell products and services (European Cluster Observatory, 2014)⁷.

Both the United States and the EU efforts are based on the same underlying theoretical framework to implement cluster-based economic development programs and policies.

During the first workshop (17th to 19th November 2015) that was carried out under the framework of EU-U.S. Cooperation Arrangement on Clusters, signed in April 2015 between the European Commission's Directorate-General for Internal Market,

⁶ http://www.icic.org/ee_uploads/publications/ICIC_JPMorganChase_Report.pdf

⁷ <http://ec.europa.eu/DocsRoom/documents/12925/attachments/1/translations/en/renditions/pdf>

Industry, Entrepreneurship and SMEs (DG GROWTH) and the United States Department of Commerce (US DoC), Prof. Michael Porter, who has popularised the concept of clusters back in the 80's, together with Professor Scott Stern and Mercedes Delgado from the Massachusetts Institute for Technology, provided insights that justify industries with strong clusters are associated with higher levels of employment growth.

A sustainability instrument for the agri-food sector

Food processing incubators have the objective of stimulating entrepreneurship and technological innovation in the area; they support the growth and development of start-up and early stage food enterprises in a highly regulated industry globally; labelling, traceability, familiarity with food industry regulations, design of packaging, the setting of expiry dates and adapting recipes for market needs are all requirements of the food sector.

Development organizations such as the World Bank, the Food and Agriculture Organization (FAO), and the International Finance Corporation (IFC),⁸ identify agribusiness incubators as facilitators of growth for innovative start-up value adding food businesses; they are considered a proven alternative approach for developing competitive advantages in differentiated product markets.

InfoDev (2011), defines agribusiness incubation as a process which focuses on nurturing innovative early-stage agro-based enterprises that have high growth potential to become competitive businesses; they operate in business environments which are dynamic and in which the competitiveness of an entire sector is determined, in large part, by the sector's ability to learn more rapidly than its competition.

It is more than true that especially small and medium sized enterprises (SMEs) in the food sector are increasingly under pressure due to the globalization of the industries, followed by an increasing demand for standardized and price competitive food

⁸https://www.infodev.org/infodev-files/.../InfodevDocuments_1139.pdf

products, the rising importance of large retailers, and the challenges of conforming to governmental regulations. Hence, supporting modernisation of food production and processing to foster competitiveness is of crucial importance for their sustainability. Most businesses in the Greek and EU food supply chain are SMEs and their relevance is acknowledged as part of the European Commission's push to promote "Think Small First⁸" principles in its development policies⁹.

Incubators are seen to play a significant role in this process of continuous sector level learning about new technologies, new market trends and new challenges that global competitors are initiating. Agribusiness incubators can assist, with the development of competitively robust agribusiness spaces in which knowing more and more about an increasingly narrower sub-sector/market is the strategy adopted among industry leaders. Food incubators can provide information through market research, new product testing, and commercial demonstration projects. Incubators can help early-stage small agribusinesses identify best available technologies and absorb them faster. They can assist with developing value chain structures, which serve increasingly refined market segments. (InfoDev, 2011).

The World Bank Institute, based on the analysis of a substantial number of successful incubators especially in developing countries, concludes that the food business incubators enable the development to meet the most important challenges of the agricultural sector which has consistently struggled to bring new technologies, services and business models to market products at a scale that could have substantial impact.

The European and the Greek agri-food processing industry is the largest employer in the manufacturing sector, which is one of the reasons that the social dimension is recognised from a sectoral European Social Dialogue Committee in 2012, for the food and drink industry. Even though food businesses do create jobs, the high risk and small scale of most food startups make them unattractive ventures. The incubator offers use of its facilities as an incentive to reduce the risks involved in start-up investments for the users of the incubator.

⁹enrd.ec.europa.eu/.../6819E668-EDF4-69D3-105E-9107108590BA.pdf

The production of food requires an expensive production base and appropriate hygiene standards, whilst a skilled and effective work force is seen to be the key to competitiveness.

Small producers are often faced with the barrier of financing the investment in facilities that conform to the required standards; food processing incubators are an attractive solution to potential entrepreneurs wishing to produce, process and sell food. Producers and entrepreneurs are utilizing the facility on a cost-sharing basis, overcoming high investment requirements.

Further, food processing incubators reduce post-harvest losses by facilitating seasonal services to farmers that need space in the incubator for only a short period of time during the year, at the harvest time, or for fruit and vegetable processing. (USAID MEP, 2012)

Food processing incubators are expected to be equipped with all the technology that a food entrepreneur needs to get started in business and provide a combination of: Shared facilities and equipment; Business development, market access, and technology assessment services; Financial services; and Mentoring and networking.

Concluding, the benefits of business incubation range from direct financial benefits in terms of tax revenues to significant improvements in SME sustainability, through which new technologies, services, and business models can be delivered and scaled up. In addition, business incubators raise awareness of entrepreneurship. Moreover, they create a cluster of entrepreneurial activity around a particular sector, such as agriculture or the agro-food system, as the incubator becomes a primary point of contact for actors working in the sector (Seth Ayers, World Bank Institute).

4. ANALYSIS

4.1 THE INCUBATOR OPERATING FRAMEWORK IN GREECE

Operation and regulating environment

Development laws and programs in Greece in the last decades aim at stimulating investment through different types of aids and –simultaneously–at promoting regional development by the variation of the level of the aid, depending on the region where the investment will be carried out.

The body that that has achieved to formulate a cohesive research and technology policy in Greece is the General Secretariat for Research and Technology, which has the adequate structures and mechanisms to work out and implement operational programs on research and technology. It manages the implementation of the Law 1514/1985 “on the development of the scientific and technological research” which aims basically at promoting the modernization and upgrading of research and technology activities, according to international standards.

The legal framework that defines the operation of Technological Parks and Incubators in Greece is not clearly specified or specialized. The legislation which is considered to be relevant, is not really focused.

The Greek law 2741/1999, article 23, introduces a new framework for the creation and functioning of Science and Technology Parks and spin off companies in Greece. According to this, the STP should be a public limited company (SA - Societe Anonyme). The STP can operate as a nonprofit organization, if this is described in its statute.

The program “ELEFTHO” (2001-2006), under the supervision of the General Secretariat for Research and Development, aimed to provide incentives for the establishment and development of science and technology parks and technology business incubators (mainly the second). ELEFTHO, was part of the “Competitiveness 2000 - 2006” Program, (axis 4. “Technological Innovation & Research”, measure 4.2.1). It was financed partly (50%) by Public Funds from Greek

State and ERDF with a respective participation of 30% and 70% and partly (50%) by private funding (equity and loans). Technology parks and business incubators should have a legal form, and operate as either a public limited company (SA) or a private limited company (Ltd). The aim of ELEFTHO was to support the creation of innovative and knowledge intensive enterprises and deal with Greece's weaknesses in the generation of new high value added, innovative enterprises capable, to compete in the international markets.

To summarize, at the moment, the existing legislation that is related with the operation of the STI Parks, the innovation and R&D issues (Souflis, 2015), includes the following laws:

1. Law (L.) 1514/1985, which is the basic law regarding R&D, as has been modified and is in use.
2. L. 3848/2010, article 46, regarding the establishment of the National Council of Research and Technology Development.
3. L. 2919/2001, regarding the modification of some articles of the L. 1514/1985.
4. L. 2741/1999, regarding the modification of some articles of the L. 1514/1985 and addition of legal provisions about the Technological Parks.
5. Presidential Decree (PD) 274/2000, regarding the terms and conditions for funding the research projects.
6. PD 17/2001, regarding the terms and conditions for funding of new innovative companies.
7. L. 4172/2013, Income Tax Code, article 22A, regarding the tax deductions that are related to the research expenses.
8. Ministerial Decision (MD) 12962/1987 regarding the definition of the research expenses.
9. L. 3842/2010, article 71, regarding the untaxed reserves of the companies that produce products based on their own patents.
10. L. 4156/2013, article 4, par. 5, regarding the repeal of the obligation of companies to provide a letter of credit for funding research projects.
11. MD Ministry of Finance 2/89316/0025/12-12-2011, for granting state guarantee in favor of public research centres for funding and implementing a research project.

12. L. 4115/2013, article 37, on the exceptions of the research centers of the provisions of L. 3429/2005 on Public Enterprises and Organizations.
13. L. 1733/1987, regarding the foundation of the Organization for Industrial Property and patenting.
14. MD 15928/1253/78 regarding the procedure for the submission of an application for the filing a patent and the required attached documents.
15. MD 10374 /2009 on the procedure for the elaboration of the research report of the Industrial Property Organization.
16. PD 77/1988, as modified by the PD 46/2012, regarding the European patents.
17. L. 3377/2005, article 23, on funding of Regional Innovation Poles.
18. L. 2621/1998, article 2, par. 23, on the exception of the research centres of the provisions of L. 2527/1997 regarding the procedures of awarding and making a contract on a project basis.

The current typology

Business incubators in Greece are either profit or nonprofit. Business incubators operate within the technology parks in Greece. Today, six technological parks operate through in Greece, all of which house incubation programs. Also, there are private, for profit incubators in Greece. These business incubators were established with the support of the ELEFTHO program of the Hellenic General Secretariat for Research and Technology. Such incubators include Thermi SA, Incubation for Growth SA (with the brand name «i4G SA»), and others. There are also some programs aiming to support new entrepreneurs. As an example, the “Athens Startup Business Incubator - THEA” project is an initiative undertaken by the Athens Chamber of Commerce and Industry (ACCI), aiming to support new entrepreneurs is the basis for the revival of business activity. This initiative was developed by the ACCI and is part of “The Athens Project”, which is funded by the NSRF and realized by the Municipality of Athens. The “Egg - enter•grow•go” program is a corporate social responsibility initiative by [Eurobank](#) designed and implemented in cooperation with [Corallia](#), that aims to boost young innovative entrepreneurship and improve employment opportunities for young people in Greece. “Egg - enter•grow•go” is an integrated incubation, acceleration and co-working program. Participating young entrepreneurs

are hosted in fully equipped office premises and enjoy support services for startups, effective business training and access to a network of distinguished mentors in order to accelerate their business ideas. A list of business incubators in Greece is provided in Appendix 3.

Personal interviews have been conducted with the representative of the Thessaloniki Technology Park and the manager of the BIC of Attica in order to get insight information about business incubators. Additionally, phone interviews have been conducted with the representatives of two private, for profit incubators.

The Thessaloniki Technology Park

The Thessaloniki Technology Park, (<http://www.thestep.gr>), in collaboration with the Industrialists' Association of Northern Greece, universities, and research centers, promotes and enhances activities involving the transfer of technology and the commercial exploitation of the results of research. It was established in 1998, by the Chemical Process Engineering Research Institute (CPERI), one of the Institutes of FORTH, with the financial support of the European Union and the Greek General Secretariat for Research and Technology. With a total funding of 4 billion drachmas (-11.740 €) from the Operational Program of Research and Technology of GSRT and the Community Framework Support Program of DGXVI, of the European Union, the TTP building infrastructure was completed having a total surface of 7500 s.m., including:

- CERTH / CPERI research laboratories / pilot plans
- an Incubator Building
- an Administration / Conference Centre and the Library /Scientific Information

[Thessaloniki Technology Park Management & Development Corporation SA](http://www.thestep.gr/active.aspx?mode=en%7B348465fc-e179-4924-9920-98a66a9f3405%7DView)

<http://www.thestep.gr/active.aspx?mode=en%7B348465fc-e179-4924-9920-98a66a9f3405%7DView> was founded with the participation of CPERI and major industries of Central Macedonia:

- Federation of Industries of Northern Greece
- Greek International Business Association
- K. & N. Efthimiadis S.A.
- ELFE
- Philkeram Johnson S.A.

- American Farm School
- Hellenic Petroleum S.A.
- Planet S.A.
- Euroconsultants S.A.
- Despina Anagnostopoulou

According to the respondent, although TTP/MDC S.A has the legal form of a public limited company (SA – Societe Anonyme), according to its statute, it operates as a nonprofit organization.

The incubator within the Technological Park in Thessaloniki provides the following services:

- Offices, meeting rooms
- Secretarial support
- Networking, Internet services and web-site hosting
- Assistance for incorporation, drafting licensing agreements and ensuring intellectual property protection.
- Assistance for the participation in European and National programs

Today, five more technological parks operate through in Greece. All of them house incubation programs. The incubators that operate within the technological parks operate as divisions (business units) of the parks. These technological parks are the following:

- i. **Technology Science Park of Attica "Lefkippos" in NCSR Demokritos** (<http://www.demokritos.gr/Contents.aspx?CatId=60>). "Lefkippos" started to operate in the National Center for Scientific Research "Demokritos" in September 2009 and is located in the campus of NCSR "Demokritos" in Attica. The objective of TE.S.P.A "Lefkippos" is to support the development of new companies and to reinforce their effort to exploit commercially innovative ideas and high-end technologies.
- ii. **Epirus Science and Technology Park** (<http://www.step-epirus.gr>) This came into operation in 2003, its mission being to serve as the main support agency for the introduction of new and ground-breaking technologies both in the

private and in the public sector. Its chief activity is as an 'incubator' of enterprises, which consists of office premises with the necessary conventional and electronic equipment. .

- iii. **Crete Science and Technology Park** (<http://www.stepc.gr>) This is an initiative of the Technology and Research Foundation (ITE), in the context of its role in disseminating the technology produced by the Academic Community and research institutions. It provides services to the enterprises and agencies which are established on its premises, some of which were created by the activities of the ITE (spin-offs), while it serves as an 'incubator' for promoting innovation in the region of Crete.
- iv. **Lavrio Technology and Culture Park** (<http://www.ltp.ntua.gr>) This is a pioneering project of the National Technical University which has as its aim the re-use of the premises of the French Mining Company of Lavrio, which is where its headquarters are, for the creation of a pole of development which will gather together research and business activities. Work on the restoration of the premises began in 1995 with European and national co-funding and was completed in 2000.
- v. **Patra Science Park S.A.** (<http://www.psp.org.gr>) This is a 'special structure' organisation for the creation of mechanisms and the provision of services. Its primary aim is the 'bringing out' of innovative - technological units and enterprises. It attempts to contribute to the creation, operation and development of units and enterprises which are based on know-how and innovation, for the development of their activities. The operation of such units has as its aim the rapid conversion of the results of Research and Technological Development into business success.

The BIC of Attica

The manager of BIC of Attica (Business and Innovation Center of Attica) explained during the interview, that BIC of Attica is a non-profit and non-governmental organization, offering consulting services to private companies, local authorities and parties of the public sector in order to enhance their competitiveness and efficiency. It

is active in three main sectors: consulting services; European programs; business incubation.

BIC of Attica created the [business incubator](#) in the Lavrion Technology and Cultural Park. The incubator is addressed to both new entrepreneurs and existing enterprises that aim at commercially exploiting an innovative product or service. It seeks to support entrepreneurs according to their knowledge of the sector in which they wish to be involved, regardless of their previous experience (e.g. researchers, employees in a relevant field etc.) The incubator of BIC of Attica in Lavrio Technological Cultural Park had at the beginning four tenants, but nowadays only two tenants have left. It hosts companies for five years. The services provided concern business premises, networking, financing, marketing, and knowledge management. Specifically, it offers services to its enterprises-tenants in three levels:

1. Provision of basic operating services (workplaces, common use areas (meeting room, cuisine etc.), secretariat, telecommunication infrastructure (fax, internet) and basic consulting services.
2. Networking with experts of specific fields of activities (lawyers, accountants, graphic designers etc.)
3. Networking with organizations offering services of added value, i.e. a) access to funding initiatives (preparation of proposals in national and European programs, venture capital, banks, private investors etc), b) marketing services (marketing plans, sales promotion etc.), c) networking with knowledge related institutions (universities, research centers etc.) for utilizing services and developing collaborations.

It is worth mentioned here that BIC of Attica is a full member of the European Network of BICs and has cross border cooperation with the European Business and Innovation Centre Network (EBN) network.

EBN is a network of around 150 quality-certified EU|BICs (business and innovation centres) and 100 other organisations that support the development and growth of innovative entrepreneurs, start-ups and SMEs. EBN is also a community of

professionals whose day-to-day work helps these businesses to grow in the most effective, efficient and sustainable way.

EBN was created in 1984 to coordinate the activities of EC Business & Innovation Centres (BICs). Over the last three decades, EBN has become a reference point in Europe on innovation, spin-off, incubation, entrepreneurship, SMEs, and internationalisation through the 'Soft Landing' service, a new co-incubation service for innovation led companies who wish to explore new markets offered by EBN Business Innovation Centres and other incubators at a selection of global locations.



Figure 1 EBN Ecosystem

EBN provides a range of services to its members. These include BIC Services, networking, internationalization, events, project factory, EU gateway, tools and resources, open innovation.

Internationalisation service brings together a network of business incubation programs that provide assistance to innovative companies under the support of incubators and cluster organisations. Its main objective is therefore to offer companies easy and practical solutions from "smart take-off" to "soft landing" to ensure that businesses entering or expanding into new markets are introduced to the country's business practices, culture and opportunities more effectively. It helps to accelerate foreign companies' learning processes, to make new contacts in the new country, to establish overseas sales presence and provides access to the resources and intelligence necessary to meet specific business goals.

THERMI SA & Incubation for Growth SA (with the brand name «i4GSA»)

The Business Incubator's facilities of THERMI S.A. in Thessaloniki, exceed 6,000sqm, making it the largest Incubator of Southeast Europe. Since 2004, THERMI S.A. Business Incubator invests in advanced technologies and innovative products by founding, in cooperation with Greek and foreign researchers, technologically innovative enterprises. The services offered to the tenants of our Business Incubator are the following:

- Renting Space to innovative enterprises
- General Purpose installations (conference and meeting rooms)
- Fund Raising (private investors, Business Angels, Venture Capital, loans, funds)
- Back office Services (legal and accounting advice, secretarial support, call center, patent grant support, internet access)
- Value added Services (technical audit, financial consulting, financing etc.)
- Business Consulting (monitoring of business plans, benchmarking, commercial output reports etc.)
- Networking with Universities, technology institutions, Research Parks, Chambers of Commerce, Industrial Federations and Associations etc.

The company "Incubation for Growth SA" with the brand name «i4G SA» (www.i4g.gr) was founded in 2002 at Thessaloniki - Greece, for the purpose of managing the i4G business incubator of EUROCONSULTANTS Group of companies. The i4G business incubator was created with the support of the ELEFTHO program of the Hellenic General Secretariat for Research and Technology. I4G has a private state of the art building in Thessaloniki which can accommodate around 20 companies. It hosts companies coming from all sectors of the new economy and has been awarded the international prize "Most Promising New Incubator" in 2005. Companies can make use of shares areas and secretarial support thus reducing their operating costs, have access to business, legal and IT support and consulting services in innovation and intellectual property by i4G staff. I4G also offers partnerships in national and European projects and networking abroad through EUROCONSULTANTS with presence in over 30 countries. Finally, of particular

importance for companies is the access to finance from the seed capital fund of i4G - overall, the Incubator has invested over € 2 million in 8 start-up companies.

During the phone interviews, the representatives of the above companies clarified that these incubators are for profit, and are organized around three main pillars:

1. The existence of properly equipped functional premises for the placement of new companies.
2. The provision of operational support and business development services
3. The existence of venture capital funds for investing in the incubator companies.

Assessment on existing structures

The handicaps of the technology parks / incubators in Greece (GSRT, 2015) are the following:

- They are smaller than the technology parks in foreign countries (host few tenants, smaller in size).
- They offer basic services.
- They do not show a potential economic growth during the last years.
- They do not set clear targets in order to evaluate their effectiveness.
- There is no risk-taking culture in Greece.
- There is no substantial number of 'lead' companies in the parks (anchor companies).
- A number of problems concerning legislation, skilled personnel, etc. exist.

According to a study on "IDENTIFICATION OF OBSTACLES IN DEVELOPING MICRO INNOVATION ECO-SYSTEM IN GREECE", funded by the Task Force (2015), the most important barriers in the development of the STI Parks in Greece are the following:

- Limited available funds both for the parks/incubators operation and the tenant companies, combined with bureaucratic and time consuming processes particularly for getting access to funds.

- Limited angel / seed capital and major difficulties for mature SMEs to have access to financial resources.
- Lack of FDIs.
- Lack of culture of collaboration of parks/incubators with local stakeholders and regional development authorities.
- Limited experience of IPR management and exploitation of research results within the research community.
- Limited number of knowledge-based companies and technology-based start-ups.
- Small size of local companies and low level of technological profile.
- Lack of experienced and skilled people in the regions outside Athens and Thessaloniki.
- Limited technology demand from the local companies.
- Lack of efficient intermediary organizations for Technology Transfer.
- Limited collaborative activities with the business community.
- Lack of academic entrepreneurial spirit.
- Lack of a clear legal and operation framework for STI Parks and innovation zones.

However, the study accepts that the STI Parks and Incubators can play a certain and serious role in supporting the local and regional economies by promoting the innovative ideas and supporting the creation of new companies offering new innovative products and services.

The main points included in the improvement proposal of the same study, are listed as follows:

- Codification of the legislation referring to the science and technology parks and incubators, including definitions, management and operational and tax issues.
- Definition of a system of parks' and incubators' performance monitoring indicators, taking into account the information that must be submitted to EU agencies and EUROSTAT.
- Introduction of the obligation of the parks/incubators (independently of their ownership / management by private or public sector organizations) to provide at least on an annual basis specific data regarding their performance and the performance of their tenant companies.
- Introduction of the obligation of the parks/incubators that are (at least) owned /managed by public sector organizations to develop and apply three year rolling business plans and define and apply specific entry and exit criteria for their tenant companies.
- Examination of the possibility of reducing or eliminating the real estate property tax for the parks/incubators, under certain circumstances related to their efforts to promote innovation, including their obligation to report to GGET their performance monitoring indicators.
- Tax improvements regarding the start-ups and spin-offs, e.g.:
 - Examination of tax exemptions or lower tax rates for the first three years of the life of SMEs that are parks/incubators' tenant companies.
 - Examination of the capability to allow these companies to stop their operation within 6 months and with no costs, in accordance to other EU member states good practices.
 - Reconsideration of the need for additional personal insurance by the start-up companies' founders, where it applies.
 - Reconsider the need for collateral and letter of credit guarantees in high risk co-funded projects and examine the possibility of checking the financial viability of the applicant on the basis of technical criteria.

- Examine the case when foreign investors decide to invest in Greek Start-ups to allow filing of documents in an official European language and the translation to be delivered within three months period.
 - Examine and introduce tax incentives for angel financing.
- Improvement of the legislation related to crowd-funding. It is noticed that there is a new effort made by the Athens Stock Exchange to introduce the practice of crowd-funding to start-ups that could apply to enter the Alternative Market (ENA STEP). However, although a good step, it implies that the start-ups must have already developed their innovative service or product, they have defined their possible markets and they have established a competitive team.
 - Introduction of a Transfer of Technology Office in the Universities/Research Institutes.
 - Improvement of the legislation relating to the parks, so as:
 - The Science and Technological Parks are legally institutionalized in order to be able to participate to activities which are relevant to their operation objectives.
 - There are incentives for the installation of new companies in the STI parks, at least equal to them provided to companies that are installed to Business Parks or Industrial and Business Areas.
 - The parks are eligible for participation in funded R&D programs or transnational or regional cooperation ones. In this context they should be characterized as Research and Technology Organizations (EU classification and terminology) and be transformed to non-profit non- governmental organizations.
 - Reduction of the bureaucracy problems and delays regarding the NSRF R&DT programs (e.g. delays in the evaluation of the submitted proposals, delays in the process of deliverables acceptance and payment).
 - Examination of the possibility for the creation of courts specialized in IP and patents issues, reduction of the delays in issue of patents.

4.2 EVALUATION OF DEMAND

In order to evaluate the demand for the food incubator, a series of focus groups were organized. Focus groups are generally used to collect data on a specific topic. Data is collected through a semi-structured group interview process, moderated by a group leader.

The design of focus group research will vary based on the research question being studied. Some key principles to consider before designing a focus group research are the following:

- Standardization of questions: Focus groups can vary in the extent to which they follow a structured protocol or permit discussion to emerge.
- Number of focus groups conducted: the number of samples will depend on the 'segmentation' or different stratifications (e.g. age, sex, socioeconomic status, health status) that the researcher identifies as important to the research topic.
- Number of participants per group: the rule of thumb has been 6-10 homogeneous strangers, but as Morgan (1996) points out there may be reasons to have smaller or slightly larger groups..
- Level of moderator involvement: can vary from high to low degree of control exercised during focus groups.

For the needs of the specific research it was decided that there is going to be a standardized set of questions that will be discussed, and also a questionnaire to be given to the end of the discussion. The number of focus groups conducted was 4 and each one had around 10 participants, aged from 18-41. The coordination of the discussion was made by a colleague from INE/GSEE, however 2 Perrotis College researchers were present, economist Dr Panagiotis Kotsios and agronomists Mr. Mihalis Genitsariotis and Dr Eleni Topalidou, in order to make a general introduction to the goals of the focus group and give clarifications when needed.

These focus groups were organized in collaboration with INE GSEE.

The Labour Institute INE/GSEE is a non-profit organization, founded in December 1990 by the Greek General Confederation of Labour. INE GSEE organizes a variety of projects and researches concerning the vocational training of unemployed young people, workers and women, within the framework of Community Initiatives and Programs. INE/GSEE is organized in 4 activity sectors/departments:

1. Social Policy & Employment Department: Its main activities have to do with the recording, monitoring and the processing of the developments in the fields of social policy (Health, Care, and Social Security) and Employment (market research, unemployment and employment indicators, action plans for employment) in national and European level.
2. Economic Affairs and Developments Department: Its main activities have to do with the monitoring of microeconomic developments, economic trends and the analysis of statistical data concerning Greek and European economy.
3. Labour Relations Department: Its main activities have to do with the recording and analysis of the developments and trends in the field of labour relations in accordance to the social implications they create. INE/GSEE has the responsibility for the European Industrial Relations Observatory (EIRO) in Greece.
4. Human Resources Development Department: The main aim of this department is the research, study, documentation and development of proposals for the specialization, design and implementation of activities regarding training, lifelong learning and employment policies.

In total 4 focus groups were carried out during November and December 2015. These were the following (Table 1):

Table 1 Focus Groups Description

No	Participants	Date	Time	Place
1	15	6.11.15	19:00-22:30	American Farm School of Thessaloniki, Aliko Perrotis Building on the context of the open lecture «Simple techniques for food checking and preservation»
2	9	19.11.15	19:00-22:30	American Farm School of Thessaloniki, Aliko Perrotis Building in collaboration with INE GSEE
3	12	3.12.15	19:00-22:30	INE GSEE Larissa Branch, Tzavela 4 Larisa
4	10	9.12.15	19:00-22:00	INE GSEE Patra Branch, Kolokotroni 18, Patra
Total	46			

In these focus groups the participants were firstly informed about the “New Agriculture for a New Generation: Recharging Greek Youth to Revitalize the Agriculture and Food Sector of the Greek Economy” project and its goals. Then they were informed about the existence and role of business incubators and the special characteristics of food incubators. Then the discussion started. The main topics that were discussed were the following:

- Current Occupation
- Motives for choosing the specific occupation
- Existence of a food related business or business idea
- Product category
- Production Process
- Start-up cost
- Personnel needs
- Sales targets
- Funding plans

- Obstacles
- Need for support services
- Interest in using a food incubator

In the end of the conversation the participants were also given a standardized print questionnaire to complete. The replies of the 4 focus groups were processed and the results are presented as percentages in Figures 1-14. It must be noted that participants could choose multiple answers in most questions, and that not all participants answered all the questions.

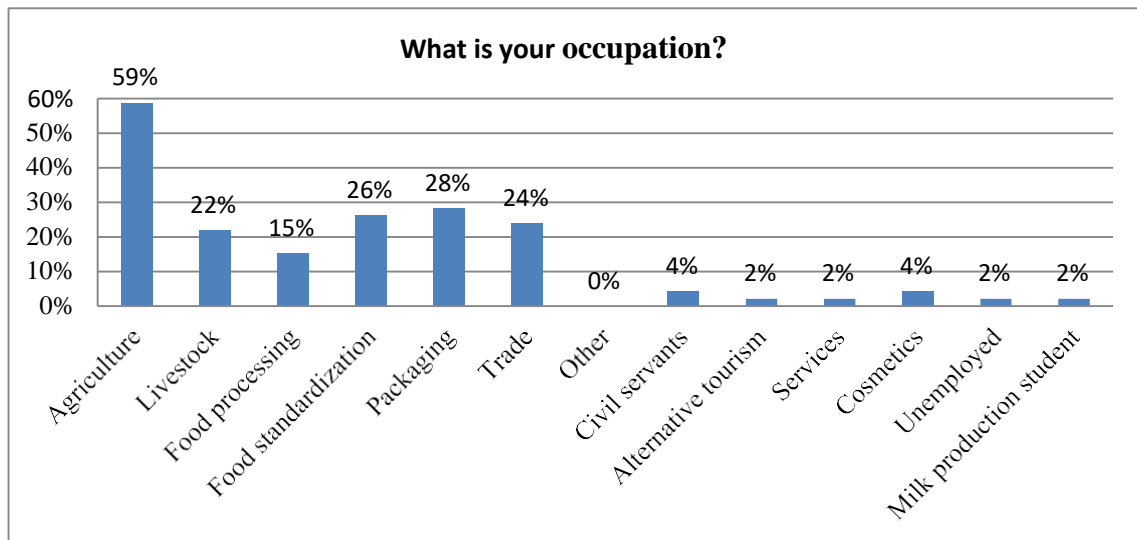


Figure 2 Occupation

59% of the participants in the focus groups were farmers, 28% of them worked in packaging, 26% of them in product standardization and 24% of them were also involved in trade. 2 of them were civil servants that attended the open lecture and declared that they were not interested in opening a new business.

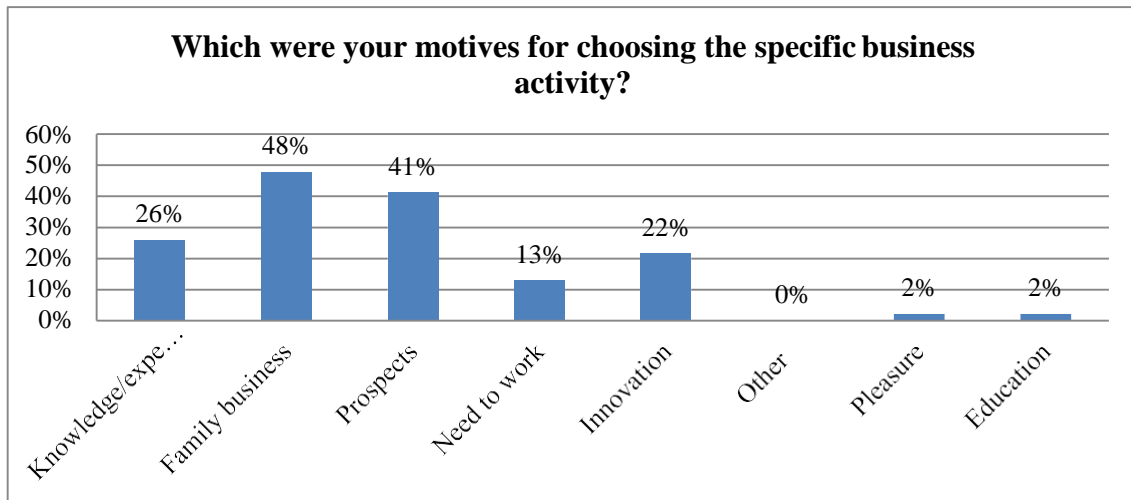


Figure 3 Motives

Regarding the motives for engaging in their current activities, we see that almost half of the participants were continuing their family businesses, 28% of them chose their occupation because of their knowledge and experience, 41% because of the prospects and 22% because they believed that their job is innovative.

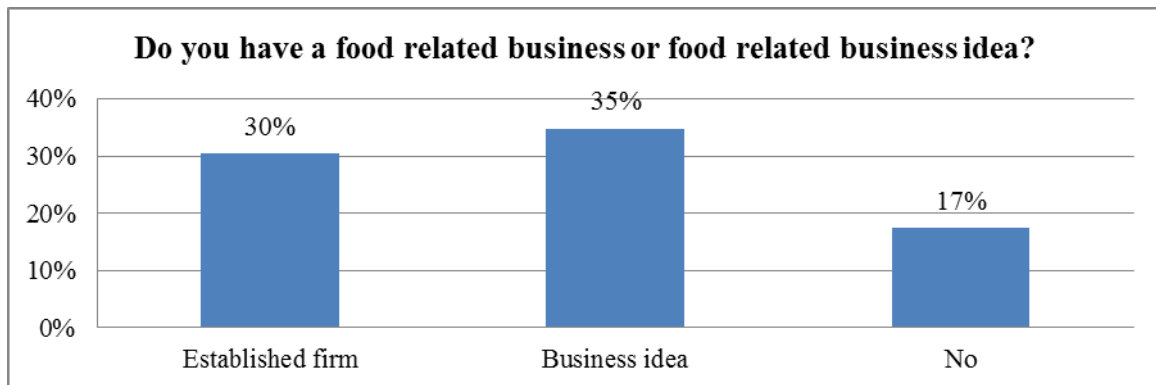


Figure 4 Existence of a food related business or business idea

30% of the participants had an established firm, while 35% of them had a new business idea. 17% of them stated that they didn't have neither, however some of them did choose a product category in the following question.

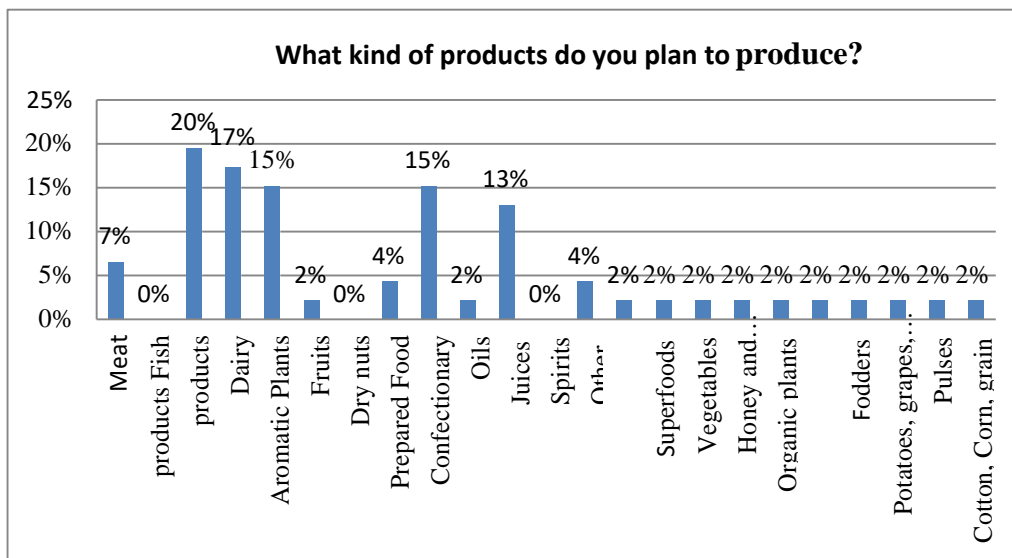


Figure 5 Product categories

From Table 4 we can observe the most popular product categories among the participants. These are dairy products (especially cheese and yogurt) with 20%, aromatic plants with 17%, and fruits and oils with 15% each. Other popular categories were spirits (13%) and especially wine, and meat products (7%).

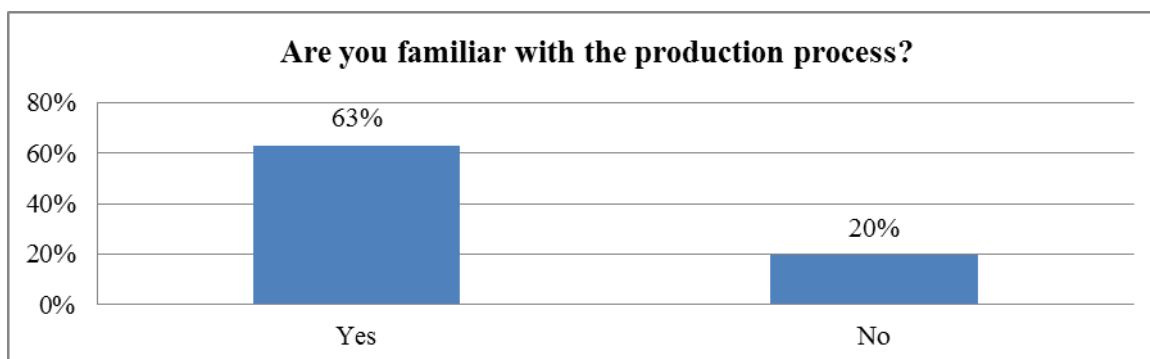


Figure 6 Familiarity with production process

63% of the participants responded that they were familiar with the related production process, while 20% stated they they were not familiar.

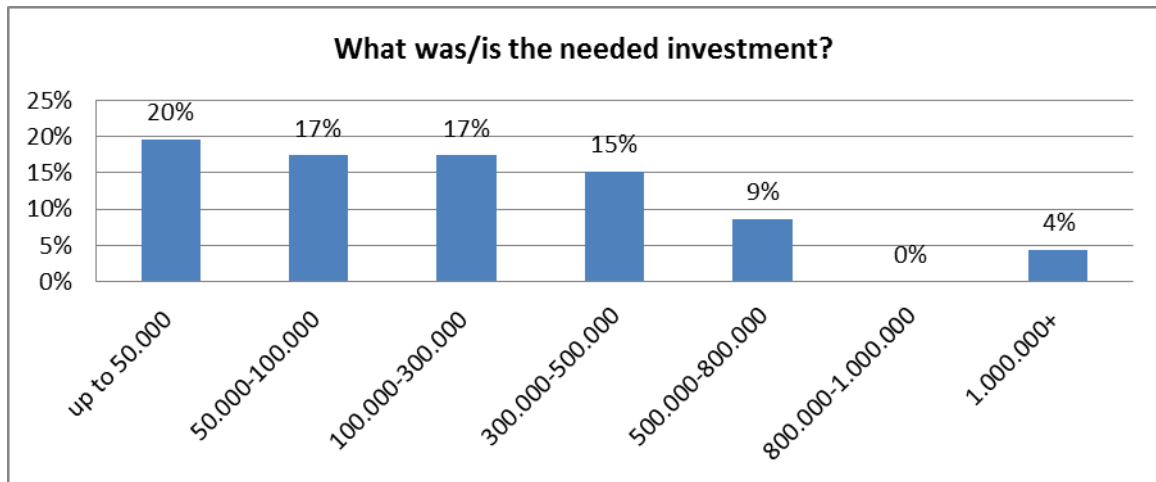


Figure 7 Needed start-up capital

We observe a large variation in the needed initial investment. The largest percentage (20%) of them declared that the needed start-up capital is up to 50.000€, 17% of the respondents chose the 50.000€-100.000€ scale and also 17% chose the 100.000€- 300.000€ scale.

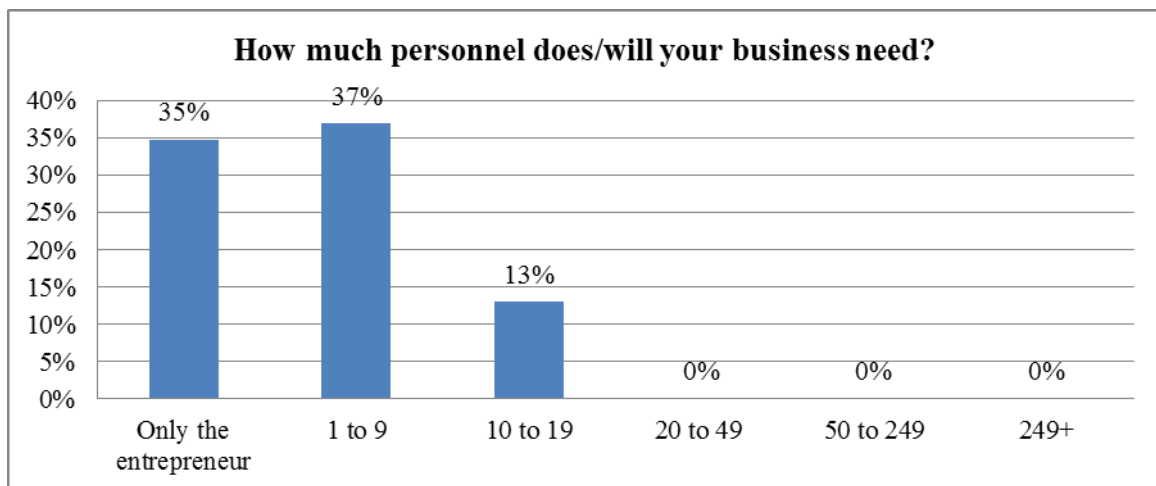


Figure 8 Personnel needs

Regarding personnel needs, 37% of the participants answered that they will need between from 1 to 9 employees, 35% plan to work only themselves at least in the early stages of the business and 13% believed that they will need between 10-19 employees.

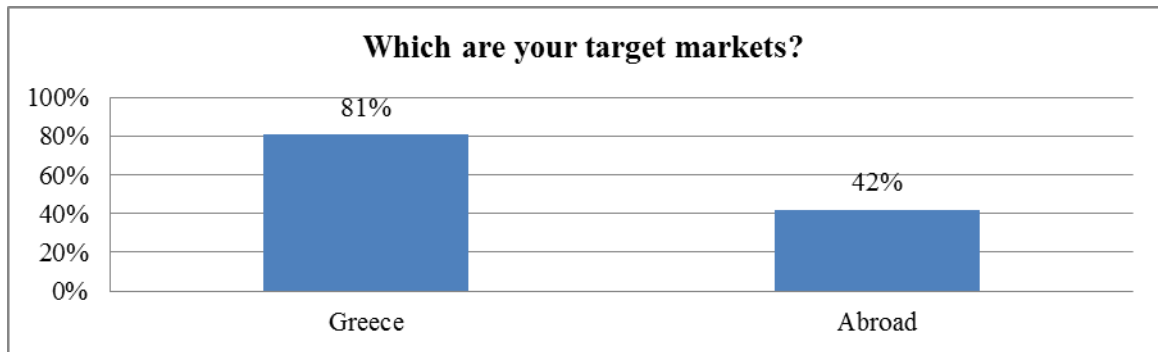


Figure 9 Sales targets by geographical market

We notice that 81% of the respondents target the domestic market, while 42% of them also target in exports. Only one of them targeted only in exporting.

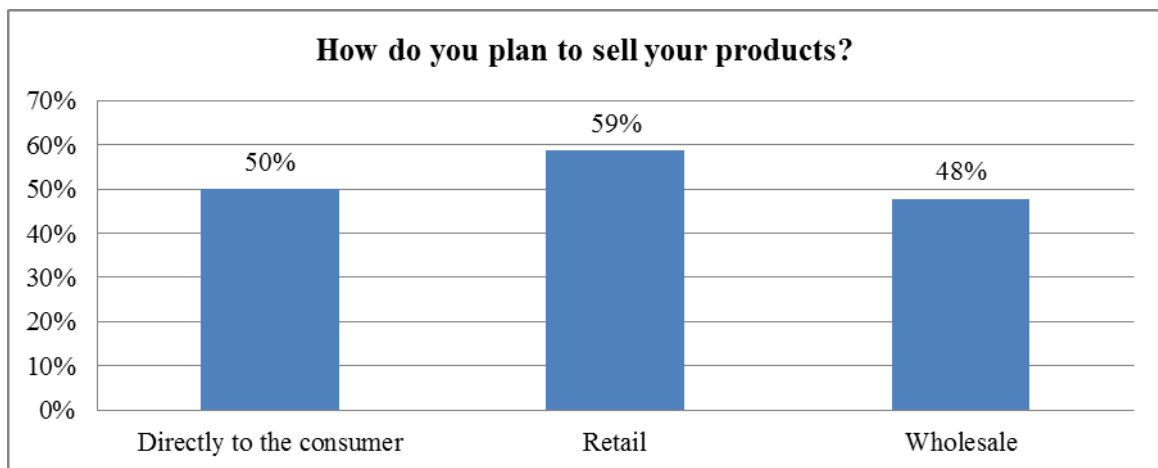


Figure 10 Sales targets by market type

Regarding the respondents' target markets, 59% plan to sell in retail, 50% plan to sell directly to the customer and 48% plan to sale wholesale. The target wholesale markets are mentioned below in Figure 10.

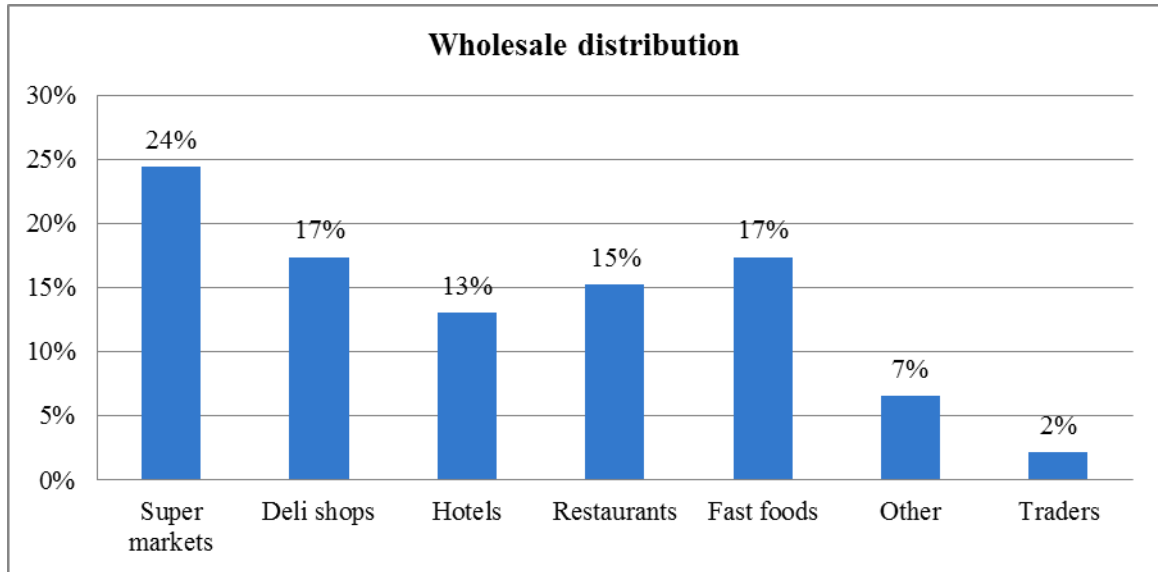


Figure 11 Wholesale target distribution

Among the respondents that target the wholesale market, the most popular potential customers are super markets (24%), deli shops (17%), fast foods (17%) and restaurants (15%).

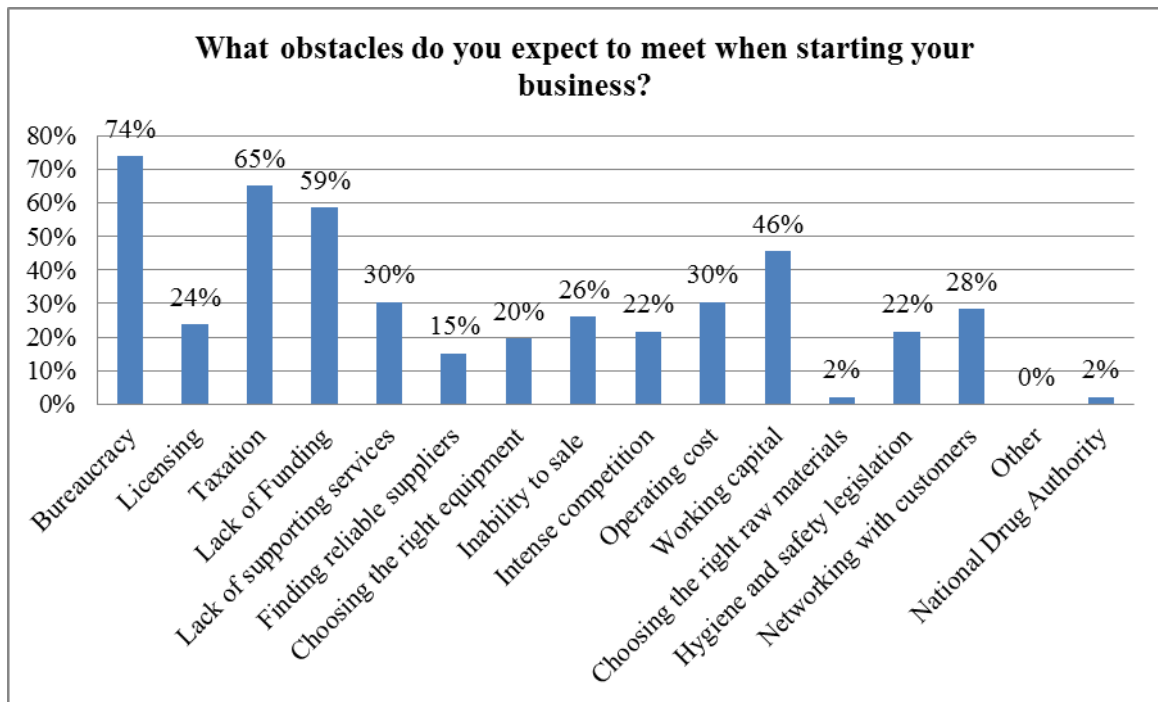


Figure 12 Obstacles

From Table 11 we can notice the most important obsacles that the participants believed that they were going to face when starting their new business.

Buraecracy is

the most important one, being answered 74% of the times, followed by taxation (65%), lack of funding (59%) and lack of working capital (46%).

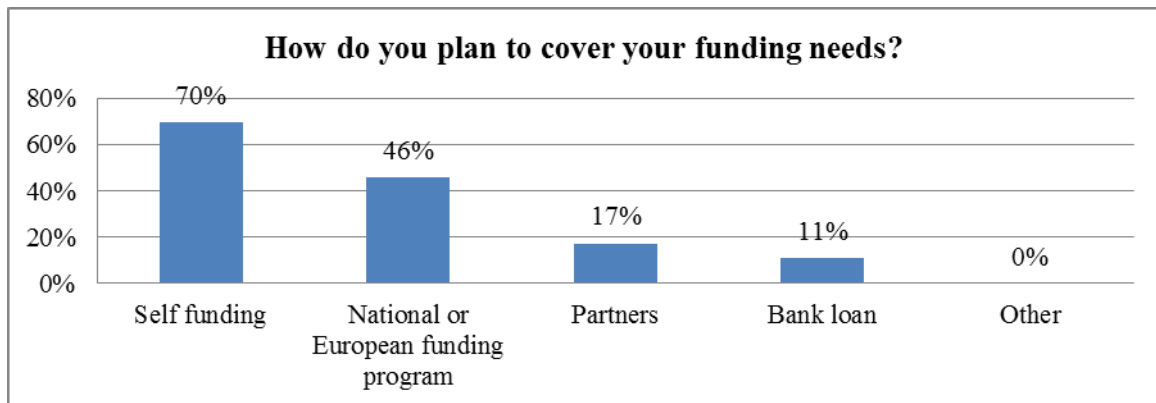


Figure 13 Funding needs

Regarding the question about how the participants plan to cover their new business funding needs, 70% responded that they plan to use self-funding, 46% also depend on a national or european funding program, 17% plan to use partners while only 11% plan to ask for a bank loan.

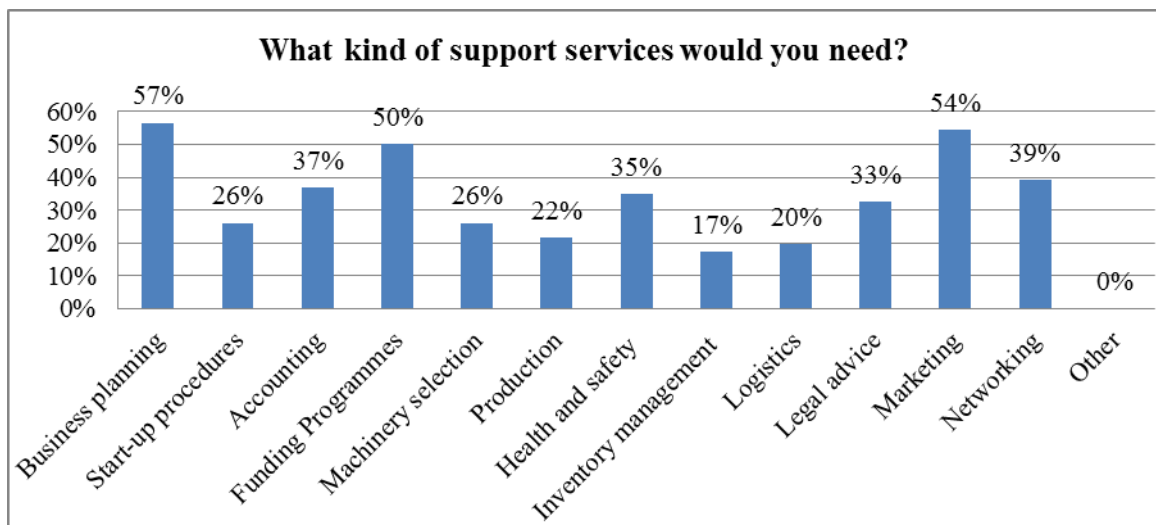


Figure 14 Support services

The most popular support services are business planning (57%) and marketing (54%), followed by assistance in finding funding programs (50%) and networking services (39%).

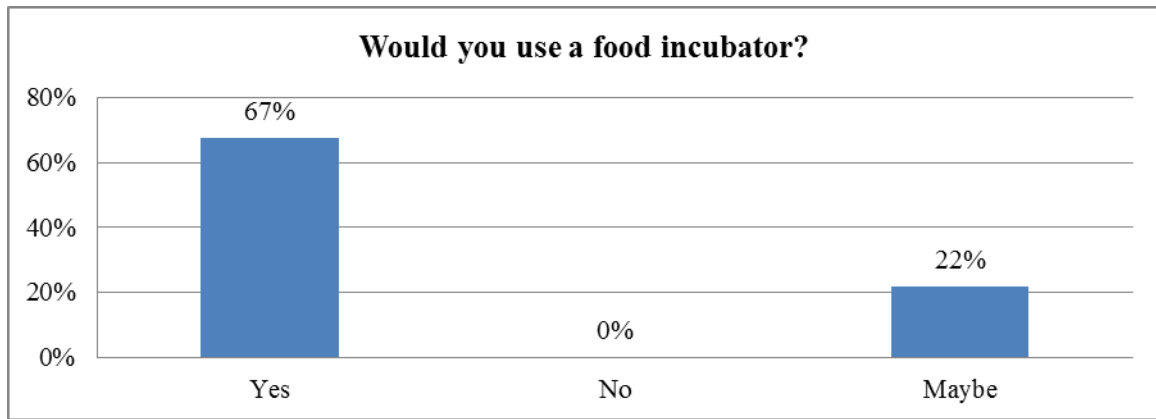


Figure 15 Interest for incubator services

From the last question we can observe the attitude of the participants towards the idea of the food incubator. It must be mentioned that there was no negative reply at all. 67% of the participants were positive in using a food incubator's services, while another 22% declared that they might be interested, if they decide to proceed in the standardization-processing of food products. It must be mentioned that some participants had questions about the cost of the incubator services and they were reluctant to answer yes because of it. However, all of them recognized the need for paid services on behalf of the incubator, in order to ensure sustainability and growth.

4.2.1 MOST PROMISING LOCATIONS

The purpose of the food processing incubator is to stimulate job growth in the rural sector of the local economy. In order to prepare the right strategy, it is necessary to adapt the business incubator to the needs, resources and local conditions. Therefore, before the incubator is put into operation, a market analysis should be undertaken in order to identify the most promising locations. Selection criteria would include, at a minimum, the following:

- Geographic characteristics and transport infrastructure.
- Demographic profile of the area.
- Agricultural production (primary resources available).
- Service offerings (business services).
- Evaluation of customer interest (customer demands).
- Cooperation with local partners, i.e. local commitment and support.
- Economic situation in the region.

- Costs (e.g. real estate, local taxes exemption, grants, co-financing & cooperation with the local business...).
- Existing competition.

As mentioned before, regardless of the specific goals of the incubator, the most important thing is to establish in what way the incubator will add value to the enterprises and also what benefits it will bring to the economy.

The purpose of the SWOT analysis of the local market, is to understand what kinds of food companies would be attracted, how many they may be, what blend of services could be offering, and whether or not the local bodies and overall economy can be counted on to participate and support the food processing incubator. SWOT analysis provides a comprehensive and detailed overview of each region, but also of the country as a whole. It takes into consideration the age, size and kind of companies in the agricultural sector in order to determine the size of the market and make sensible predictions if the needs of the locals are satisfied by the services offered by the food processing incubator. An analysis of the animal and plant primary production is an indicator where the local agribusiness is going. An analysis of the local GDP rate, unemployment population, educational level and infrastructure network shows how local economy performs and if it grows or not. The SWOT analysis includes proposals of the regions for their economic growth and development, as well as their threats. Overall, all the above mentioned criteria should be accessed in order to estimate how the local community will receive and support the food processing incubator, and how the incubator will add value to the local economies.

Cooperation with local partners is crucial for maintaining, building, and strengthening commitment to the incubator program. Stakeholders need to be identified and then cultivated. Anticipated stakeholders would likely include local and state governments and a variety of public and private sector organizations interested in fostering agro- business development in the region. The articulation of the incubator's goals brings the stakeholders together with a common purpose (Zablocki EM, 2007). The incubator provides also networking service linking incubates to other businesses and resources within the local community. Therefore, a crucial criterion for the identification of the

most promising location is the commitment from local interested parties who have strong interest for the formulation of the food processing incubator.

Cost analysis including real estate cost, local taxes exemption grants etc., is also crucial and should be considered when accessing the most promising locations for the food processing incubator. However, cost analysis per region has not been conducted in this study.

The evaluation of customer interest (customer demands) is analyzed in part 4.2 of the current study.

For the purpose of this analysis, Greece has been divided in three major geographical areas (north, central and south), as follows:

Table 2 Geographical areas and regions of Greece

North Greece includes the regions of	Central Macedonia East Macedonia& Thrace West Macedonia Thessaly
Central Greece includes the regions of	Central Greece Attica Epirus Aegean islands
South Greece includes the regions of	West Greece Peloponnese Ionian islands Crete

The following image shows the regions in Greece.



Image 1 Regions of Greece

Table 3 Demographic characteristics and size per region

REGIONS	POPULATION (in 2011)	UNEMPLOYMENT RATE (2nd term of 2015)	UNEMPLOYED POPULATION (2nd term of 2015)	SIZE (km ²)	POPULATION PER Km ²
East Macedonia & Thrace	608.182	23,40%	142.315	14.157	43,0
Central Macedonia	1.880.058	25,60%	481.820	18.811	100,1
West Macedonia	283.689	30,10%	85.390	9.451	30,0
Thessaly	732.762	25,80%	189.053	14.036	52,2
Epirus	336.856	23,80%	80.172	9.223	36,5
Central Greece	547.390	25,30%	138.490	15.549	35,2

Attica	3.827.624	25,00%	953.083	3.808	1.001,1
Aegean Islands	508.206	15,75%	80.059	9.122	55,7
West Greece	679.796	27,80%	188.983	11.336	60,0
Peloponnese	577.903	22,90%	132.340	15.490	37,3
Ionian Islands	207.855	19,80%	40.881	2.307	89,5
Crete	623.065	22,70%	141.436	8.303	75,0
Total Greece	10.815.197	24,60%	2.656.504	131.593	82,1

Source: ELSTAT

Table 4 GDP per region

REGIONS	GDP (in million euros)*	Contribution of regional GDP to national GDP
East Macedonia & Thrace	6.747	3,94%
Central Macedonia	23.018	13,44%
West Macedonia	3.794	2,22%
Epirus	3.740	2,18%
Thessaly	8.380	4,89%
West Greece	8.067	4,71%
Central Greece	7.532	4,40%
Attica	83.723	48,90%
Peloponnese	7.265	4,24%
Aegean Islands	7.956	4,65%
Ionian Islands	2.999	1,75%
Crete	7.994	4,67%
Total Greece	171.215	100,00%

Source: ELSTAT, * temporary data

1. SWOT ANALYSIS PER REGION

In order to identify the pros and cons of each area, the most important characteristics are analyzed in the SWOT analysis per region, except the regions of Ionian and Aegean islands, as follows¹⁰.

2.1 NORTH GREECE

Located in the northern part of Greece, Macedonia is a gateway to address the European market and the Balkans. The area has significant ground, port and airport transport infrastructures. International airport “Makedonia” is the 2nd biggest airport in Greece, serving more than 3,5 million passengers per year. The airports of Kavala and Alexandroupolis connect the eastern part of north Greece with domestic and international destinations.

The port of Thessaloniki constitutes the most important port in Macedonia and one of the most important ports in Southeast Europe. Due to its advantageous geographical location and its excellent road links and train connections, it is the largest transit-trade port in the country and it services the needs of approximately 15 million inhabitants of its international mainland. The port of Kavala is a major shipping hub with particular emphasis on the area of the Eastern Balkans.

The Egnatia Motorway, is a modern motorway of 670 km of international standards which plays important role as a major development axis in Northern Greece. It crosses the regions of Epirus, Macedonia and Thrace, starting from the Igoumenitsa port, which provides links by boat to Italy and ending to Kipi in Evros (Greek-Turkish borders). The Egnatia Motorway is a collector route for the Balkans and the South- eastern European transport system. It provides easy access to Thessaloniki and Ioannina where improved education and medical treatment services exist.

Except to its attractive geopolitical position and transportation network, North Greece plays a significant role in the agricultural Greek production.

¹⁰ All data provided is sourced from the websites of the Regions, unless stated otherwise.

Table 5 Main Agricultural production in North Greece (per region)

<p>Central Macedonia (Imathia, Thessaloniki, Kilkis, Pella, Pieria, Chalkidiki, Serres)</p>	<p>Durum wheat, rice and maize Cotton Apples, pears, peaches, nectarines, cherry, apricots Table olives, olive oil Cow's milk, bovine meat PDO & PGI wines Mussels, shellfish</p>
<p>East Macedonia & Thrace (Drama, Evros, Kavala, Rhodope, Thasos, Xanthi)</p>	<p>Cow's milk, bovine meat Durum wheat, maize Cotton, tobacco plants Potatoes, asparagus, grapes Kiwi Aquaculture</p>
<p>West Macedonia (Florina, Grevena, Kastoria, Kozani)</p>	<p>Dairy products (mainly cheese) Beef and sheep meat Saffron and other herbs Beans and other legumes Apples, peaches and pears Chestnuts Potatoes Vineyard products (wine, raki)</p>
<p>Thessaly (Karditsa, Larissa, Trikala, Magnesia, Sporades)</p>	<p>Durum wheat, maize Cotton Almonds, chestnuts Table olives Apples, pears, kiwi Bell pepper, lentils, tea, oregano Sheep & goats (milk, feta cheese, meat), pigs Cow's milk (after Macedonia & Thrace) Honey Aquaculture & fishery</p>

Table 6 Central Macedonia: SWOT analysis

<p>Strengths Geographical proximity with South-East European countries. Establishment of business contacts with neighbor countries (e.g. the Balkans). Energy transportation hub (electricity, natural gas). The 1nd region in Greece in regard to agricultural and animal farming. Availability of agricultural products. Tourism. High qualified personnel. Transportation facilities. Higher education is delivered in Universities, academies, colleges and institutions of technology. Fruit processing (especially peach). The 2nd industrial center in Greece after Attica. The contribution of Central Macedonia to the GDP in Greece amounts 13,4% (following Attica). Thessaloniki, the 2nd biggest town in Greece with 800 thousand residents, is a large pool of skilled, well-educated labour force at competition cost rates (lower cost of living than Athens).</p>	<p>Weaknesses Mature rural population. Low level of education of rural population. Small size fields far away from each other. High production costs and rising costs of feed grains Collaboration and synergies. Mature industry. High unemployment rate. Limited R&D. Absence of a marketing plan for the formulation of export strategy. Limited international business culture. Old fashioned packaging. Old fashioned technology. Delays in licensing process.</p>
<p>Opportunities Reinforcement of cross-border synergies with companies in the Balkans. Development of services and technology in order to become the Centre in Southern Europe. Demand for high quality products and services in Greece and abroad. Rising demand for organic products and interest in Mediterranean diet. Collaboration with existing local business Collaboration with Universities, the American Farm School and research institutes (e.g. labs, R&D, training). Alternative tourism (agro-tourism, culinary tourism). Improvement of the rail network. Shellfish and mussels aquaculture.</p>	<p>Threats Declining rural population. Brain drain (economic crisis in Greece forces highly educated labor to work abroad). Delays in the implementation of infrastructure projects. Environmental pollution. Bureaucracy. Relocation of Greek business in the Balkans.</p>

Table 7 East Macedonia & Thrace: SWOT analysis (Joint Research Centre, 2015)

<p>Strengths</p> <p>Transport infrastructure (Egnatia motorway, Kavala & Alexandroupolis airports, Kavala ports, rail network). The agricultural sector plays significant role in the local economy. It represents the 6,2% of the gross value added of the region (twice the average rate of Greece), 40% of exports (to other Greek or foreign markets) and provides employment to 26% of active population. Good soil quality (thus minimum use of fertilizers). Availability of quality raw materials. Certified PDO products.</p>	<p>Weaknesses</p> <p>Relocation of Greek business in the Balkans, where labor cost is much cheaper. The absence of technology parks and business incubators. Small, family owned businesses. Copying of business ideas rather than innovating. Lack of well-organized tourism destinations. Small sized farms and fields. The cultivation of cotton, beets and tobacco plants does not have growth potential. Few processed agricultural products. Mature rural population. Low R&D investments. Cooperation among operators in the agri- foods chain supply is limited and unorganized.</p>
<p>Opportunities</p> <p>Exploitation of the potential in producing Hallal certified meat products to serve the markets with Muslim population. Production of certified traditional meat products and their promotion via marketing innovations. Establishing collaboration with neighboring regions in Bulgaria. Raise awareness about local gastronomy. Innovative technologies in producing products with improved conservation ability. Energy production of animal waste (biogas). Development of an integrated quality certification scheme for local dairy products could enhance their sales. Aquaculture has growth potential.</p>	<p>Threats</p> <p>Entrepreneurship in Greece is not being encouraged (legislation, bureaucracy, taxation, funding). Competition from other regions where production is higher in volume and lower in cost. Reducing public spending to R&D (personnel, facilities, equipment). Brain drain. Imports of low cost competitive products. The combination of imports with the limited information about animal origin, confuse consumers and consist a threat for the local production.</p>

Table 8 Thessaly: SWOT analysis

<p>Strengths</p> <p>The fertile plain of Thessaly is the largest plain in Greece. Lying in east central Greece, Thessaly gives access to the biggest markets in Greece (Macedonia and Attica), however infrastructure needs improvement. Expanded irrigated land area. Skilled labor force (for plant cultivation). Certified PDO plants & animals (e.g. Skopelos & Ellasona goats). Feta cheese, goat milk and meat. Modern milk and cheese processing companies. Institutions, labs and higher education of veterinary medicine, animal production, and food hygiene & technology of food of animal origin. Local pork meat has special taste, color and tenderness characteristics. Honey production. Consumer demand for local fresh fish. The white tuna of Alonissos is a high quality product.</p>	<p>Weaknesses</p> <p>More irrigation systems are needed to water the crops. High production cost of crops. Ground transportation network. Disorganized management of operations. Lack of advertising and other promotional activities. Few processing companies of agricultural products. High investment cost. Lack of certified PGI products. High competition from imports. Limited collaboration and synergies. Sales network. Low integration of IT into company business processes. Animal breeders and fishermen need training & qualification. Insufficient authorized controls from production to the final consumer (e.g. for animal feed). Origin information of beef meat is inadequate, so consumers cannot distinguish the meat of Greek origin from the imported one. Slaughterhouses. High operating costs for producers of fishery and aquaculture products. Increasing costs from ageing and small sized fleets.</p>
<p>Opportunities</p> <p>PDO & PGI certifications of products. Production of organic products. Production of specialized dairy products. The promotion of Mediterranean diet could increase demand of specific foods produced in Thessaly. Cultivation of aromatic and medical plants. Since domestic milk and meat production is less than demand, increased production of such products could replace imports. Development of wine and wine-tourism in collaboration with local wineries. Collaboration with the department of Ichthyology and Aquatic Environment</p>	<p>Threats</p> <p>Increasing cost of animal feed. Domestic sheep breeds are mixed with imported (foreign) sheep breeds. This may be a threat for the PDO feta cheese. Reduction of crops. Increasing olive cultivation in foreign countries (Morocco, Egypt, China, Australia). Limited local demand for organic products. Fishermen do not participate in events for the promotion of their products and the use of natural resources.</p>

Table 9 West Macedonia: SWOT analysis

<p>Strengths Existence of PDO & PGI products. Trend in the cultivation of aromatic & medical plants. Cultivation of legumes and grapes. Development of beekeeping. Water resources.</p>	<p>Weaknesses Production depends on agricultural subsidies. Only a small amount of agricultural products is being processed. Mature rural population. Low level of education of rural population. High production cost. Low technology awareness. Collaboration and synergies.</p>
<p>Opportunities Production of organic products. Production of cereals due to high demand in Greece and abroad. Production of specialty crops and farm products (e.g. energy crops, snails). Existence of financial opportunities for the development of rural areas. High youth unemployment rate in the big cities forces population to seek work in rural areas. Development of processed foods which contain saffron.</p>	<p>Threats Imports of cheaper agricultural products. Increasing production cost due to the rise of oil price and taxes. Complicated process to set up a business.</p>

2.2 CENTRAL GREECE

As explained before, market information is crucial in the determination of the most promising regions for the development of the food processing incubator. Therefore, the locational characteristics of Central Greece are identified below.

Table 10 Main Agricultural production in Central Greece (per region)

<p>Central Greece (Viotia, Euboea, Evrytania, Phocis, Phthiotis)</p>	<p>Aquaculture (sea bass, vitae) Processed tomatoes, Onions Peanuts Poultry (meat and eggs) Apiculture Various crops such as durum wheat, maize, cotton, green beans, cabbage, cauliflower, olives, vineyards, figs</p>
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	Sheeps and goats
Attica	Pistachio nuts growing in Aegina island Flowers Vegetables
Epirus (Ioannina, Arta, Preveza, Thesprotia)	Dairy products (feta cheese) and sheep meat Citrus (oranges and tangerines) Fishery at Amvrakikos bay & lagoons (shrimps, sardines, cuttlefish, eels) Pigs and poultry
Aegean islands (North & South)	Analysis of the islands has not been conducted except Crete.

Table 11 Central Greece: SWOT analysis

<p>Strengths Due to its various climate & geographical characteristics, different crops are cultivated, so rural economy does not depend on specific crop. Central Greece borders the region of Attica, so cooperation with local partners and accessibility to services provided in Athens is easier than other regions. Aquaculture and poultry sectors. The 1st region in Greece in regard to the aquaculture of sea bass & vitae.</p>	<p>Weaknesses Increased production cost. Uneducated rural population. Limited bargaining power of the farmers against buyers due to the lack of synergies among them reduces their profit potential as they sell their products at low prices Small size of fields. Lack of synergies in the fishery industry. Aquaculture depends on two species. Most fish entering consumption directly or undergoing only primary processing. Old fashioned equipment for olive oil processing. The added value of processing in the economy of the region is low.</p>
<p>Opportunities Aquaculture business can increase production capability and exports by expanding the range of species, improving the management structures and developing synergies. The development of businesses of waste processing, recycling and environmental compliance. The development of local and traditional products, organic products, special crops such as truffle, hippophae, stevia. Development of apiculture.</p>	<p>Threats Environmental concerns due to residual and industrial waste. Decreased competitiveness of the companies (low quality products, high cost) due to old fashioned machinery and equipment.</p>

Attica: SWOT analysis

The overall contribution of Attica to the Greek gross domestic product (GDP) in 2012 amounted 49%. The growth of Attica is based on the manufacturing (processing) and services sectors, whereas agriculture amounts only 4% of the national agricultural production.

Table 12 Attica: SWOT analysis

<p>Strengths The 1nd industrial and services center in Greece. Transportation facilities. High qualified personnel. The majority of the headquarters of super markets are based in Athens.</p>	<p>Weaknesses Some companies do not comply with traceability rules. Consumers are not educated about the advantages of local production. The wholesaler-supplier system faces significant changes because of the reducing number of wholesalers as intermediaries between the suppliers and the byers. This is a threat for the wholesalers.</p>
<p>Opportunities Set up an auction market for agricultural products, for directly sales negotiation between producers and byers, thus competitive pricing. Build effective partnerships among agri-food business operators (producers, supply chain, retailers) and others, e.g. university, restaurants and hotels, in order to promote local production. Focus on the flowers business. Focus on the cultivation and processing of outdoors and indoors vegetables.</p>	<p>Threats Competition of low cost imports. Globalization against Greek producers. As consumer habits change, it is a threat for the Greek companies if they do not correspond accordingly. The increasing power of supermarkets (i.e. byers) diminishes the bargain power of producers and wholesalers (suppliers).</p>

Table 13 Epirus¹¹: SWOT analysis

<p>Strengths Significantly better transport infrastructure (Egnatia road, Igoumenitsa port) for national and international connections. Ionian road is under construction. Presence of regional academic research capacities with specialization relevant to regional economy. Rich and relatively well-protected natural and aquatic resources. The services sector dominates the economy, accounting for 74.3% of the regional GDP, while industry and construction account for 19.5%. The main regional services activities are transport, financial intermediation, tourism, health, education and trade.</p>	<p>Weaknesses Epirus is the poorest region in Greece. Remote, under-developed area. Low level of education of population (only 23.3% of the population aged 25-64 have completed tertiary education). No rail network. Manufacturing sector is dominated by small family-runs firms of low technology and limited export capacity. Agricultural sector has declined to only 6.3% of regional GDP over the past decade. Low level of science-business collaboration. Weak entrepreneurial and innovation culture in business (non-existent business R&D investments).</p>
<p>Opportunities Build the strong brand “Products of Epirus” Enhance processing of special, high quality, organic and certificated agricultural foods. Train labor force, in cooperation with the Univ. of Ioannina and TEI¹² of Epirus. Support economic activity by improving the existing road network, investing in rural infrastructure and waste processing. Enhance the export competitiveness of agribusiness. Set up non-profit companies for the promotion and sales of local products. Issue the certification of Quality of products of Epirus, for foodstuffs produced to exacting quality standards. Linking companies with liaison offices of University and develop synergies among producers. Re-organization of fish farms and environmental management of aquaculture. The renewable energy sector, particularly wind and hydro-power, is growing in importance.</p>	<p>Threats The high production cost of sheep milk makes it vulnerable against competition from low-cost economies. Brain drain. Low level of education of rural population. Small size fields. The manufacturing sector is dominated by traditional industries with a majority of small family-run firms, with limited export capacity. Sea turtles are a treat for the aquaculture of mussels, which is low compared to production capabilities.</p>

¹¹ RIS3 Regional Assessment: Epirus, December 2012

¹² Technological Education Institute of Epirus

2.3 SOUTH GREECE

The characteristics of the regions are analyzed below, in order to identify in which extent they meet the targets of the food processing incubator.

Table 14 Main Agricultural production in South Greece (per region)

<p>Western Greece (Etolokarnania, Achaia, Ilia)</p>	<p>Olive oil Oranges, lemons, kiwi Table grapes, wine, raisins Vegetables (water melons, melons, asparagus, potatoes strawberries) Cheese (feta, kefalograviera) Aquaculture (seabass, vitae) Cured fish roe (botargo), made from</p>
<p>Peloponnesse (Arcadia, Argolis, Corinthia, Messenia, Laconia)</p>	<p>Olive oil & table olives Vineyard products (table grapes, Corinth & sultana raisins, wine) Oranges, tangerines, lemons Figs, apples, legumes (lentils, chickpeas) Vegetables (water melons, tomatoes, garlic, potatoes, artichoke, eggplants etc.) Aromatic & medical plants Sheep and goats (feta cheese, meat), pork Aquaculture (sea bass, vitae), fish Honey</p>
<p>Ionian Islands</p>	<p>Analysis of the islands has not been conducted, except Grete.</p>
<p>Crete</p>	<p>Sultana raisins, wine, table grapes Olive oil and table olives Citron, tangarines, orange, water melon, melons, kiwi, bananas, avocado Vegetables, i.e. cucumbers, tomatoes,</p>

	<p>potatoes, pumpkins, eggplants, beans</p> <p>Sheeps</p> <p>Traditional meat products, i.e. apaki, syglino, rustic Cretan sausage</p> <p>Honey (thyme honey)</p> <p>Aromatic & medical plants (oregano, thyme, mint, mountain tea)</p> <p>Graviera and Kefalotiri cheese, mizithra</p>
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Table 15 Western Greece: SWOT analysis

<p>Strengths</p> <p>Transportation network (e.g. ports of Patras and Astakos, Rion-Antirion Bridge, Ionia Odos which is under construction) links Western Greece with Epirus and other regions and facilitates communication between Greece and Italy.</p> <p>Tertiary sector is much stronger than primary and secondary sectors.</p> <p>Tourism development.</p>	<p>Weaknesses</p> <p>High transportation cost.</p> <p>Lack of synergies among operators in the agricultural business.</p> <p>Uneducated /untrained rural population. The trade and distribution of local agricultural products faces difficulties. Small size fields.</p> <p>The Agricultural Cooperative Organizations are unorganized and offer poor marketing support to the farmers. Poor poultry farming.</p>
<p>Opportunities</p> <p>Development of a strong regional brand name.</p> <p>Enhance the development of organic products.</p> <p>Set up a non-profit company to strengthen local cuisine and gastronomy tourism. Cluster building in tourism and local products.</p> <p>Set up the non-profit company "Agri-partnership of West Greece" for the promotion and sales of local products.</p> <p>Set up an auction market for agricultural products, for directly sales negotiation between producers and byers.</p>	<p>Threats</p> <p>Low bargain power of producers against buyers decreases their selling prices, therefore their profitability.</p> <p>Bureaucracy.</p> <p>The food sector in Greece is dominated by a small number of powerful enterprises.</p> <p>Increased costs of feed grains.</p>

Table 16 Peloponnese: SWOT analysis

<p>Strengths Proximity to Athens (road network and Suburban railway connect Peloponnese to Athens). Kalamata international airport and the ports of Kalamata and Nafplion. Stronger contribution of the primary and secondary sectors to the local economy compared to the average in Greece. The 2nd region in Greece in regard to agricultural and animal farming, after Central Macedonia. The 1st region in Greece in regard to production of fresh fruits, citrus, grapes and wine, and the 2nd region in Greece in regard to olive oil and potatoes production. The 2st region in Greece in regard to the sea bass & vitae aquaculture, after Central Greece. High quality of agricultural products.</p>	<p>Weaknesses The road networks inside the region needs improvements, however construction delays. Small size fields, extensive use of fertilizers, low integration of technology into agribusiness, poor R&D and promotional activities, limited production of organic agri-foods, limited cooperation among producers. The 46% of employed population is self- employed (compared to 30% average in total Greece). <i>Tourism infrastructure</i> facilities need improvement.</p>
<p>Opportunities Fruit processing (juices, canned fruits, fruit preparations...) The development of businesses of waste processing and energy production. Energy production from animal waste (biogas production). The University of Peloponnese could be a focal point for cooperation with other institutions, companies and producers, and help graduates get employed in the local market. Develop synergies between agriculture and tourism. Set up the non- profit organization "Agri- food Partnership" for the promotion of local production. Cultivation of organic crops. Improve the agricultural irrigation systems and network. Enhance the development of PDO & PGI products. Enhance business investment instead of only providing subsidies to the farmers. Set up an auction market for agricultural products, for directly negotiation of sales & prices among producers and byers.</p>	<p>Threats Environmental impact of natural disasters. Ecological degradation in protected areas. Low R&D investments. Extensive use of fertilizers. Aging labour force.</p>

Table 17 Crete: SWOT analysis

<p>Strengths Geographical position in the east part of Mediterranean sea. Availability of quality agricultural products, many of which are PDO & PGI certified. Quality label «Crete», in an effort to promote local products of standardized quality and the Cretan diet. Existence of know how in wine & raki production. Worldwide recognized tourism destination. Worldwide recognition of Cretan diet.</p>	<p>Weaknesses Due to disorganized sales management and poor promotion most agricultural products are being consumed within Crete. Intra-regional disparities. Insularity (isolation). Lower educational level compared to the average educational level in Europe. Poor infrastructure of information technology (IT). Only a small amount of agricultural products is being processed. Unregulated tourism development in the north area of Crete. Small size fields. High production</p>
<p>Opportunities Increased demand of the certified “CRETE” products at the various businesses as well as connection of the local production with tourism. Potential in <i>beekeeping</i> due to <i>rich flora</i>. <i>Development of synergies between the Cretan diet and alternative tourism (gastronomy tourism, wine tourism, agro tourism)</i>. <i>Increase maritime transport network to Cyprus and other Mediterranean destinations.</i> <i>The implementation of new technologies and promotional activities could boost sales of agri foods.</i> Synergies between producers and academies and institutions in Crete, such as the University of Crete, the Science & Technology part and the TEI.</p>	<p>Threats Urbanization (population shift from rural to urban areas) Negative environmental impacts of tourism development. Mature and low educated rural population. The combination of imports with the lack of compliance with traceability rules consist a threat for the local production. Overfishing. Genetic diversity of local varieties due to the imports of foreign varieties.</p>

Concluding, the establishment of the first food processing incubator in Thessaloniki, is justified by the unemployment rates in the region, the available agro-food infrastructure, the regional priorities for smart specialization and funding potential, as well as the exploitation of current AFS existing facilities and experience in providing pre-incubation services support to a substantial number of potential entrepreneurs.

4.2.2 MOST POPULAR PRODUCTION LINES

A basic issue to be decided before the establishment of a food incubator is the number and type of production lines that it will offer. As there are thousands of food products and related production lines, a number of criteria have to be used in order to make the correct selections. These criteria are the following:

Popularity: it is important to choose production lines that will be useful to the wider area's entrepreneurs.

Cost: the cost of each production line is an important factor to consider.

Space: the size of the machinery, equipment and the needed storage space for raw materials, packaging and final products have to be taken under consideration.

Licenses: the regulations for co-production and storage have to be examined and taken into account before choosing production processes.

Number of uses: production lines that can produce a variety of similar products have many advantages against overspecialized ones.

Personnel: automated and easy to use production lines can be more popular than the ones that need expert personnel to program and operate them.

Growth Potential: resistance to economic crisis and higher growth rates than the average food sectors

Contribution: food subsectors with high overall contribution to the food sector

Added value: subsectors with higher added value prospects

Export potential: subsectors with higher growth potential for exporting

A variety of sources was exploited in order to analyze the most popular and promising food subsectors:

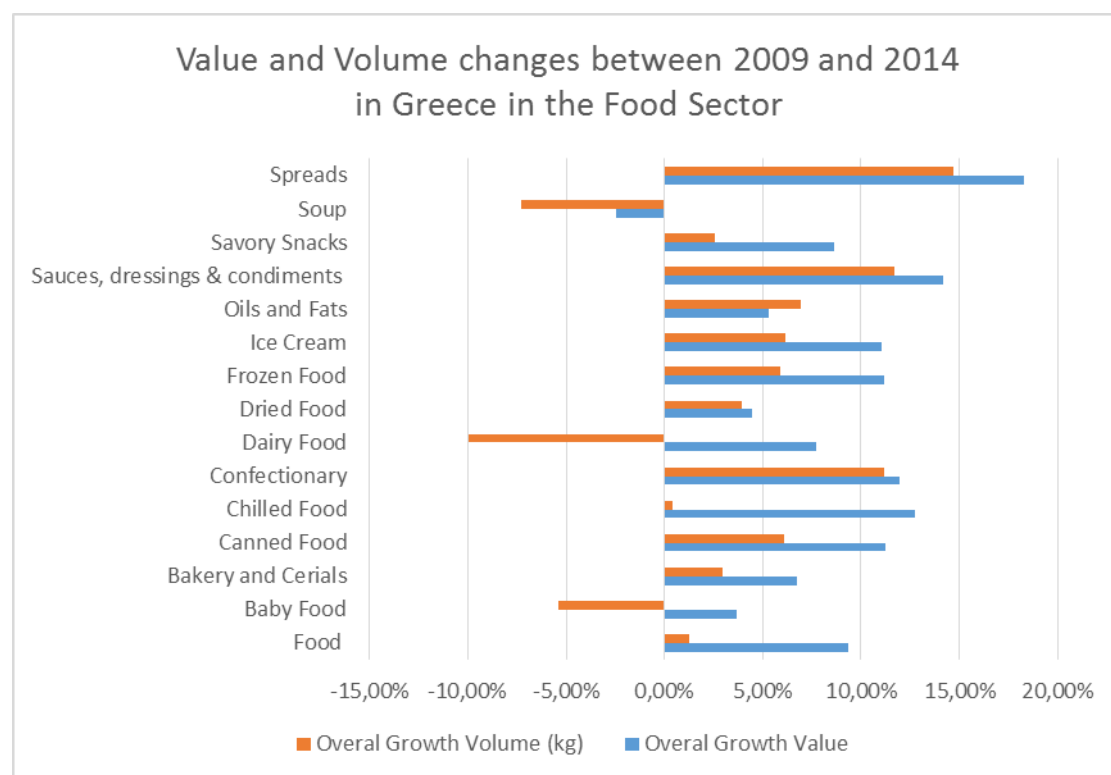
- **Popularity**

From the analysis of the focus groups replies we can observe the most popular product categories among the participants. These were dairy products (especially cheese and yogurt) with 20%, aromatic plants with 17%, and fruits and oils with 15% each. Other popular categories were spirits (13%) and especially wine, and meat products (7%). Moreover, stepping on Rutgers's Food Incubator experience, other popular food production lines are related with freshcut vegetables and fruits, jams, jellies, soups, sauces, beverages, pies, cakes, breads, seasoning blends, entrees, side dishes, etc.

- Growth potential

In the process of identifying the potential production lines for the incubator facilities a secondary market analysis was performed with the usage Marketline database, since it provides a comprehensive and complete data set.

The aim of the secondary analysis was to pinpoint the most promising segments of the Food Sector. For a segment to be considered as promising its value and the volume should be higher than the average of the whole Food Sector. The years of from 2009 to 2014 were examined due to the fact that 2009 was the first year the economic crisis started becoming apparent in the Greece's economy and used 2014 as the last date to avoid projections for 2015 and have real data. The table below presents our findings:

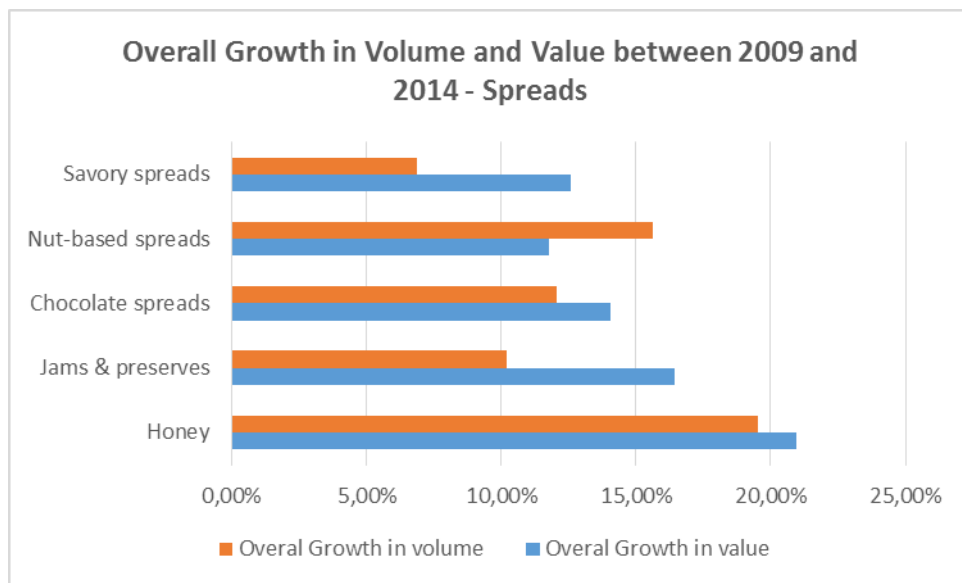


The overall growth in value of the Food Sector between 2009 and 2014 is 9, 32% while the volume growth for the same period is 1, 26%. This presents a change in direction for the Greek Food Sector, providing products of higher value.

Following the top six food subsectors are highlighted and discussed:

1. Spreads

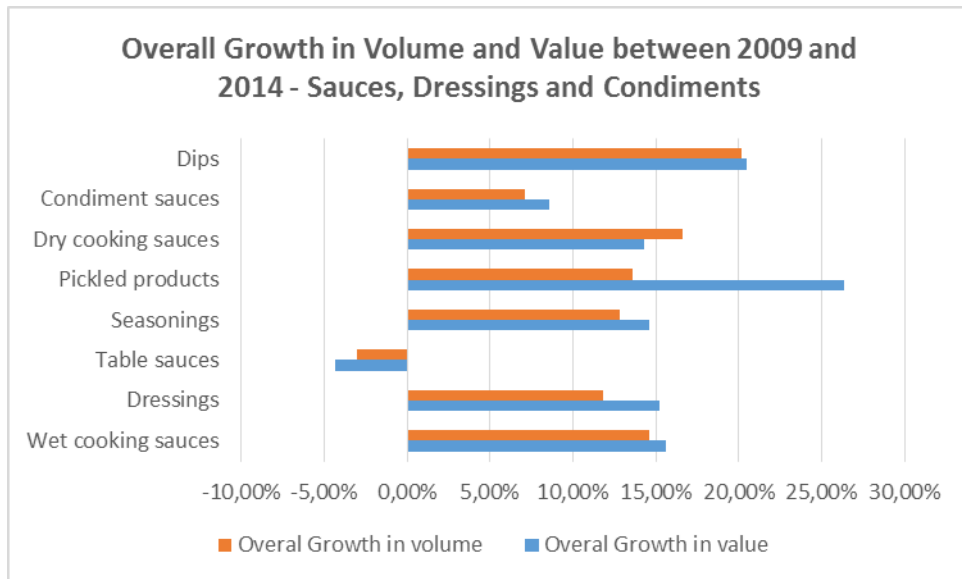
The most promising segment identified is spreads with growth in value 18,26% and in volume 14,69%. The value growth is 8, 94% higher than the food average while the volume is 13, 43%. In the spreads category products like chocolate spreads, honey and jams; additionally the analysis of subsector market shares of the SMEs is increasing, which adds up to the attractiveness of the subsector.



2. Sauces, Dressings and Condiments

The second segment is sauces, dressings and condiments with overall growth value of 14,17% (+4,85%) and volume 11,73% (+10,47%). In this category belong products like herbs and spices, ready to use sauces, ketchup, mustard, mayonnaise and pickled products; the market share of SMEs though, is decreasing.

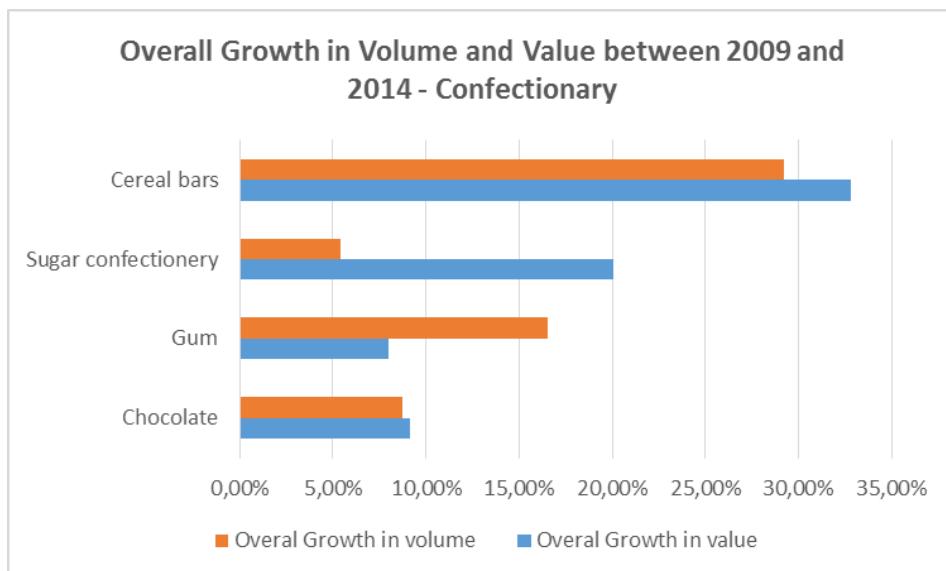
The subsector trends are illustrated in the figure below:



3. Confectionery

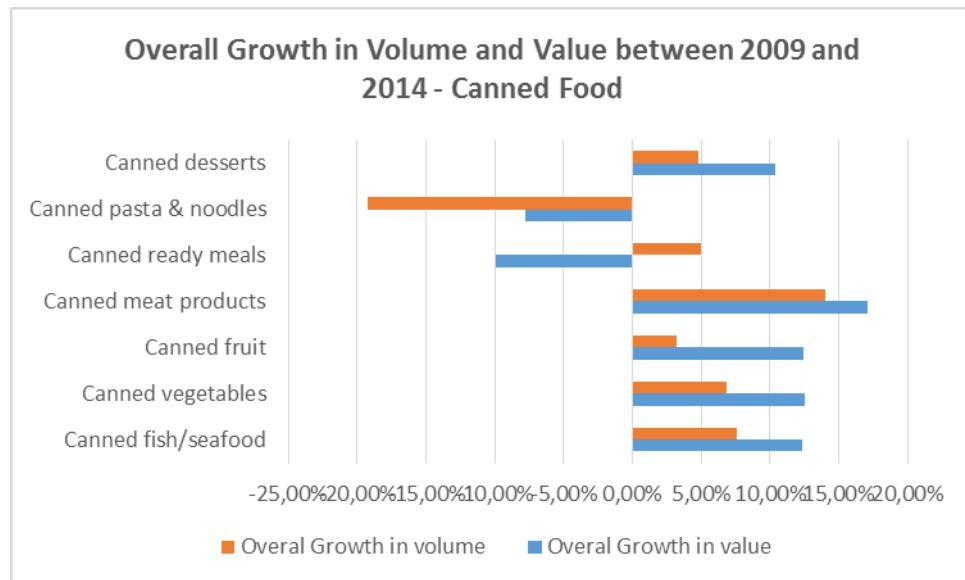
Confectionery takes the third place with overall growth value of 11,95% (+2,63%) and volume 11,20% (+9,94%). In this segment products like chocolate, cereal bars, gum and sugar confectionary belong; shares of SMEs decreasing

Trends are illustrated below:



4. Processed food products

Canned food have had an overall growth value of 11,26% (+1.94%) and volume 6,06% (+4.8%). This category includes a variety of canned products like fish, meat, vegetables, fruits and ready meals; share of the SMEs decreasing

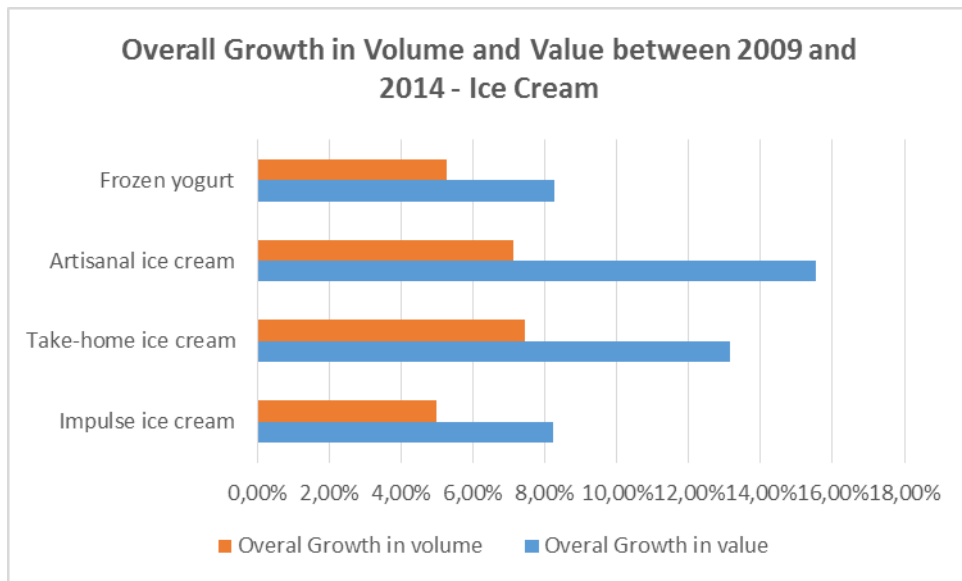


5. Ice cream

Ice cream's overall growth is 11,04% (+1,72%) in value and 6,17% (+4,91)% in volume. This product category consists from impulse ice creams, take home ice creams, artisanal ice creams and frozen yogurt; the shares of the SMEs is decreasing during the examination period.

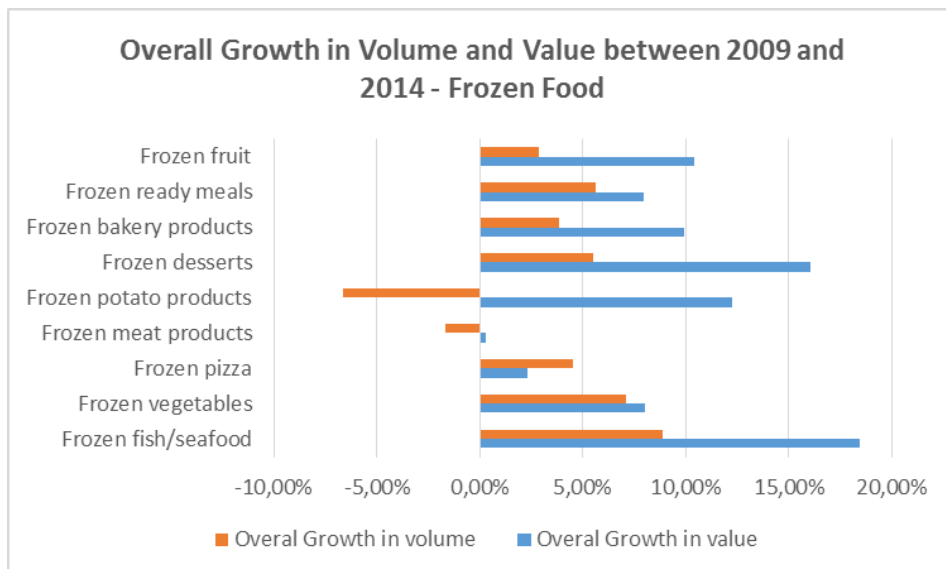
The role of the artisanal producers, is substantial in this subsector, and needs to be considered for the choice of attractive product lines:

Growth trends of the sub-sector illustrated as per below:



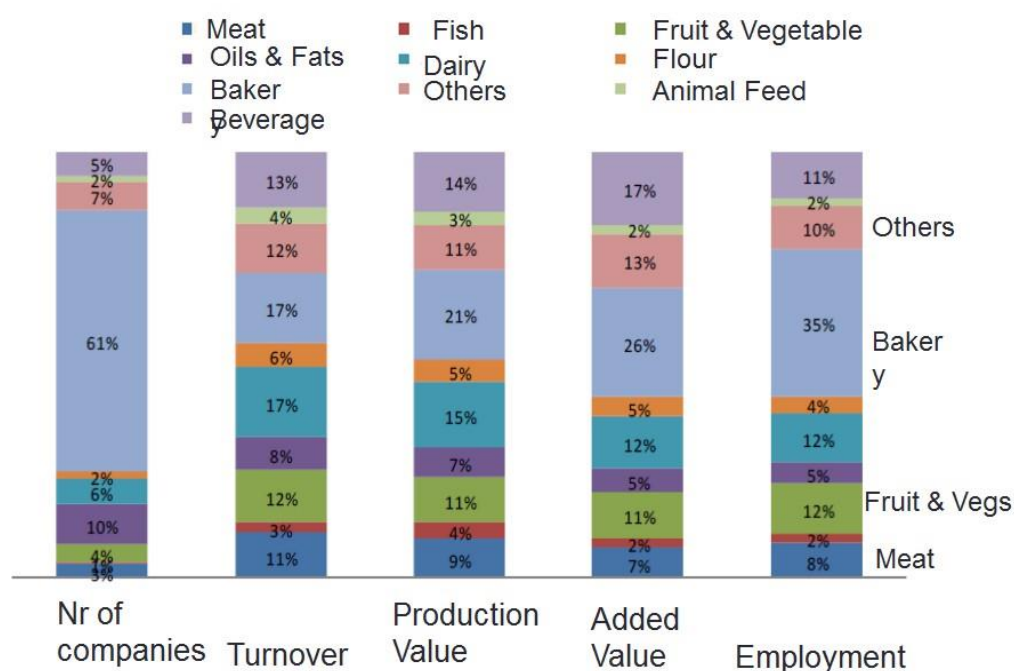
6. Frozen processed food

Frozen Food have had an overall growth in value of 11,16% (+1,84%) and in volume 5,88% (+4,62%). In this category belong frozen products like fish and seafood, meat, vegetables, fruits among others; however, the shares of the small producers are decreasing.



- Contribution to the overall food sector

The contribution of each subsector to the overall food sector is illustrated before, including an analysis of the subsectors' contribution to employment, added value, and turnover.



Source : IOBE, 2015

Bakery, meat products, fruits and vegetables, and the OTHERS category, appear to be the most promising sectors.

- Added value prospects

The possibility for higher value added products is much more significant for the food manufacturing subsectors, as the degree of processing in Greece is much lower than the Mediterranean average (40 per cent of agricultural output excluding subsidies compared with 52 per cent in the Mediterranean and 70 per cent for Western Europe).

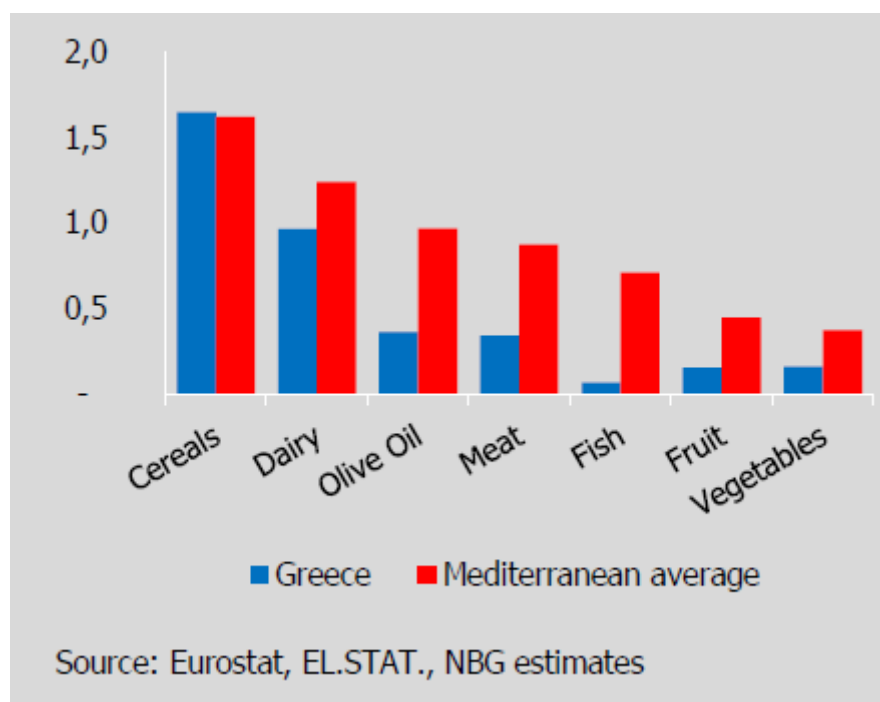
The National Bank of Greece (2015), in its sectoral analysis examined the factors affecting the ratio of manufacturing value added over agricultural output. According to the report, Greece – with its special characteristics and current business

environment – should create food manufacturing value added in the range of 40 per cent of the agricultural production value, close to its realized level.

However, there is significant upside. In case Greece could achieve European R&D levels¹⁹ and Mediterranean level of branding, food manufacturing value added could increase by €2.5bn annually (€1.7bn through branding and €0.8 through technological upgrade). Taking into account the potential increase of agricultural production, it could result in a total increase of €5.5bn in food manufacturing value added (from €4bn to €9.5bn).

The following figure identifies food subsectors with potentials to grow and reach the value-added levels of the other Mediterranean countries:

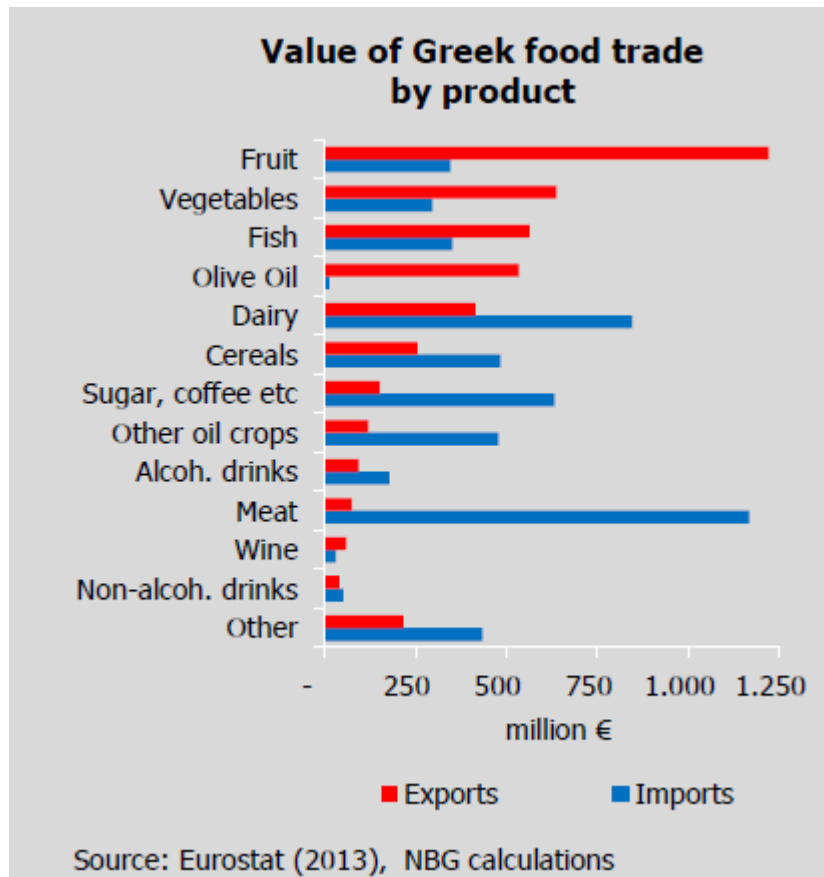
FIGURE : Manufacturing Value Added on Agricultural Production



Export Potentials and import substitution

The National Bank of Greece (2015), in its sectoral analysis of the food sector in Greece, identifies subsectors with high export activity compared to the others, matched with the ability of the sector to substitute imports, as follows:

FIGURE : The Greek food international trade



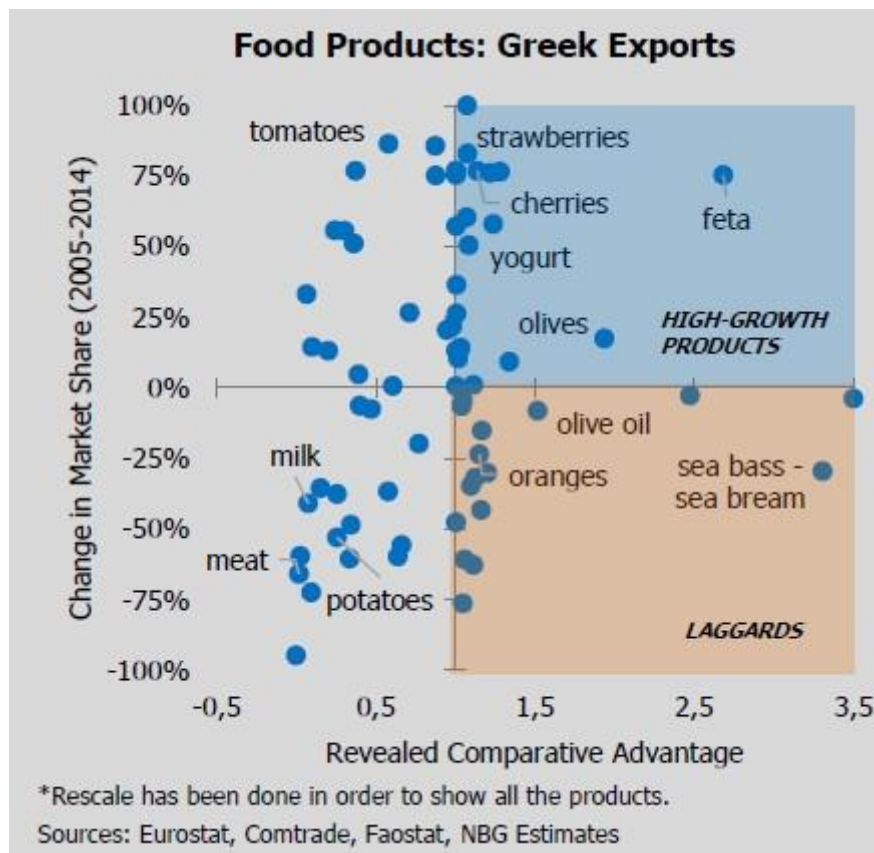
Fruits and vegetables subsector are the champions of the Greek food sector, followed by fish and olive oil; at the same time, those subsectors are resistant to imported food products of the category, and need to be considered for future growth.

On the other hand, dairy and meat products, are limited in exporting and weak in competitiveness, facing substantial threats from imported goods, and hence need to be considered as subsectors that need to be strengthened.

Additionally, NBG's sectoral analyses includes a relative comparative advantage analysis using 68 products that cover 81 per cent of Greek food export value in 2014, in order to identify specific products with a successful export strategy, based on the following criteria:

- Revealed Comparative Advantage : If a country's share in world exports of a specific commodity is greater than the country's overall share in total world exports, then the country enjoys a comparative advantage in exporting that commodity.

- Change in penetration : Measuring the gain or loss of Greek market share in world exports of a specific product between 2005 and 2014.



Based on the combination of these criteria, the National Bank of Greece, distinguished two product categories in which Greece has a comparative advantage in the world markets:

A. High-growth products that have gained market share in the international market during the past decade (covering 36 per cent of total Greek food exports in 2014 from 25 per cent in 2005).

B. Laggards that have lost market share in the international market during the past decade (covering 33 per cent of total Greek food exports in 2014 from 38 per cent in 2005).

The results are illustrated as follows:

A. High-Growth Products	
i) gained market share <i>(24% of Greek food exports)</i>	
Olives	Sesame
Dairy products	Snails
White wine	Fruit & vegetables
Honey	preserved in vinegar
ii) bought market share <i>(12% of Greek food exports)</i>	
Apples	Marmalades
Cherries	Rice
Clementines	Tomatoes
Strawberries	Kwis

B. Laggards	
iii) lost market share <i>(33% of Greek food exports)</i>	
Olive oil	Oranges
Sea bass/bream	Peaches
Grapes	Apricots
Currants	Watermelons
Figs	Cucumbers
Prepared tomatoes	
Asparagus	

Dairy products are considered to be high growth products, together with fruits and vegetables preserved in vinegar.

Concluding, and based on the evaluation of the above research findings, opportunities for food processing lines for the food processing incubator, lie in the production of traditional processed meat products, bakery, dry pasta, ice cream, cheese production, sauces, condiments and dips, pickled products, packed fresh salads, dried fruits and vegetables.

4.3 CAPITAL EXPENSES FOR ESTABLISHING A FOOD INCUBATOR

CAPITAL EXPENSES

The proposed food processing incubator will provide shared-use food processing lines for a selected array of products, storage space, technical laboratories and office/laboratory space for clients.

A critical element to the food processing incubator, involves the need for establishing physical processing space/s and utilize processing templates to run clients through, on a rotating basis, production and the use of equipment for their processing needs.

Such integration of facilities involves the need for appropriate building/s to house all the activities of the food processing incubator, which is estimated on at least 3,000 to 5,000 sq.m., based on the model of the Rutgers University Food Innovation Center and the evaluations and criticism of the European Union regarding the small size of incubators which results to lack of sustainability; food processing equipment, preparation area, sensory analysis booths, including cold storage (walk-in freezer and cooler), storage, and loading space, to be included.

The cost of green field investment, is hard to be calculated during this period of economic crisis, as land prices vary substantially, not only depending on the location but on status of ownership, too. A rough estimation of the cost of land in industrial zones is based on the official price list of the Industrial zone of Thessaloniki, for the year 2014; an average cost of an area of approx. 5,000 square meter is EURO 400,000 whilst the cost of an area that exceeds 20,000 square meter could reach the amount of EURO 1,300,000¹³. It also needs to be noted, that the cost of the land will vary, based on the permissible limits for industrial nuisances at the specific site area.

The building cost per square meter might vary depending on the construction material from EURO 700 to EURO 1,000 per sq. m, so a rough estimation on the cost of building could reach the amount of EURO 3.500.000.

¹³http://www.vipathe.gr/UserFiles/files/pricelist_gr.pdf

It needs to be noted that a buy-out of an existing industrial building might involve significantly less capital requirements and of course the lease option is always available.

A rough estimation of capital expenses for purchasing the production facilities is listed below. It needs to be noted though that the following estimates are provided for illustration purposes; the recommended Facilities Plan will refine facility costs and frame an operating budget.

Table 18 Equipment and costs

a/a	Description of equipment	Minimum Estimation of purchasing costs in EURO
1	Meat Processing Units	200,000
2	Bakery Line	100,000
3	Dry Pasta Line	50,000
4	Ice Cream Line	100,000
5	Cheese Production and maturation Line	500,000
6	Hot Filling Pasteurization Low Temperature Treatment	60,000
7	Fresh Salad Packed in Modified Atmosphere	80,000
8	Dry Fruits & Vegetables Line	150,000
9	Racks	200,000
10	Refrigerating Units (Freezer and Cooler)	180,000
11	Auxiliary equipment & infrastructure	400,000
12	Sensory Analysis Booths	20,000
13	Analytical Laboratory (Additional to existing AFS facilities)	70,000
14	Administrative Support Area (Additional to existing AFS facilities)	60,000

It should be noted here, that the amount of investment that will eventually be required will depend on strategic decisions regarding the direction one sees as most promising for a sector. For instance, long maturation cheeses require additional investment on controlled temperature and humidity space.

Concluding, all of the above, represent a considerable initial investment, not only in terms of machinery, but also in terms of facilities that are subject to strict regulations.

According to the above initial estimations, an investment of not less than EURO 5,000,000 to 6,500,000 is needed.

Having said that, the required capital expenses are worthwhile as the social impact of the food processing incubator is going to be substantially high; it could offer new entrepreneurs the opportunity to produce short runs and place their initial products in the market under guidance from experienced staff. Once they have finalized their product range and perfected their technique, they will be in a better position to take the risk of investment in fixed assets.

4.4 POTENTIAL REVENUE STREAMS

4.4.1 INTRODUCTION TO AVAILABLE INCUBATOR REVENUE STREAMS

According to Boyd (2006), one of the principles characterizing effective business incubation is that "the incubator itself is a dynamic model of a sustainable, efficient business operation" (p.12). The National Business Incubation Association defines financial self-sustainability as an incubator's ability to cover expenses with predictable, reliable sources of funding. According to Cammarata (2004) There are several reasons self-sustainability is so important for an incubation program. Firstly, structuring for self-sustainability can help an incubator that is still in development stage to make the right decisions for its future. Secondly, pursuing self-sustainability sets a good example for clients and thirdly achieving self-sustainability reduces an incubators vulnerability to changing attitudes of funders.

Boyd (2006) also stresses the fact that incubators should strive to find multiple funding sources. Jim Robbins, a principal at Business Cluster Development in Menlo Park, California and an incubator manager says that "It's like a portfolio theory in finance - you wouldn't put all of your investments into a single stock". He suggests that an incubator should have six to ten revenue streams. These may include rents and service fees collected from client companies, grants (government and/or private), income from contracts, cash operating subsidies or sponsorships and investment income in the form of equity from high-growth client companies (a slow-to- materialize source of funding). Therefore a key aspect of maintaining financial sustainability is avoiding over-reliance on a single funding source.

More specifically, a food incubator can have the following revenue streams:

Rents: Rents can provide a stable monthly income for the incubator. The rents can be collected for the rented office and production space and their height may depend on the incubator size, facilities, location, services and occupancy rates.

Services offering: The incubator can offer a variety of services to its customers, like product development, marketing services, product design, batch production, lab tests, business design, consulting, export assistance, networking, funding applications, legal support etc Each service can have a different cost attached to it.

Subsidies: Subsidies for the food incubator can come from European and national funding sources and programs (e.g. Horizon2020, ESPA, Investment law).

Grants and sponsorships: Grants and sponsorships can be given at local level from local authorities like the municipality, the regional authority and various local business associations, at national level from the government or the various ministries and agencies and at European level from the European Commission or the various General Secretariats and their corresponding funding programs.

Donations: Donations may be a considerable revenue source for the incubator. Donations can be given from individuals, and public or private organizations.

Banks: Banks may also offer wish to contribute through funding and low cost loans.

European research projects: Revenues can be generated from participation in European multi-partner research projects.

Investments: If the incubator has made investments in company shares, bonds or buildings outside the incubator's premises, these can generate revenues in the forms of rents or dividends.

Venture Capital: Various venture capitals may wish to fund or invest in the incubator.

According to LeHere (2004), like any other business, an incubator program often faces its rockiest financial times during its first 2 years of operation. Controlling operating costs and maximizing revenues in this period is critical. The authors stress the fact that most incubators have little trouble acquiring funding to buy, renovate or construct a building, but they face great difficulty finding working capital and covering operating expenses once the facility is ready to open. Until the incubator reaches a 85-90% percent lease up, private or public sector funding must be the source of operational funds. This is expected to take from 12 to 18 months. The experience shows that by month eighteen, if the facility is of sufficient size, it will generate the revenues to cover all operating expenses.

Regarding the size of the incubator, LeHere (2006) mention that according to their experience a 35.000 square foot facility will need to be subsidized forever, especially if the personnel's salaries are high, with the exception of high technology incubators with special services and facilities.

4.4.2 REVENUE STREAMS FOR AGRIBUSINESS INCUBATORS

Agribusiness incubators face similar challenges with all other types of business incubators in respect to balancing the need, to provide additional services against the constraints of limited funding (InfoDev, 2011).

However, it is important to mention that for food processing incubators face the highest challenge, because of the substantial investment needed in processing equipment, facilities and operating expenses.

Literature indicates that for food processing incubator, achieving operating break-even requires usually 5-8 years. Unibrain (2012), states that despite the simplicity of the cash flow concept of an agribusiness incubator model, its application may result in some difficulties, especially in the introductory stage, that income forecasting is hard and limited, whilst expenditures resulting from some activities are high.

Even at an intermediary stage though, foreseeing future cash income and expenditure amounts, is extremely hard, due to the uncertainties of the projected scenario and the involved business risks; at the operating stage of the incubator income flows from common activities and services to tenants.

Within this context, the Seth Ayers, World Bank Institute , recognize the following revenue models, linked to the provision of agro-food business incubation services:

1. Revenue from tenants and other clients.

Rent (40-60+percent) is the most common source of revenue in this model, but fees for the business support provided (business incubation fees) and for the use of facilities and other services can be just as important.

Hot-desking fees (renting a desk and computer connected to the Internet by the hour) can be important for broader incubation models.

This model is financially self-sufficient, given that the incubator relies on “free” buildings, has minimum economies of scale, and often has anchor tenants.

2. Revenue from sharing in clients' success

This model is based on small equity positions or royalty agreements on gross sales and brokerage fees on raising finance (for example an agreed percent of their sales as commission). This model can help ensure the incubator's sustainability while aligning both the incubator and client business to growth of the business and its revenue.

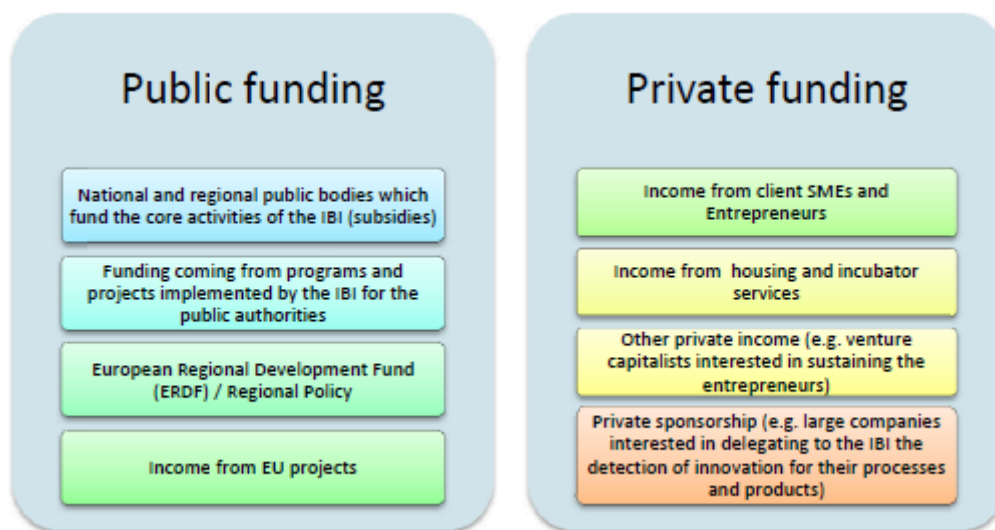
The model requires stakeholders to have a long-term vision, because it can take ten years to develop revenue streams that will sustain operations into the future.

The model also requires managerial sophistication, a well-developed business environment (to form and protect an investment), and functioning capital markets (if it relies on brokerage fees from finance raised).

3. Ongoing government or donor funding

A longterm commitment from government, a donor, and/or other organization finances the incubator. This model is potentially risky, because it has no additional revenue streams. If funding is discontinued, the incubator is likely to close.

The legal status and the nature of the incubator however, is seen as a critical factor that could influence substantially the incubator's revenue streams and sources of funding. The European Union (2010), discriminates between public and private funding and defines the main sources of funding as follows:



Source: Smart Guide for the European Innovation Based Incubator (2010)

Figure 16 Main sources of income of an IBI

According to the Smart Guide for the European Innovation Based Incubator (European Union, 2010), an incubator organized as a public body will receive mainly (if not only) public funds, while these may be strongly reduced if organized as a private body (which will have different income models according to the “profit or not-for-profit” statutory models). Not for profit Incubator, which is focused on social results is able to finance operations through grants and subsidies

Infodev (2011), based on the analysis of numerous incubators in different countries, concludes that most of the agribusiness incubators, operate as public-private partnerships (PPP), in order to accomplish more service delivery with less than optimal financing.

The World Bank group (2011), identifies two generic kinds of public-private partnerships for agribusiness incubators can be separated. These include incubators fortunate enough to have secured long-term financing (at least 5 years), ideally in the form of an endowment or equity infusion.

- **Capitalized incubator**

This kind of “capitalized incubator” typically enjoys a significant degree of decision- making autonomy, with respect both to strategy and tactics.

Consequently its strategies for agribusiness development can be wide ranging and may even include direct investments in new enterprises. It can also afford to take more risks, e.g. betting on more investments than it expects to succeed.

- **Budgeted incubator**

At the opposite pole are incubators whose financing is short-term, possibly tied to annual public sector budgets or to program-specific grants. Under these circumstances a “budgeted incubator’s” management typically surrenders a great deal of decision- making discretion to an outside funding authority or program grantor. In this case an incubator’s degree of freedom with regard to the support it can offer its incubatees may be limited to the basics: mentoring and offering of incubator facilities.

Typically, financial support or direct investment in incubatees is more constrained under these circumstances given the need of balancing against the financial needs of the short term

Unibrain (2012), an initiative of the Africa Commission convened by the Government of Denmark, claims that agribusiness incubators are businesses worthy of commercial, donor and social capital investment; funding is available but special efforts need to be put in the identification and engagement of appropriate funding sources, accompanied by a full justification of incentives to invest in the incubator.

Although the establishment of a food processing incubator to support youth employment and entrepreneurship in Greece encompasses a profound social impact, a study from the SIDA group, a private consultancy specializing in business development, on existing knowledge about the incubators, suggests that public sector development support needs to be integrated with other types of support, address clusters of factors and take linkages between them into account.

UniBRAIN incubators' business models address a cluster of factors that could be a consistent source of public funding:

- Gender balance in beneficiaries
- Fostering innovation and competitiveness along whole agricultural value chains to create sustainable growth, jobs for youths and reduce poverty
- The depth, quality and contextual appropriateness of proposed changes in curricula and in teaching and learning methods
- Fostering collaboration between local institutions and institutions in other regions and countries
- Having sound governance of the institutions and programs

For the establishment of an agro-food incubator aiming in the country's prosperity and growth, several Development Partners, could be identified for supporting start-ups and SME's and further evaluated, such as:

- **National Development Agencies**, such as:
CIDA: Canadian International Development Agency
DANIDA: Danish International Development Agency

NORAD: Norwegian Agency for Development Cooperation

USAID: United States Agency for International

Development DFID: Department for International

Development

- **International Development Agencies**, such as: World Bank: World Bank

World Bank : InfoDev's Agribusiness Innovation

Program World Bank : IFC

United Nations : FAO Food and Agricultural Organization

- **International Institutions for Agribusiness Development**, such as CTA : Technical Centre for Agriculture and Rural Cooperation

GFAR : Global Forum on Agricultural Research

Furthermore, a clear evidence exists Private Equity firms and Investment Funds are leveraging the agro food industry, to help agribusinesses attain scale, strengthen banking relationships, and improve capital buffers, making more sustainable enterprises. For Limited Partners (LPs) that back PE funds, agribusiness can offer long-term financial and diversification value (CREDIT SUISSE GROUP AG, 2015)

It worth's mentioning that only over the past year 2014, 26 new private food and agriculture funding sources started operations (Appendix I).

The Emerging Markets Private Equity Association (EMPEA), on their analysis and statistics, recognizes growing expectations placed on modern agribusiness which provide a special opportunity for private equity (PE). PE firms can bring stable and patient growth capital to agribusinesses that may struggle to access finance given the uneven nature of their cash flows and the general unavailability of bank lending in many markets. With respect to investment, 153 PE firms (including generalist funds) have executed 283 agribusiness transactions in emerging markets since 2008, with aggregate annual investment figures ranging between US\$643 million and US\$2.6 billion, which however increased substantially in 2014, as per below:

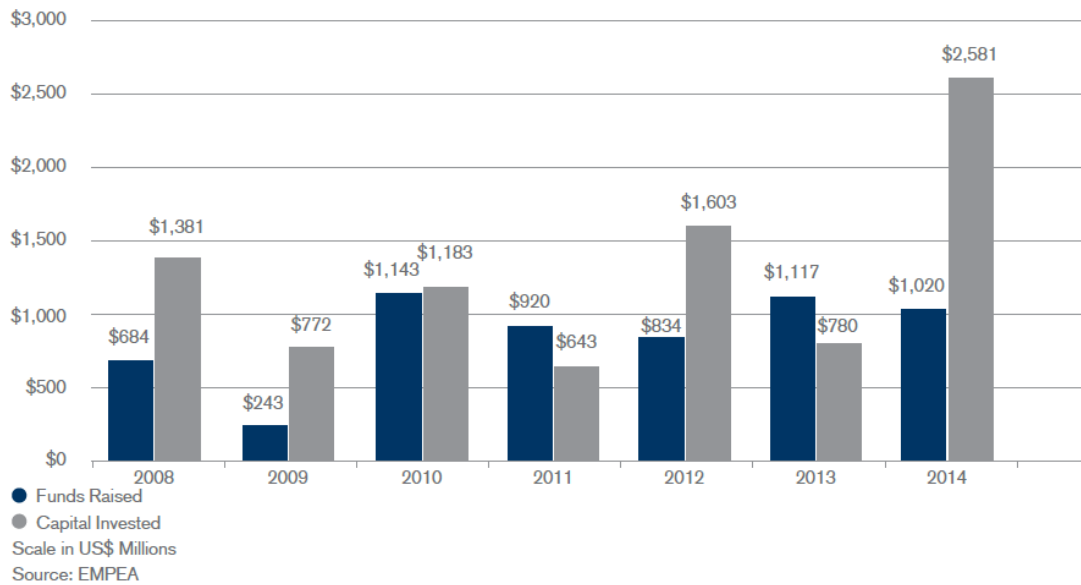


Figure 17 Agribusiness PE Fundraising and Investment, 2008-2014(US\$m)

It is important to mention that out of the 193 deals for which EMPEA has transaction values, the vast majority have been investments of less than US\$50 million, and this has been consistent until 2014, as per below:

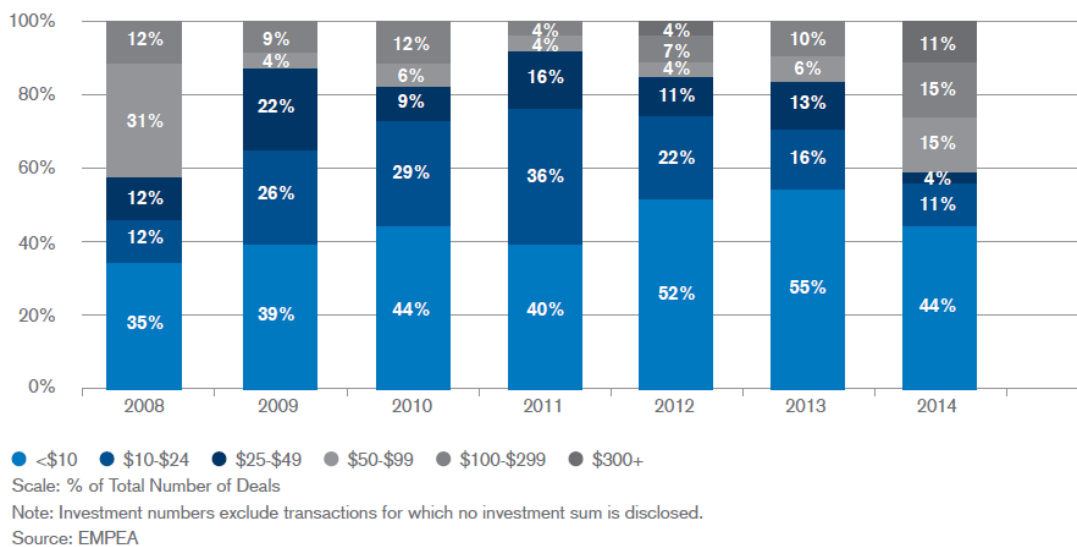


Figure 18 Agribusiness Private Equity Investment in Agribusiness, bysize

It needs to be clarified that agribusiness is more than farming; it includes the manufacture and distribution of farm equipment and supplies, and the processing, storage and distribution of food products.

Although, the intersecting risks and opportunities in agribusiness investing are not unique to one place and they are relevant in all geographies. However, in the last years, the focus of PE, is mainly focused in emerging market economies mainly due to their fast-growing populations, increasing caloric intake, and shifting consumer preferences, whilst multiregion projects represent only a small share of the overall funding, as can be seen in the following figure:

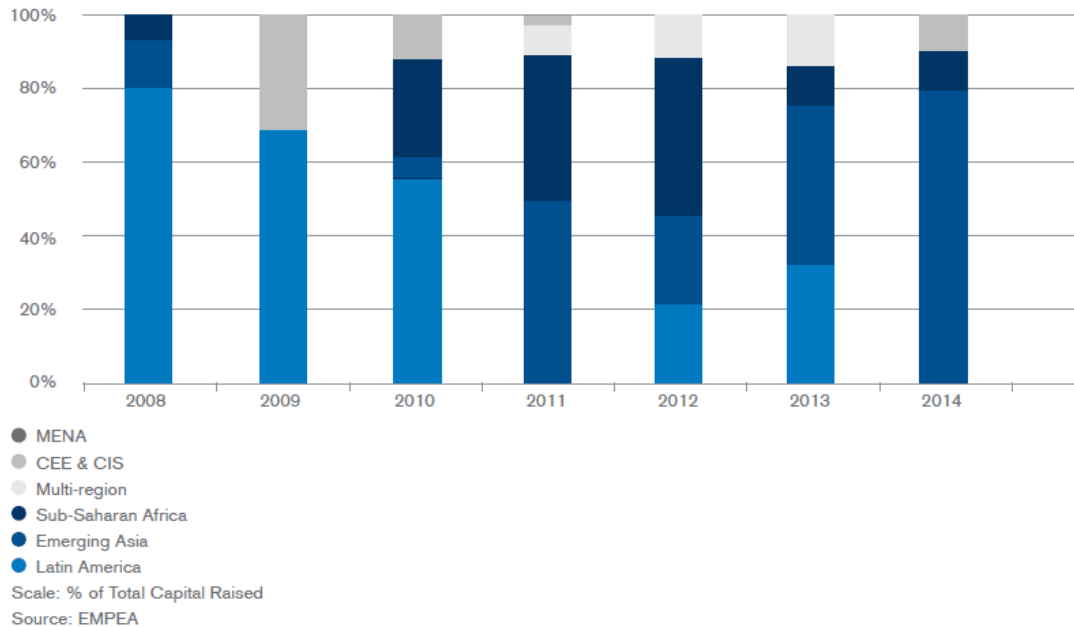


Figure 19 Agribusiness PE Fundraising by Geographic Focus, 2008-2014

Concluding, studies show that private equity may be expected to play an ever greater role in financing the expansion of agribusiness. Although PE fundraising focused from Latin America to Emerging Asia, in recent years, the majority of funds is seeking greater exposure in nearly every market, because of the unprecedented demand for overall food production which is expected to increase by 70% (United Nations, 2013).

4.4.3 LESSONS FROM THE GREEK EXPERIENCE

During the previous years, a number of STI Parks started their operation in Greece. The analysis of those Parks in Greece, has shown that there were many barriers in their operation, although, on the other hand, there were many drivers that could propel their operation and sustainability (European Commission, 2015). All of the parks are located near a research institute or a university and they are characterized by their small size, in comparison with the average European STI Parks.

All of these organizations needed revenue in order to be sustainable even if they do not show profits. These revenue depend on their capability to attract, retain and nurture / support new companies. However, the latter have also serious problems in finding the financial sources required by them to be sustainable and viable.¹⁴

According to data provided by the Parks and Incubators, the rent and service monthly rates paid by tenant companies to them are as follows:

Table 19 Incubators information on development and Finance

Science and Technology Park/Incubator	Rent and Service Monthly Rate
Technology and Science Park of Attica "Lefkippos"	Old Building: € 12,0/m ² New Building: Ground Floor: € 14,5/m ² First Floor: € 15,5/m ²
Science Park of Patras	€ 7,0-9,0/m ²
Science and Technology Park of Crete	€ 10,0-14,0/m ²
Cultural and Technology Park of Lavrion	€ 7,0-9,0/m ²

¹⁴ IOANNIS L. SOUFLIS, IDENTIFICATION OF OBSTACLES IN DEVELOPING MICRO INNOVATION ECO-SYSTEM IN GREECE, EUROPEAN COMMISSION, 2015

Technology and Science Park of Epirus	€ 9,0/m ²
Technopolis Incubator	€ 8,6/m ²
THERMI Incubator	€ 7,0/m ²
i4G Incubator	-
Technology Park of Thessaloniki	Change of rates due to change of policy, new rates will soon be established

Source : Field Research, Souflis, 2015

The creation of the parks and incubators was possible by the use of public sector money, even in the case of the private sector incubators (either using government money or exploiting Programmes financially supported by European Commission).

However, in general all of the parks and incubators are in the same position in terms of financial situation, however, and they identify a need for taking appropriate measures that will enhance their sustainability.

As a result, most of the parks and their incubators, anticipate the possibility for utilization of the public funds of the new programming period covering the next five years, in order to retain the sustainability of their operations.

The empirical research (Souflis, 2015) on STI Parks supported by the DG Employment, Social Affairs and Inclusion, identifies the importance (Rank of the Importance of each Organization as follows: A for Very Important, B for Moderately Important, C for Marginally Important, D for Not Important, E for Not Applicable) of the Greek organizations in financing the development of their incubator, as follows:

Table 20 Incubators information on development and Finance

How important have the following organizations been in financing the development of the Incubator	Technopolis	i4G	Thermi
Local government	E	E	C
National government	A	A	A
Regional economic development organization	E	E	C
Banks	B	E	A
The University or Research Organization	E	E	C
European Commission	E	A	C
National Strategic Reference Framework (NSRF)	A	A	A
Private Organizations	A	A	A

Source : Field Research, Souflis, 2015

The sources that most closely represent the constituent components of the sources of finance used by the incubator for providing knowledge-based SMEs and start-up companies with professional business support over the period 2000 - 2013, are :

Table 21 Incubators information on sources of finance for support services

	Technopolis	i4G	Thermi
EU (%)	0	0	37
Public Sector (%)	34	50	-
Private Sector (%)	66	50	63

	Technopolis	i4G	Thermi
Total cost of the revenue support in the period 2000 - 2013 (EURO)	1,714,000	670,063	2,700,000
Total cost of the revenue support in the period 2000 - 2013 (EURO)	1,714,000	64,018	1,800,000

Source : Field Research, Souflis, 2015

The sources that most closely represent the constituent components of the sources of finance used by the Incubator for new construction or the major refurbishment or fit out of buildings over the period 2000 - 2013, are presented below :

Table 22 Incubators information on sources of finance for buildings

	Technopolis	i4G	Thermi
EU (%)	0	0	0
Public Sector (%)	33	50	50 (3 ^o NSRF)
Private Sector (%)	67	50	50
Total cost of the buildings support in the period 2000 - 2013 (EURO)	1,562,000	920,311	600,000
Total cost of the buildings support in the period 2000 - 2013 (EURO)	1,562,000	38,250	450,000

Source : Field Research, Souflis, 2015

4.4.4 REVENUE STREAMS FOR THE FOOD PROCESSING INCUBATOR

Revenue streams for the food processing incubator are only estimates, based on so far announcements and strategies of the relevant bodies.

As discussed before, decision upon the type of legal entity, purpose and participating partner, might substantially influence the flow of public funding.

Furthermore, projections on the flow of funding from European Structural and Investment Funds or the Greek Investment Law cannot be foreseen, as for the moment there no official calls for proposals; invitations and calls are expected to be announced in the period from 2016 to 2020.

It is worthwhile mentioning that given the high investment costs, for the food processing incubator to succeed its mission, a budgeted incubator type needs to be pursued, in order to achieve its mission and sustainability objectives.

Public Funding Streams, may include:

- **Initial Funding**

Initial funding could come from Share Capital from the founding partners, donations, grants, Corporate Social Responsibility actions on behalf of large organization, local administration, stakeholders and the state which could provide the incubator with financial sources or any kind of input, considering the social impact of the incubator venture and its potential contribution to entrepreneurship and employment.

- **European Structural and Investment Funds (ESIF)**

With a budget of €454 billion for 2014-20, the European structural and investment funds (ESIFs) are the European Union's main investment policy tool.

The Commission fully supports the need to establish business incubators as a priority instrument of the European Structural and Investment Funds (ESIF), as reflected in the regulatory framework for the new 2014-2020 programming period. Incubators, are expected to foster indigenous economic development of a region and to respond to the needs and potentials identified by its economic or innovation strategy. Member States are encouraged to open business incubators with a well-defined strategy to ensure

benefits for the local business community. The most effective incubators developed within Europe have formed part of broader political strategy to include university research activities, research institutes, and private industry within specific region. To this extent, the most successful incubation models are founded upon regional strengths and private-public partnership. Clearly, the European Commission expects business incubators to be integrated in the regional development strategy and to conform to the smart specialization strategies of the regions. Further, the Commission encourages the establishment of networks and links to other incubators, cross-border within the EU and beyond, to foster knowledge exchange.

- **National Strategic Reference Framework (NSRF)**

Programs approved by the National Strategic Reference Framework for the period 2014-2020, are approved and allocated according to their objectives, as per the table below:

Total ESIF allocations 2014-2020* (million €, current prices)

Cohesion Fund	Less Developed Regions	Transition Regions	More Developed Regions	Outermost and northern sparsely populated regions	European Territorial Cooperation		Youth Employment Initiative (additional allocation)	Rural Development	EMFF	Total
					Cross-Border Cooperation	Transnational Cooperation				
3.250,2	7.034,2	2.306,1	2.528,2	-	185,3	46,4	171,5	4.196,0	388,8	20.106,6

The main sectors the funds will be distributed to manufacturing, tourism, energy and the agricultural/food industry.

- **Smart Specialization Strategy**

The Smart Specialization Platform is supporting regions and Member States to fine-tune their specialization priorities, improve administrative capacities to support innovators and their trans-national cooperation. Specific smart specialization support is

given to lagging regions. Regions can be associated with particular kinds of new ventures as a result of specific regional competences, or resources, known as 'thematic concentration'. Incubators are accepted to play an important role in regional development and are already adopted in the 'Smart specialisation strategy' of quite a few Greek regions, based on their concentration on the agro-food sector.

- **Multi country European Research projects**

The EU provides a framework for the implementation of joint actions and policy exchanges between national, regional and local actors from different Member States. The overarching objective of European Territorial Cooperation (ETC) is to promote a harmonious economic, social and territorial development of the Union as a whole.

In accordance with the new design of the European Cohesion Policy 2014-2020 and the targets set out in Europe a budget of EUR 10.1 billion is going to be invested in cooperation programs between regions and territorial, social and economic partners.

Collaborations with local and international agrofood industries, entrepreneurship organizations and universities on subjects related to sectorial applied research, are also included.

- **Grants**

The Commission makes direct financial contributions in the form of grants in support of projects or organizations which further the interests of the EU or contribute to the implementation of an EU programme or policy. Interested parties can apply by responding to calls for proposals.

- **Food processing clusters**

Several EU Cluster Initiatives for the period 2014-2020 facilitate projects for the establishment of new value chains.

- **New Investment Law in Greece**

The new investment law in Greece is expected to be introduced in 2016, according to the announcement of Mr Stathakis, Minister of Finance, Development and Tourism (as of December, 17th) aiming in the attraction of investments especially in the development of the agro-food value chains, extroversity and information technology.

For the moment there is not a clear framework for the incentives; in the past various incentives were applied to attract potential investors, such as:

a. Tax relief—Tax relief comprising exemption from payment of income tax on pre-tax profits which result, according to tax law, from any and all of the enterprise's activities.

b. Subsidy—Gratis payment by the State of a sum of money to cover part of the subsidised expenditure of the investment.

c. Leasing subsidy—Includes payment by the State of a portion of the installments paid under a leasing agreement executed to acquire new machinery and / or other equipment

d. Soft loans by ETEAN (National Fund for Entrepreneurship and Development). The amount to be covered by a bank loan may be funded by soft loans from credit institutions that cooperate with ETEAN enterprises.

Partnerships and networking configurations or clusters in the Region of Attica and the Thessaloniki Prefecture in cooperation with enterprises in other prefectures, operating in the form of a consortium, was one of the priorities of the previous law which is expected to continue in the future, together with the development of new funding instruments, to support investments.

- **In kind contribution**

Evidence from agro-food incubators in emerging markets identify efforts to rent a building at a purely symbolic rate. A free charge building handed to the incubator for a defined period of time; a lot of abundant/inactive processing sites and sometimes equipped buildings are available as a result of the severe economic crisis. The Greek Government recently announced its intention to lease such buildings aiming in the rejuvenation of the manufacturing sector in Greece.

Equipment and furnishings offered for free, could be another available option.

Private funding derived from operational revenues, may include:

- **Resident Payments**

Revenues from the fees paid by start-up tenants for the business support they receive and the use of the food processing facilities approved by EFET/FDA; a shared-use of food processing lines with young entrepreneurs designing, producing and packaging

their own products under the guidance of experienced staff, for a selected array of products, storage space, technical laboratories and office/laboratory space.

- **Commercial Tenants Payments**

Evidence from other food processing incubators around the world show that a significant amount of revenue comes from commercial tenants that fulfill some of the entrance criteria in the incubator but not so strict as the for the incubates; they could also benefit from the structured business support of the food processing incubator but they will not be incubated. This could include a minimal space and rental package/processing hours for companies looking for a base or space for the first time to test their capacities and market potential before proceeding with a longer commitment; newly established entrepreneurs that were recipients of the pre- incubation services of AFS are just an example of such commercial tenants.

Alternatively, they could be small family firms that are food processors and will be looking for additional products to include in their product line and supply probably directly to food retailers.

- **Seasonal Tenants Payments**

Substantial evidence exists that some businesses or farmers are going to be seasonal and will need space only for a period of time during the year; at the harvest time, or for fruit and vegetable processing especially in their maturity stage. They will be charged on a per-batch or per service, basis. Storage and logistics services could be charged on a weekly and per-transaction basis respectively.

- **Anchor Residents**

Incubators which are aimed at start-up companies, however, should not exclude older companies with a strong market position, so-called Anchor Residents. The lease of 20%-30% of the Incubator area to those entities which are reliable payers will support financial stability and an increase in the incubator's prestige. The contact with a

company with stable market position will be an opportunity for cooperation for start-up companies, too. (USAID, 2012)

- **Consultancy services and mentoring**

Service on consultancy to entrepreneurs and mentoring services to tenants and/or professionals who intend to create a sustainable startup operation in the agrofood processing sector, through a supporting team, comprising of experienced qualified experts who work in the industry of the agrofood sector and other services; labelling, food industry regulations, expiry dates, packaging, recipes adapted for market needs, training, as discussed in the relevant sector of this study and the other sectoral studies of this project.

- **Networking services**

The food processing incubator needs to provide to start-up tenants access to the market contributing in the development of networks with food buyers, retailers, and importers in Greece and of course abroad; organizing networking and matchmaking events could offer substantial opportunities for participation for other food processing firms, too. They will be charged on a per-event or per service, basis. Revenue from sharing in clients' success in international markets could be applied in this case, as a model.

This could provide opportunities for co-location of small firms to exploit the networking services provided, under a single brand.

- **Soft Landing Schemes**

Revenues from the development of soft landing schemes to support start-up tenants and other Greek processed food firms to export and gain shares in the international markets. A common strategy to target high-income countries (such as US, the euro area, UK, Japan), with branded products in packaged forms needs to be developed; the Rutgers University contribution for the US market matched with FDA approved

food processing facilities, could provide substantial benefits in the success of such schemes.

A standard fee, accompanied with revenue from sharing in clients' success in international markets could be applied in this case, too.

- **R&D Commercialization Projects**

Evidence from successful agro-food incubators relates the revenues with the commercialization of new technology and the provision of shared equipment for processing specific food products; it actually involves the exploitation of a substantial pool of R&D projects available to commercialize.

Concluding, most business incubation environments for agro-food, need to combine revenue from tenants and other clients, complemented by public support; sector-specific incubators are viable only in middle income and larger economies but they will not be viable in many developing countries without a substantial subsidy (InfoDev, 2010)

According to Boyd (2006), one of the principles characterizing effective business incubation is that "the incubator itself is a dynamic model of a sustainable, efficient business operation" (p.12). The National Business Incubation Association defines financial self-sustainability as an incubator's ability to cover expenses with predictable, reliable sources of funding.

4.5 ORGANIZATIONAL STRUCTURE

The European BIC Network clarifies that “Business and Innovation Centres are managed professionally and autonomously, have a dedicated team of at least three full time staff - appropriately qualified, experienced and involved in the core activity of the business support as e.g. business advisors – of which one must be the manager/CEO with overall responsibility for the BIC.” (BIC Quality Mark Criteria, 2009).

Although an incubator is a separate legal and functional entity, it is not to be considered as an end in itself, but a tool for development; the partners that support the incubator are looking to create value from their resources; and industries wishing to increase their competitiveness through networking (EIB, 2010).

The experience from different countries proves that strong governance plays an important role in the sustainability of the incubator; it needs to build on an association of all stakeholders and meet their expectations; a set of rules need to be developed in order to guarantee efficiency and clarity of operations.

IFC (2011), identifies the need for good governance, because it consider it as an important aspect of the incubator brand identification; being responsible to an independent board of directors is the key. Members of the board need to be representative of all stakeholders, knowledgeable of agribusiness and decisive, whilst at the same time, independent of the incubator’s management.

According to EIB (2010) such an association as the incubator, must be given clear coordination tasks; an agreement between the association and coordination bodies is needed, to promote the development of mutual trust, and a link between all partners to manage the launch phase together and implement the various aspects of the project (prospecting of companies, the developer, the planning contractor, development of installations and facilities, coordination, promotion, etc.).

A sound board of directors constituted by the stakeholders should be set up, to include the founding partners, the stakeholder representatives, local administration or policy makers.

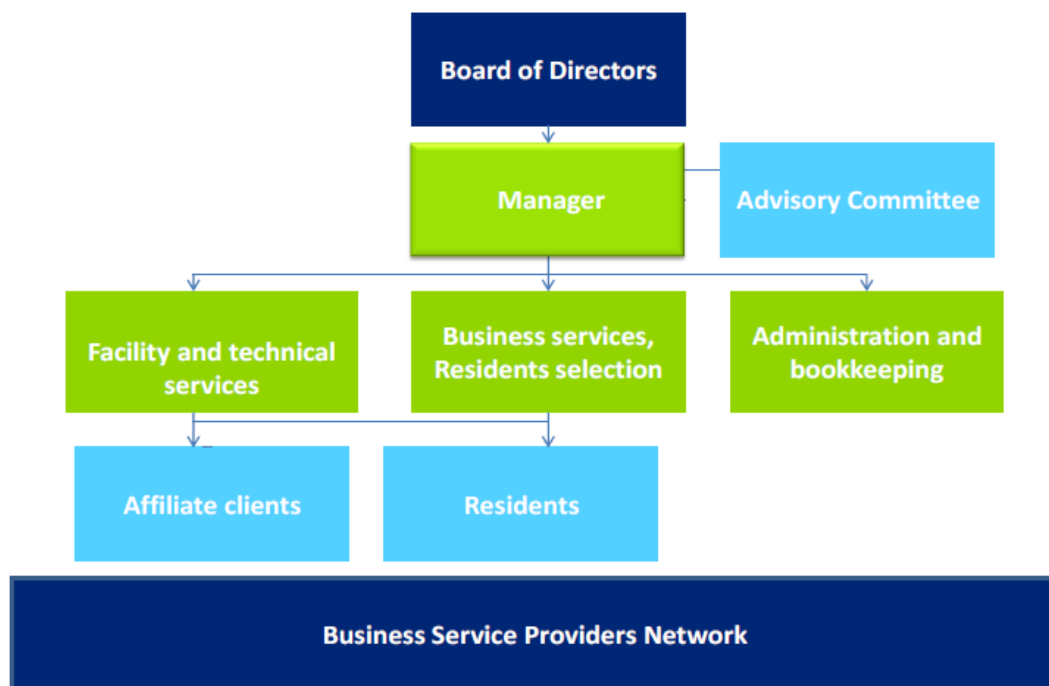
According to the Seth Ayers, World Bank Institute, the board of directors provides strategic guidance to management and helps build complementary relationships in the

communities that the incubator operates. The board is composed of representatives from the management of the incubator (often the incubator manager) and from external partners, including those that provided the financial and material resources to establish the incubator (Medeiros et al. 1992).

The Smart Guide to incubation (European Policy, 2010) identifies the Board of Directors to be the actual body that will decide upon the strategic goals of the incubator and will nominate the CEO; therefore the members of the Board should be representatives of the local systems, ensuring that coordination takes place and that the director's decisions are compliant not only with the mandate of the incubator, but also with the overall scopes of the regional systems as whole.

InfoDev (2010), insists on a board of directors which is independent of the management, knowledgeable and mature.

A proposed incubator governance structure is illustrated below:



Source : USAID, Business Incubator Model

Figure 20 Governance Structure of the Business Incubator

The need for a dynamic leader, for a fully autonomous position of the director, with full control over the available resources is stressed, in literature.

Ideally someone who has working experience in the private sector within the region, who therefore knows how the entrepreneurial community is embedded in the overall system, has an extensive knowledge of the needs expressed by the community and has a vision on how the incubator domain can support the strengthening of the SMEs in the region.

Food experience is desirable matched with international exposure to global trade and exporting, in order to facilitate international networking with food buyers.

The selection procedure for the Incubator Director, is modelled below:



Source : USAID, 2010

Figure 21 Selection Process for the incubator Manager

The EUROPEAN COURT OF AUDITORS (2014), stresses the need for qualified staff in terms of specific skills and expertise which would allow them to assist hosted companies more effectively and develop a culture of intensive cooperation between incubators and clients. Ongoing staff training is considered a critical issue to ensure high quality provision of services.

A model that illustrates a proposed structure for the incubator human resources, follows below:



Source : European Union, 2010

Figure 22 Proposed structure for the incubator human resources

According to EU Smart Guide to incubation (2014) the choice of what functions to internalize depends on the positioning of the incubator within the regional systems.

The staff needs to be internalized to manage the core activities of the incubator, leaving to external experts, or to other organizations the service segments that are not the core services of the incubator, or require specialized knowledge.

According to the infoDev's Incubator Toolkit, for a typical incubator of 20 or more tenants, some of whom may not physically located in the incubator but receive technical assistance and other services, at a minimum, staffing should include a manager with business experience who has been trained in incubator operation, possibly an administrative assistant, secretary/receptionist, and at least one business counselor who provides technical services directly to tenants. Maintenance staff for the production facilities staff is probably also required, but numbers will vary by location.

Concluding, incubation design basics, includes leadership with a business mindset and excellent agricultural market knowledge (preferably with agribusiness experience), a lean staff complemented by strong partnerships, an institutional framework that provides sufficient flexibility allowing for learning by doing, strong capital structure, and dense networks, including effective linkages with sector leaders (InfoDev, 2010).

4.6 IMPACT/PERFORMANCE MEASUREMENTS

The development of measurements for monitoring the performance and the impact of the incubator depends on the scope of the monitoring process.

Literature defines business incubation impact as follows:

- (1) job creation as effective tools for creating self-employment (Allen and Levine, 1986; Mian, 1997; Thierstein and Wilhelm, 2001; Roper, 1999; Al-Mubarak, 2008).
- (2) Fostering a regional entrepreneurial climate for flexibility and adaptability (Allen and Rahman, 1985; Smilor and Gill, 1986; Allen and McCluskey, 1990; Mian, 1996).
- (3) Business creation and retention through developing international networks of small and medium-sized companies (Campbell, 1989; Petree, 1997).

The European Union (2010) in its Smart Guide for Innovation Based Incubators, proposes key Performance Indicators which are quantifiable, agreed beforehand, and reflect the goals of the organization:

Performance Indicators

- Number of Business Plans produced
- Number of Start-up
- Number of Jobs created in start-ups / SMEs
- Number of jobs created within tenants hosted in the incubators
- Enterprise survival rate after three years from their creation
- Number of Patents granted
- Number of SMEs supported
- Number of spin-offs (academic/research/industrial)

The European Community initiated in 2002, a self-assessment protocol for business incubators, which combined set of both process and performance indicators.

The performance of business incubators is to be judged primarily in terms of the results achieved, i.e. the impact they have on businesses, wider economic development and other priorities. The need to judge incubator performance in terms of

the long-term impacts achieved rather than short-term measures such as occupancy rates or failure rates. (European Commission, 2002)

The European Commission (2014), in its capacity as owner of the EC-BIC trademark and member of the BIC Quality Mark Committee (BQMC) trademark scheme provide an accreditation process to check incubator compliance with the specific criteria with a view to obtaining the EC-BIC trademark (EBN Quality System). The assessment criteria are included in the Appendix.

A special report on the evaluation of ERDF support in the 2007-2013 period on the development of business incubator prepared by the EUROPEAN COURT OF AUDITORS (2014), considers the lack of a monitoring system in a number of business incubators; it stresses the need to develop a system which should collect and record statistics and other relevant information about the activity of the incubator and its clients. The 2007-2013 period, is evaluated to support the construction of business incubators and provision of basic "soft services" and hence measurements included:

- a) The number of business plans created with incubator support;
- b) The number of start-ups incubated;
- c) The number of jobs created.

For the new period 2014-2020, the goal of gathering this information is to assess whether resources were invested effectively and efficiently, and whether they contributed towards achieving strategic objectives. These objectives can only be achieved when business data is obtained from the incubator's management system as well as from incubated companies in the form of standardized financial and activity indicators (European Union, 2014)

In Greece, the initial framework for the comparative analysis of the parks and the incubators supported by ERDF in the previous programming periods was financed by the European Task Force and included the following criteria:

Table 23 Incubator Performance and Impact Indicators

CRITERIA	INPUTS AND PROCESSES	OUTCOMES
Efficiency	<p><u>Start-up time</u> - length of time required to establish incubator</p> <p><u>Investment cost</u> - total investment/m² of space</p> <p><u>Operating cost</u> - operating costs/number of personnel</p> <p><u>Financial leverage</u> - ratio of public to private sector funding</p> <p><u>Income generation</u> - proportion of income from client charges</p>	<p><u>Cost of units</u> - total investment/m² of space</p> <p><u>Cost per start-up</u> - total investment/number of start ups</p> <p><u>Cost per graduate</u> - total investment/number of graduates</p> <p><u>Cost per (gross/net) job</u> - total investment/ jobs in tenant and recent graduate firms</p>
Utility	<p><u>Occupancy rate</u> - percentage of space let to companies</p> <p><u>Service utilization rate</u> - percentage of companies using support services</p> <p><u>Response rate to client surveys</u> - percentage of tenants responding to client satisfaction surveys</p>	<p><u>Companies turnover</u> - number of firms entering/leaving incubator/park, average time in incubator/park</p> <p><u>Client satisfaction</u> - percentage of firms indicating that the offered services meet their needs, contribution of incubator/park to firms' development (additionality)</p>
Effectiveness	<p><u>Start up rate</u> - number/percentage of admissions leading to start-ups</p> <p><u>Start up time</u> - length of time required to start up new businesses</p> <p><u>Survival rate</u> - number / percentage</p>	<p><u>Wealth creation</u> - Average turnover of tenant firms and average annual growth rates, value added of business activities</p>

CRITERIA	INPUTS AND PROCESSES	OUTCOMES
	of start-ups still trading after 3 years	<u>Job creation</u> - number (and type) of jobs per tenant firm and annual growth rates, proportion of jobs filled by local people, job quality
Sustainability	<u>Financial breakeven</u> - income less operating costs <u>Market rates</u> - level of discount/premium for incubator space/services compared with local market rates	<u>Graduation rate</u> - percentage of tenants leaving incubator each year <u>Growth sectors</u> - proportion of graduates in growth sectors <u>Retention rate</u> - percentage of graduate companies remaining in local area

Source : Souflis, 2015

Some of the findings on the performance of the Greek incubators on operating indicators, are illustrated below:

Table 24 Incubator Operating Indicators

Category of Information	Technopoli	i4G	Thermi
Land Area (m ²)	100,000	4,000	6,000
Floor Area of Completed Buildings (m ²)	1,300	1,780	4,500
No of Organizations on Site	16	18	25
No of Start-Ups on Site	13	8	5
No of Non Company Tenant Organizations (research institutes, public organizations, etc)	2	0	0
Incubator Employees	3	4	7
Start Ups Employees (Total	27	22	10

Category of Information	Technopoli	i4G	Thermi
(No)			
Total Tenant Organizations Employees (Total No)	35	88	100
Current Occupancy Rate of Floor Space (%)	100	100	85
Lowest Level of Occupancy during 2010-2013 (%)	-	80	65
Average Start Ups Employment (persons)	3	2	2
Median Start Ups Employment (persons)	-	-	2
Average Turnover of Start Ups in Last Three Years (EUR)	-	20,000	50,000
Median Turnover of Start Ups in Last Three Years (EUR)	-	-	45,000
Average Profit of Start Ups in Last Three Years (EUR)	-	Losses	15,000
Median Profit of Start Ups in Last Three Years (EUR)	-	-	12,000
Average Time of Presence of Start Ups in the Incubator (years)	2.7	3-5	3.5
Median Time of Presence of Start Ups in the Incubator (years)	-	-	3
Min. Time of Presence of Start Ups in the Incubator (years)	1.2	-	1
Max. Time of Presence of Start Ups in the Incubator (years)	5.2	-	8

Category of Information	Technopoli	i4G	Thermi
No of Start Up Companies Graduated Since the Beginning of the Incubator Operation	26	40	30
Fate of Graduated Companies	12 companies continue their operations (Success rate: 46.15%)	11 companies continue their operations (Success rate: 27.50%)	20 companies continue their operations successfully (1 company was listed in the Alternative Market of the Athens Stock Exchange) / 2 companies were bought by Greek strategic investor / 1 company failed / Not aware of the fate of 7 companies since they have been graduated (Success rate: at least 73.33%)
No of Patents so far	1	1	12
No of Innovative Products so far	5	22	12
No of Innovative Services so far	4	38	13

Source : Field Research, Souflis, 2015

Some of the findings on the performance of the Greek incubators on impact indicators to the local economy during the 2007-2013 period, are illustrated below:

Table 25 Incubator Impact Indicators

	Technopolis	i4G	Thermi
a. Employment creation	2	3	-
b. High quality employment creation:	-	1	5
c. Technology transfer from knowledge base (university etc.) to businesses	5	-	-
d. Diversification of the industrial base of the local economy	-	-	-
e. Inward investment of technology companies	-	-	-
f. Creation of new technology businesses	1	2	1
g. Being a highly visible centre for technology and innovation in the local area	3	-	2
h. Having specialized property and facilities for technology businesses		5	3
i. An excellent working environment that attracts and holds high quality technical staff	4	-	4

Source : Field Research, Souflis, 2015

Overall, the measurements that were not included in the previous assessment period and are considered critical for the new programming period 2014-2020, are defined by the European Commission in response to the evaluations by the EUROPEAN COURT OF AUDITORS (2014), as follows:

- **Staff qualifications**

Suitability of the incubator staff in terms of specific skills and expertise which would allow them to assist hosted companies more effectively and develop a culture of intensive cooperation between incubators and clients.

- **Incubation services**

The scope and relevance of the incubation services which would be offered

- **Financial sustainability**

Incubators need to be required to provide detailed information about the scope of business support and its expected costs or results; also they are expected to be required to provide information about their strategies for covering any shortfall in

operating expenditure and guaranteeing the continued provision of incubation services.

- **Project impact**

The assessment procedure needs to evaluate expected benefits for the regional economy; standardized assessment criteria are expected to assess the efficiency of planned projects in terms of the cost per job created or per new SME.

- **Small size of the incubators**

The assessment procedure needs to focus on the size of the incubators which are small in size and they are limiting their sustainability

As a result, the EU recognizes the need to establish business incubators on the basis of detailed and realistic business plans, which should be integrated in the overall regional development strategy aiming to enforce smart specialization strategies (European Commission, 2014).

Under the 2014-2020 legal framework business incubators are considered more of an enabler, than a driver of growth. Business incubators cannot generate economic growth by themselves; they need to be combined with other external factors, which requires in-depth evaluation. (European Commission, 2014)

Within this context, the Commission encourages incubators to open their services to non-resident companies with a well-defined strategy to ensure benefits for the local business community; establish networking and links to other incubators to foster knowledge exchange and to encourage co-incubation, notably cross-border within the EU and beyond.

The Enterprise Europe Network (EEN) shall play a role in connecting regional SME support services (including incubators) to good practice at European level. Enterprise Europe Network partners in the current network are also required to cooperate with other European networks and to put in place actions such as joint promotion and signposting. (European Commission, 2014).

The new regulatory framework for 2014-2020 nevertheless ensures from the start that, through the content of the adopted programs and the intervention logic including objectives' result indicators and outputs encapsulated in priority axes, the selection of projects will be done by Member States. Countries and regions have to decide upfront what objectives they intend to achieve with the available resources and identify precisely how they will measure progress towards those goals for each priority axis.

In Greece, this framework is under development and the regional objectives although defined they are subject to public consultation through local and regional communities' participation to ensure a bottom up procedure for the forthcoming implementation period. However, it needs to be mentioned that the establishment of agro-food incubators is included in the regional objectives of quite a few Greek regions, especially in the Northern part of Greece.

The above discussed measurements could be adopted and used for any of business incubator and they are not specific for food processing incubators.

Based on the literature review and the case studies conducted by Infodev, World Bank, IFC (2011) it is concluded that the success of agribusiness incubators in creating sustainable and competitive enterprises relies upon the ability of the business incubator to effectively:

- 1) Help the entrepreneurs manage the risks associated with an agribusiness enterprise through a combination through a combination of technology, institutional, and networking strategies;
- 2) Understand the value chain affecting the success of the enterprise and assisting the enterprise with positioning itself in the value chain by linking farmers and enterprises to meet the demand of consumers for stable, quality, and affordable products;
- 3) Identifying and demonstrating innovative business propositions so as to catalyze broader sectoral take-up;
- 4) Adapting the focus and business model of the incubator, and strategically scaling it up in response to market opportunities and market failures;
- 5) Pro-active business orientation actively identifying market opportunities; and

6) Incubation design basics, including: leadership with a business mindset and excellent agricultural market knowledge (preferably with agribusiness experience), a lean staff complemented by strong partnerships, an institutional framework that provides sufficient flexibility allowing for learning by doing, strong capital structure, and dense networks—including effective linkages with sector leaders.

InfoDev, on its trainer manual on Advanced Incubator Management, clearly sets a direct role of agribusiness incubators is to promote the development of client SMEs operating in the sector as linked commercial activities, job creation, market development and value-chain equality, together with the development of food security.

Hence, for a business-led proposal to economic concerns within the framework of the severe economic crisis, that could lead change in the local communities, performance and impact need to be linked to:

- New processing activity and new jobs

The main impact of the food processing project needs to focus on the creation of a new processing activity, which together with creating jobs introduced more hygienic and better quality products in this industry, and conform to national, European and international food standards

- Fostering competitiveness

Supporting modernization of food production and processing to foster competitiveness is of crucial importance for their sustainability and performance indicators need to be development within this context; training efforts of continuous sector level learning to develop knowledge on new technologies, new market trends and new challenges that global competitors are initiating.

- A food-clustering approach

A step further to cluster-focused food business incubator in order to fuel economic growth indicator to measure the activities and networking events to strategically bring together entrepreneurs around a specific industry cluster.

- A sound social impact

It certainly needs to be noted that the social impact of the food processing incubator remains equally as important as the commercial impact; emphasis on development and support to youth entrepreneurs; on rural youth participation in agro value chains; on sustainable environmental management schemes.

- A focus to tradition

Engagement in activities to preserve the significant values of the Greek cultural heritage of locally processed agricultural products to meet the challenge for substantial product differentiation to compete individually with standardized industrial products; measure the collection of traditional recipes, networking events with stakeholders to promote traditional culinary values.

- A focus to extroversity

Support the common strategy to target high-income countries with branded products in packaged forms; measure networking events with international importers and food buyers, matchmaking activities, training on international food standards.

4.7 ROAD MAP FOR FUTURE FINANCIAL SUSTAINABILITY

According to the World Development Report (World Bank, 2008), investments in agribusiness produce significant multiplier effects through their forward and backward linkages, generating demand for agricultural products, associated inputs and services and creating on- and off-farm employment.

Hence, the establishment of the first food processing incubator in Greece in a period of severe economic crisis encompasses the challenging responsibility to provide the necessary stimulus for recovery by strengthening and facilitating linkages between enterprises and new commercial opportunities.

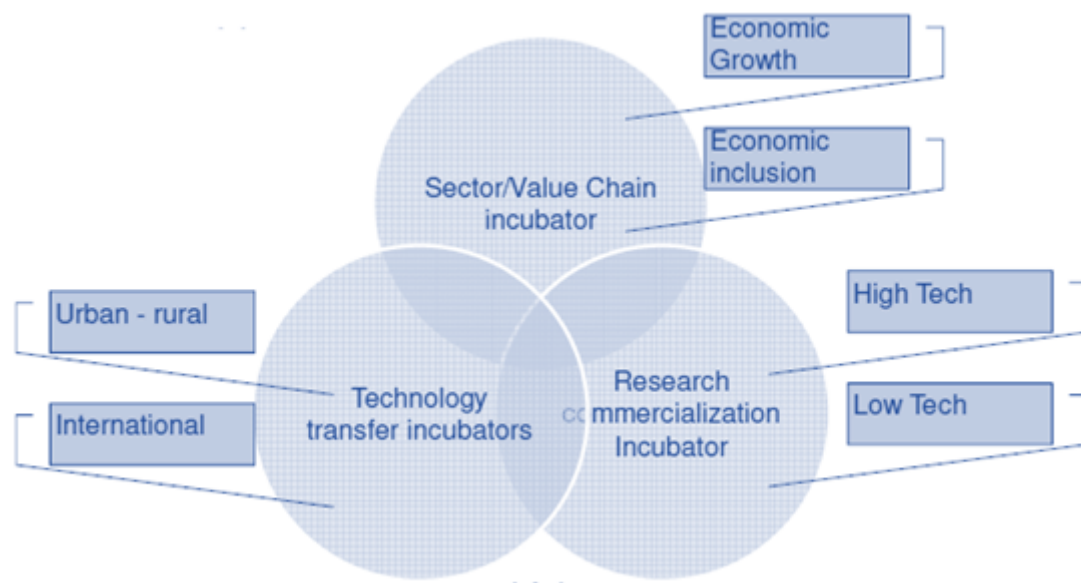
It needs to help start-ups to diversify from the current food processing and trading practices in order to facilitate the creation of new opportunities for younger generations, which are severely impacted by high unemployment rates.

The food processing incubator need to open windows on technologies appropriate to agro-food companies and help them discover new and competitive ways of doing business. The contribution of the incubator is through nurturing start-ups and early- stage innovative enterprises that have growth potential to become competitive businesses. It needs to provide supporting services to young entrepreneurs and drive them through an extroversion plan to growing food product markets and improved profit margins. Lessons learnt from successful case studies of agribusiness incubators indicate that commercialization and upgrading is often the result of supporting innovation; been leaders in innovation, facilitating the adoption of new technologies, new products, and new management systems.

At the same time, a food processing incubators would represent a proof of a lower risk investment for financiers, venture capitalists and business angels, because it provides business support which improves survival ratios for the tenants.

It is the incubator's role to develop an effective innovation and entrepreneurship ecosystem that will enable the start-up and growth of innovative food enterprises. Advancing the food processing sector, requires access to a competitive indigenous agribusiness sector adopting innovation along with entrepreneurial skills. According to infoDev (2011), there is evidence that this approach could enhance the incubator's impact beyond the profound, ie enterprise survival and job creation; it could become an important change agent in the innovation and entrepreneurship ecosystem.

To summarise, there are three approaches to typology for Food Processing Incubators according to InfoDev (2010), as presented below:



Source : InfoDev, 2010

Figure 23 Approaches to Food Processing Incubators

The establishment of a food processing incubator is a managerial challenge as it needs to ensure the committed participation of the local scientific, industrial, and social community, in order to achieve its objectives.

A social pact is a long-term territorial cooperation agreement based on a consensus among the local (public and private) stakeholders. The incubator needs to orient efforts to reach a common vision.

For the incubator to succeed its mission, it needs to develop strategic linkages with the broader innovation and entrepreneurship ecosystem actors such as academia, industry, government, financiers and entrepreneurs.

It also needs to build on the local and regional intangible assets of the public and private sector and to encourage network formations which could deliver added value to young entrepreneurs and companies, by helping them access new food markets and create innovative food value added propositions, based on the traditional values of the Greek agro-food system.

Further, it needs to ensure supply chain development services offering and opportunities for research commercialization and employment of graduates.

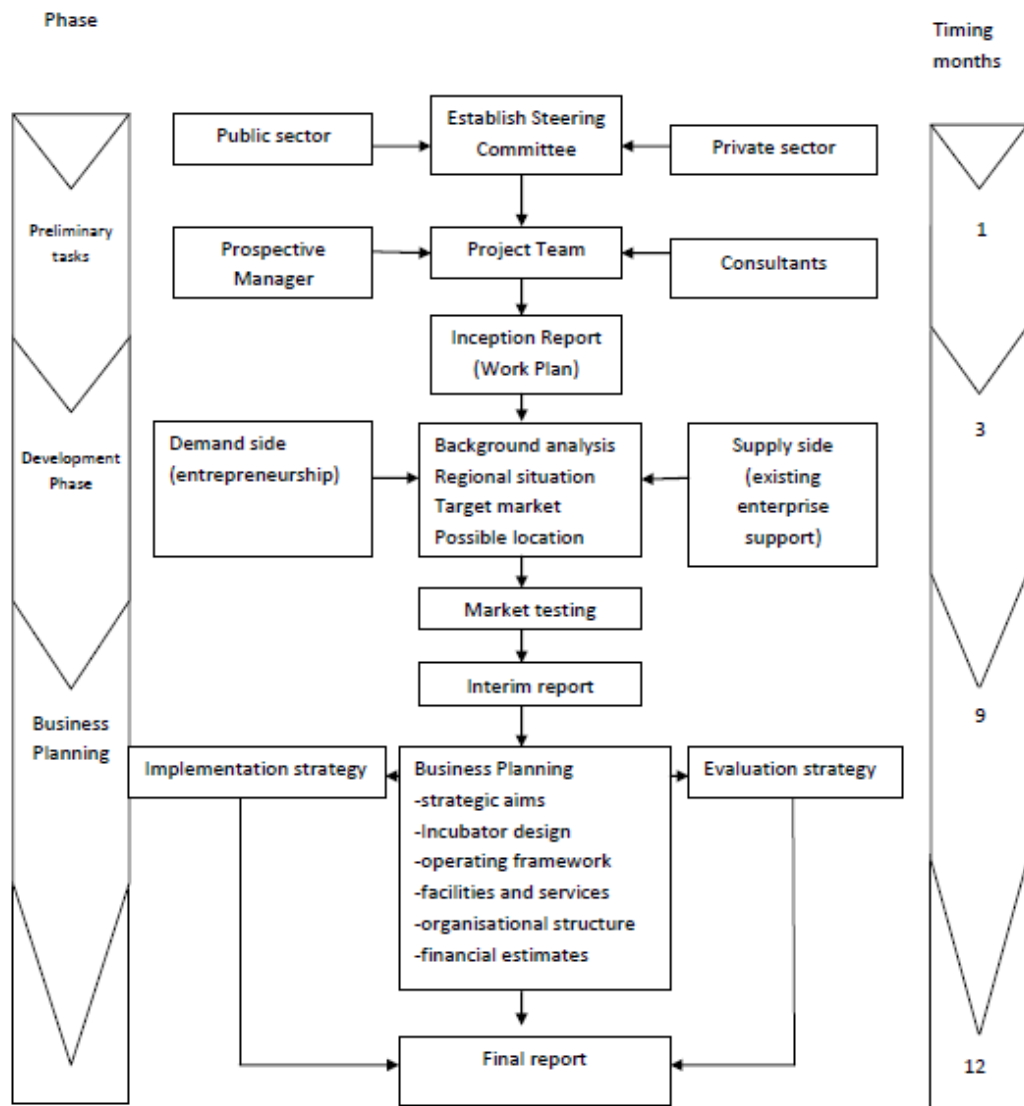
The development of strong affiliations which could involve many diverse stakeholders raises the need for a broad governance platform and networking needs. Building alliances that range from financial institutions, institutions of learning and research local, regional and national government, and other national and international incubator associations, is seen to result in better access to resources, whilst on the other hand constraints the incubator's flexibility and degrees of entrepreneurial freedom. The selection of the stakeholders to participate in the incubator obviously will influence its reputation. Considering the nature of the activities to be coordinated and the facilities to be financed for different food sub-sectors, it is important to search for appropriate support from a broad spectrum of partners from the earliest stages of the project. Although a certain degree of flexibility in agreements with the stakeholders is needed, management needs to ensure a strong leadership structure and clarity of operations in order to avoid contradictions between parties.

As concluded in the conference "Territoires mitropolitains innovants: Technopoles et poles de competitivite", there is a need for the incubator to be built on a clear definition of rules, on the role of each party, and on companies' leadership.

Communication to the public and transparent evaluations in terms of social and economic impact can support the incubators long-term integration and policy commitment.

According to case studies drawn from literature, it is expected that the critical mass required to support a food processing incubation program will be reached in three to five years. The development phase though aiming in the facility establishment typically requires two to three years of advance planning, fund raising, and facility development work.

A business incubator program of work for the introductory stage, as included in the UNIDO manual, is presented below:



Source: UNIDO Manual, Practical Guidelines for Business Incubators
 Figure 24 Practical Program of work for business incubators

Within this context the proposed road map should focus on the following stages:

Phase 1 Introductory (12 months):

A period of testing the food processing incubator model before moving into a full-scale facility is an important stage in the implementation process, as learnt from the Rutgers Food Innovation Center case study. The implementation program needs to include a transition period before moving to dedicated facilities.

During the first year of operation, programs and services need to be developed gradually, building on a network of resources to meet the needs of the identified prospected clientele and ensure that sufficient demand exists before the actual investment on production facilities.

1. Establishment of initial governance structure

Research on agribusiness incubators across three continents, highlights the critical importance of strong governance to facilitate the viability of the planning process for the establishment of the food processing incubator and for the implementation of the activities at a later stage.

On the basis of establishing a collaborative scheme aiming in the SME development of the food processing sector in the regions, the criteria to base decisions on the final objectives for the development program of the incubator, need to be established first.

1.1. Nomination of Steering Committee

The role of the Steering Committee is to provide strategic guidance to management and enable building of complementary relationships in the communities that the food processing incubator operates. The Steering Committee at the initial stage provides the support needed to realize the goal of establishing the food processing incubator and approves selection criteria on the basis of the objectives of the specific business incubator, including the development of selection criteria for the food processing incubator sites and food processing subsectors priorities. The Steering Committee, analysis and evaluates the stakeholders' proposals regarding the initial stage of preparations for creating the incubator, whilst making the final decision on proposals from the stakeholders and regions.

The Steering Committee need to be composed from the incubator manager and of representatives from the external partners, including those that will provide the financial and material resources to establish the food processing incubator. Special

effort needs to be put in order to attract members from every area in which the food processing incubator has special interests.

A proposed membership of the Steering Committee, is:

- Rutgers University
- American Farm School
- Agricultural University of Athens
- University of Thessaly
- Stavros Niarchos Foundation
- Piraeus Bank

An advisory group of experts to the Steering Committee, could consist of:

- Legal Advisor
- EU Policy Advisor
- Management Accounting Consultant

1.2. Appointment of a project team

For the food processing incubator to accomplish its goals, it is critical to deliver increased value to targeted tenants and clients. This value should derive from one side from the perceptions of the entrepreneurs and from the other side from the perceptions of food buyers which however vary within different markets and among different demographic/socio economic sectors in specific markets.

Hence, a multitude of background expertise needs to be gradually build within the incubator, to include knowledge and skills from various disciplines. However, in the initial stage, a less extensive range of skill and expertise is expected to be possessed by the incubator project team; at this stage the incubator needs to rely on a qualified and experienced team of professionals that will be able to get involved in the development of the core activities of the business support.

Within this context, the initial project team needs to be composed of:

- **Project Manager/Interim Director**

Strong management will attract clients, stakeholders, funding and will help the incubator become viable. The incubator director is expected to bring a mix of entrepreneurial skills and experience to the food processing incubator. As discussed in literature, ideally, the director needs to be a professional with a proven record of employment in the private food sector and experience from managerial positions in the food industry; a proven understanding of the operational framework of local and international food value chains together with understanding of a multitude of international business cultures for identifying demand and international opportunities by establishing contact linkages with buyers, importers and distributors in attractive international markets, is a key qualification that needs to be internalized within the food processing incubator in the introductory stage of the incubator to facilitate the development of an extroversion focus to the project.

- **Implementation team**

The implementation team needs to bring technical expertise to comply with a variety of diverse needs at the introductory stage. A network for each one of the services that the incubator is going to offer to its clients. Some of the critical services will be built in-house whilst some of them will be outsourced to partner institutions.

The implementation project team in the first stage of the incubation development, needs to include:

- **Food Technologist (initially part time)**

Dedicated to develop solutions for the incubator services that will be developed during the introductory and intermediary stage. The food technologist needs to be a professional with a proven record of employment in the private food sector and a proven networking skills in the agribusiness value chain operants; a proven understanding of the operational framework for commercialization of innovative agro- food products with the adoption of compatible technologies, is a key qualification that needs to be internalized within the food processing incubator in the introductory stage in order to facilitate the adoption of relevant processing technologies that offer the potentials for value addition to each sectoral food value chain, in order to open up

new opportunities for the processing tenants and facilitate the development of innovative enterprises capable to compete on value rather than price.

- **Secretary/ Assistant to Director**

Secretarial services, which at a later stage could be shared with the incubator tenants, are necessary on the basis of an independent and autonomous operation of the incubator with its own budget and cost center.

- **Support teams from partner institutions**

The incubator needs to build on networks outside its entity to complement its expertise and expand the opportunities to provide technical and entrepreneurial expertise to clients. Financing, production suppliers, legal services, market dynamics, nutritional analyses, distribution, transportation and many more related with the incubator's business development, are the key areas of focus for the partner network development.

2. Development of funding plans for the introductory stage

Achieving operating break-even requires usually 5-8 years, according to literature. When the incubator starts the operations of planned activities, income will flow from the provision of services.

In the introductory stage though, the initial funding should be expected from local administration, stakeholders and the state to provide the incubator with financial sources or any other kind of input until the incubation activity reaches its maturing stage and becomes stabilized to ensure considerable income.

The establishment of a nonprofit incubator, which is focused on employment and social results is able to finance operations through grants and subsidies.

The estimated operating costs for the initial stage during the introductory phase of the incubator, are estimated as follows:

Payroll	USD 100,000
Director	USD 60,000
Food Scientist	USD 20,000
Assistant	USD 20,000
Office Rent & Expenses	USD 30,000
Travel Expenses & Remunerations	USD 30,000
Total Operating Costs	USD 160,000

The cost of advisory experts is not calculated above.

Further to the above, and prior to the establishment of the food incubator, planning for the funding input would be necessary to cover the costs of detailed business plans for the selected business lines, funding capital, registration of the incubator entity, networking activities locally, nationally and internationally, covering of the operational costs and the project team, promotion of the project, etc., as discussed below.

Hence, an estimated amount of USD 200,000 to 250,000 might be needed to support the incubator activities, as discussed below, in the introductory stage.

3. Identify the regional inventory of existing facilities and resources

At the early stage of the incubator establishment, it is important to establish an inventory of resources available at local, regional, and national levels.

Existing facilities and resources may include competences, organizations, sources of information and data, abundant production facilities with appropriate food processing capacity and other assets that could support the food processing incubator project.

The utilization of existing facilities at the introductory stage at selected institutions is going to be used as the basis to deliver a selection of services at the initial stage. Furthermore, the tracking process of could facilitate networking and mutual understanding among stakeholders and the incubator team.

A survey of existing local resources should address mapping of the following providers and evaluation of existing facilities (minor improvements might be needed):

- Existing innovation and research capabilities on food processing in the region
- Existing higher learning institutions and research centers focused on agrifood

- Existing availability of physical space or abundant food processing facilities
- Complementary organizations already in operation to house the incubator
- Existing FDA approved production facilities in the food subsectors that have been prioritized by this study which are abundant due to the economic crisis
- Existing research labs and storage facilities
- Existing suppliers of equipment and machinery
- Existing training specialists and relevant education programs
- Existing entrepreneurial support services
- Existing food value chains that could strengthen the role of new business
- Existing market institutions that could enable access to new market potential
- Existing food certifying organizations

4. Identify and engage stakeholders

The stakeholders of the incubator are defined as members of the local communities, as well as universities, research centers, business organizations, the government, local government authorities, and banks which are also important, although for the moment they have limited capacity to offer liquidity and capital to the food processing incubator.

Critical stakeholders however, for the introductory stage, are entities that could provide access to:

- **Incubator building facilities (approximately 2.000 square meters)**
- Political leaders relevant to the business either locally or nationally
- Local Authorities and Regulators (issuing licenses, permit)
- Banks that could be aware of abandoned production facilities
- Management Agencies of industrial zones and industrial parks
- **Machinery & equipment (as discussed in sectoral studies)**
- Suppliers (inputs, intermediate products, equipment providers)
- Technology sources (e.g. University, research centers, technology companies)
- Trade associations
- Professional associations
- International networks

- **Financial resources for operating and capital expenses**
- Financiers (banks, venture capital, funds)
- Government agencies that sponsor programs for SME development
- Ministry of Economy, Development and Tourism
- Ministry of Rural Development and Food
- Intermediary Managing Authorities of the Regional Operational Programs
- The Hellenic Managing Authority of European Territorial Cooperation Programmes
- International donors and investors dedicated to supporting agribusiness incubators

Next, the incubator needs to develop an engagement strategy for the above important stakeholders.

A parallel action needs to be undertaken in order to map all of the existing stakeholders and the future potential stakeholders who may be affected by the success or failure of tenants entering new food markets. Special considerations are needed to include stakeholders that could facilitate the entrance or expansion of participating companies into a new product or service market. Same way, it is critical to separate natural potential partners from potential adversaries in each new market opening effort. Such entities, could include:

- Technology sources (e.g. University, research centers, technology companies)
- Emerging producer groups and possible food clusters
- Suppliers (inputs, intermediate products, equipment providers)
- Farmer organizations (cooperatives, associations, groups)
- Financiers (banks, venture capital)
- Government agencies that sponsor programs for SME development
- Political leaders locally and nationwide
- Regulators (issuing licenses, permit)
- Retailers and relevant Associations
- Chambers of commerce
- Trade associations
- Professional associations
- International network

- Business development services providers (accountants, management consultants, trainers, etc.)
- Logistics agents
- Lawyers

A strategy needs to be developed in order to identify the interests that have an influence on the provision of each support service to the tenants of the incubator, knowledge needs, opportunity or personal influence needs to be applied in the development of processing activities, in order to maximize the support for the processing tenants. Further, an action plan needs to be developed that identifies the activities to engage them in the provision of the expected support.

5. Identification of co-founders and founding partners

Identification of co-founders and founding partners, committed in identifying, nurturing and supporting food processing companies and clarification of roles, relationships, expectations.

At this stage decisions need to be made regarding the:

- Type of legal entity
- Creation of founding charter
- Partner selection at national level
- Founding capital contribution to the food processing incubator entity

It is worth noting that although, reaching the goal of a self-sustaining food processing incubator is not to be expected in the short run, the acquisition of shares in the food processing incubator is not expected to offer any financial benefits, however it could enhance the influence and reputation of founding partners because of its social impact.

6. Development of business plans for the selected business lines

The overriding purpose of the incubator is to demonstrate that new business models can operate profitably and that processing sector production integrated into value chains can create sustainable wealth and new employment. Their additional role of the business plans is to communicate relevant information to potential tenants interested in forming new food processing businesses. The incubator, need to exploit the establishment of communications and networks with relevant stakeholders and

partners to produce credible and sound business plans to incorporate actionable information about value addition. Once created this information has tremendous economic value for potential tenants, who are hence challenged and motivated to undertake additional private investment when they graduate from the incubator.

7. Development of an international network of importers

Value chain development has gained enormous momentum over the last decade. In this approach the key idea is to increase competitiveness and bridge the gap between the food processors and markets through the development of contracts and partnerships with potential clients of the incubator service recipients. This in turn will ensure that farm production is responsive to market demand and value addition is increased and shared among the stakeholders in the chain. A special focus in the implementation of this approach relates to strategy development for enterprises and subsectors, that will be in line with the needs of food importers in key international markets with strong food imports, such as US, England, etc

8. Identify and engage capital providers

In the intermediary stage, the incubator will be confronted with the need to assist the incubator tenants in securing financial assistance including venture capital, as well as short term credit with which to survive until their cash flow becomes positive. Hence, it is vital to identify and establish relations with potential seed capital providers for the incubator service recipients (lenders, business angles, venture capital etc.); it may also include leveraging of donor funds, the engagement of strategic buyers who are willing to offer collateral contracts, and the communication with managing authorities to secure subsidization of the tenants from the National Strategic Reference Framework

9. Promotion of project in the local communities

A communication plan needs to be developed at the initial stage. Within this context, the incubator should aim to organize a network of local support from the local community, regional and city administration, NGOs, and local media. Communication campaigns could focus on press promotion through relevant articles and announcements, press conferences, promotional letters containing information

about the incubator and its activity, periodic meetings with journalists, participation of the incubator project team in events promoting SMEs organized by other institutions.

The communication objectives need to be focused in the familiarization of the local community and potential stakeholders with the idea of a food processing incubator establishment, and the benefits it could bring to individuals and the local community. There will be organized awareness events, promotional campaigns, presentations at the seminars and conferences, etc.

The implementation of such promotion activities will attract local media and will facilitate the promotion of the food processing incubator and offered services, current activities and instructions on how to obtain further information, for interested potential tenants. Similar announcements will be used to advertise trainings, workshops and other important events. Special information brochures need to be prepared for the unemployed and for the local entrepreneurs.

An “Open Day” needs to be organized by the Incubator in order to present the social impact of the food processing incubator to potential stakeholders.

At a later stage, the established communication network could facilitate the development of joint promotional campaigns for the incubator itself and the its tenants, providing the opportunity to communicate information about the products and services available in the incubator whilst at the same time build connections between consumers and the processing tenants of the incubator.

10. Development of funding plans for the processing facilities

Prior to the actual establishment of the food incubator operations planning for the funding input is necessary to cover the costs of designing the processing facilities for the selected business lines, funding capital, registration of the incubator entity, formulation of a three-year business plan, covering of the operational costs and the project team fees, training, promotion of the project, etc. The European Structural and Investment Funds (ESIF) could provide a significant percentage of the capitalization needs of the incubator. Further, a plan needs to be development on attracting grants or an investment fund that would provide a combination of debt and equity financing for the early stage of the incubator establishment to cover the needs of the planning interim stage.

Phase 2 Interim (12 months):

Upon the completion of the first phase of the program, a second phase should be introduced, to include:

- Establishment of the Food Processing Incubator as a legal entity
- Secure location for establishing the food processing facilities
- Formulation of a three-year Business Plan for the food processing incubator to define:
 - mission and strategic objectives
 - food processing incubator design
 - operating framework of the processing facilities
 - facilities and services
 - organizational structure
 - financial estimates
- Appointment of management, administrative, technical and consultancy teams
- Training and technical assistance in the development of business incubation skills within the organization
- Creation of organizational chart and manuals of rules & regulations
- Establishment of MIS
- Establishment of Information & Communication System (link to deliverable of relevant e-commerce project), to include:
 - Interactive portal
 - Distance Learning & consulting
 - E-business
- Establishment of relations with existing and emerging producer groups and clusters (link with EU funded projects)
- Promotion of the Food Processing Incubator

Phase 3 Operational:

- Annual Operational Business Plan, review of three year Business Plan.
- Certification of facilities by EFET and FDA.
- Signing of formal agreement of collaboration with Rutgers Food Innovation Centre.
- Application for membership to national and international organisations/ collaborative schemes.
- Promotion of Incubator as a “soft landing spot”
- Creation of a Food Cluster dedicated to Exports

5 CONCLUSIONS AND RECOMMENDATIONS

Business incubation is a proven mechanism globally, in supporting the growth of start-up businesses to overcome failures, due to lack of technical assistance, financing and access to networks with customers and suppliers.

In Greece, a substantial pool of young potential entrepreneurs exists, but they hold a perception of low opportunities in the Greek economy; lack of resources, capital finding for investment and operation expenses, bureaucracy and complicated procedures as a result of the current legal framework of operation, matched with limited networking opportunities with food buyers, are the key barriers to move forward with their next step on entrepreneurship. Last but not the least, they lack the internal competence and management experience or the strategic vision to operate across borders.

The potentials for higher value added products do exist in most of the food subsectors, as the degree of processing in Greece is substantially lower than the Mediterranean average. Opportunities for food processing, lie in the production of traditional processed meat products, bakery, dry pasta, ice cream, cheese production, sauces, condiments and dips, pickled products, packed fresh salads, dried fruits and vegetables.

The proposed food processing incubator aims to support the successful establishment and further development of start-up enterprises, to deliver more integrated and competitive food products and services markets, and thus stimulate innovation and job creation. A shared-use facility can help these people to do their processing without the upfront capital and allow them to focus on more important aspects of their business success. Further, the incubator is going to facilitate the process of:

- Building commercial bridges between rural and urban national economies, acting as a link to regional and international food value chains and hence, contribute directly to the extroversion of the Greek industry

- Building a pool of stakeholders that root into the local economy, in order to actively participate in the development of the first food processing incubator in Greece and Europe, should be one of the key priorities of the project.

Building a collaborative scheme of stakeholders could eliminate the weakness of such an integrated production site, and serve the opportunity to improve the culture of entrepreneurship in food processing sectors and stimulate greater numbers of higher added value employment opportunities.

The continuing improvement of the food processing incubator can be a result of a performance monitoring system, as well as of evaluation exercises. The results of these activities can lead to spotting new needs and weaknesses and addressing them by developing, corrective actions, new services, or better relationships and communications with the stakeholders.

The aims of the food processing incubator, clearly differentiates it from the existing incubators in Greece which are mainly focused on property facilities and technology transfer, by applying the following processes:

- Facilitate the creation of, and participation in, multiple export oriented clusters
- Enhance the absorptive capacity of SMEs in relation to the new international trends and EU funds
- Emphasize the modern interpretation of the traditional values of the Greek recipes, cuisine and diet and contribute directly to the extroversion of the Greek industry
- Selectively prioritize the newer food knowledge-based processing industries
- Engage with the food industry knowledge base in the country and operate as an agent of the entire network of agribusiness practitioners
- Engage cooperatively with other public and private sector actors
- Own and/or operate a variety of food processing incubation schemes
- Act as a good faith broker and intermediary between food buyers around the world and qualify and assure the quality of the processed food products that the tenants produced in its production facilities
- Provide professional business support and innovation services designed to increase the depth and extent of innovation-led and knowledge based food businesses

- Operate careful tenant selection policies to ensure the social impact of the incubator
- Bring together business practitioners, research institutes and consultants in order to facilitate the continuous development of the food sector

The establishment of the first food processing incubator in Thessaloniki, is justified by the unemployment rates in the region, the available agro-food infrastructure, the regional priorities for smart specialization and funding potential, as well as the exploitation of current AFS existing facilities and experience in providing pre-incubation services support to a substantial number of potential entrepreneurs. Additionally, the existence of a network of partners applying for a joint project implementation, could facilitate the establishment of networks and links to other areas. A building area of 3.000 to 5.000 square meters is expected to cover the needs of at least 20 tenants.

The food processing incubator though, represent a considerable initial investment, not only in terms of machinery, but also in terms of facilities that are subject to strict regulations. According to the initial estimations, an investment of not less than EURO 5,000,000 to 6,500,000 is needed, in order for the incubator to reach the maturity stage; funding for this initial will be sought from a variety of sources.

In the medium term, the incubator will seek operational self-sufficiency. Having said that, the core objective of the food processing incubator facility should recognize the lack of feasibility of a privately-run, not-for-profit enterprise, and at least in the first years of its operation consider the viability of a facility operated for social and public economic development objectives.

In particular, a shared-use food processing facility is among the most difficult to maintain because of complications created by social objectives, management objectives and accounting standards. Keeping that in mind, a type of “capitalized incubator” typically enjoys a significant degree of decision-making autonomy, with respect both to strategy and tactics.

The food processing incubator is proposed to be an important element of the food value system on a regional and national level; the mobilization of socio-cultural values, of food clustering opportunities and food technology programs to bring processing expertise and capacity to the region, could facilitate the flow of public investment both at the regional, national and the European level.

The implementation of food processing incubator encompasses a substantial social impact and hence conforms to the prerequisites for public investment. Hence, supporting the food processing in Greece is of particular importance, considering the small manufacturing component it has in the food supply chain. Entrepreneurial action in food processing, produces a significant multiplier effect along the supply chain. The investment generates demand for packaging, transportation, and agricultural products, which in turn generates demand for associated agricultural inputs. In turn, this creates employment along the entire value chain, both on and off the farm.

Consequently the main challenge for the food processing incubator is to develop the strategies that will enable the food processing incubator project to materialize. The constitution of a Steering Committee to provide the strategic guidance needed for the implementation of the introductory stage for the food processing incubator, is the crucial key stage as highlighted by the present study. A proposed membership of the Steering Committee, is:

- Rutgers University
- American Farm School
- Agricultural University of Athens
- University of Thessaly
- Stavros Niarchos Foundation
- Piraeus Bank

The role of the Steering Committee at the initial stage is to provide the support needed to realize the goal of establishing the food processing incubator and to evaluate the stakeholders and make the final decision on proposals from the stakeholders and regions, regarding the initial stage of preparations for creating the incubator.

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APPENDICES

APPENDIX 1 FOCUS GROUP QUESTIONNAIRE

Ανάλυση Αναγκών Επιχειρήσεων Τροφίμων

Κοινό:

Όνομα & Επίθετο:

Ημερομηνία:

1. Σε ποιο τομέα τροφίμων απασχολείστε ή σκοπεύετε να

ασχοληθείτε; Γεωργία

Κτηνοτροφία Επεξεργασία

τροφίμων Τυποποίηση

.....

Συσκευασία

Εμπόριο

Άλλο.....

2. Έχετε κάποια επιχείρηση ή επιχειρηματική ιδέα σχετικά με τον κλάδο των τροφίμων;

Υφιστάμενη Επιχείρηση Επιχειρηματική ιδέα Όχι

3. Τι προϊόντα παράγετε ή σκοπεύετε να παράξετε;

Προϊόντα κρέατος

Προϊόντα ψαριού

Γαλακτοκομικά

Αρωματικά φυτά

Φρούτα

Ξηρούς καρπούς

Ετοιμο φαγητό

Ζαχαροπλαστική

Ελαια

Χυμοί

Οινοπνευματώδη

Άλλο.....

4. Ποια είναι τα κίνητρα ενασχόλησης με την συγκεκριμένη δραστηριότητα; Γνώση του αντικειμένου/ Εμπειρία
 Οικογενειακή επιχείρηση
 Προοπτικές κλάδου/ευκαιρία
 Ανάγκη απασχόλησης
 Καινοτομία Άλλο

5. Σας είναι γνωστή η παραγωγική διαδικασία του προϊόντος; Αν ναι, περιγράψτε τη.

Ναι Όχι

1 ^ο στάδιο:	Εξοπλισμός:
2 ^ο στάδιο:	Εξοπλισμός:
3 ^ο στάδιο:	Εξοπλισμός:
4 ^ο στάδιο:	Εξοπλισμός:

6. Ποιο είναι το κόστος της επένδυσης; Έως 50.000
 50.000-100.000
 100.000-300.000
 300.000-500.000
 500.000-800.000
 800.000-1.000.000
 1.000.000+

7. Πόσο προσωπικό χρειάζεται η επιχείρηση; Μόνο οι επιχειρηματίες
 1-9
 10-19
 20-49

- 50-249
- 249+

8. Που θα διατίθενται τα παραγόμενα προϊόντα; Απευθείας στον καταναλωτή/χρήστη

Λιανική Είδος καταστημάτων:

.....

Χονδρική Πελάτες Χονδρικής:

Σούπερ Μάρκετ

Ντελικατέσσην

Ξενοδοχεία

Εστιατόρια

Γρήγορο Φαγητό

Άλλο.....

9. Ποιες είναι οι αγορές στόχος για τα προϊόντα σας; Ελλάδα

Περιφέρειες

.....

Εξωτερικό

Άλλο.....

10. Τι εμπόδια υπάρχουν ή μπορεί να προκύψουν στην λειτουργία/υλοποίηση της επιχείρησης; (Ταξινομήστε τα 5 πιο σημαντικά)

Γραφειοκρατία

Άδεια Λειτουργίας

Υψηλή Φορολογία

Ελλειψη χρηματοδότησης

Ελλειψη υποστηρικτικών δομών

- Επιλογή αξιόπιστων προμηθευτών
- Επιλογή κατάλληλου εξοπλισμού
- Αδυναμία διάθεσης προϊόντων
- Εντονος ανταγωνισμός
- Υψηλό κόστος λειτουργίας
- Ρευστότητα/κεφάλαιο κίνησης
- Επιλογή κατάλληλων Πρώτων Υλών
- Νομοθεσία Υγιεινής και ασφάλειας Δικτύωση
με αγορά και πελάτες
- Άλλο.....

- 11.** Πως καλύψατε/σκοπεύετε να καλύψετε τις χρηματοδοτικές σας ανάγκες; Αυτοχρηματοδότηση
- Εθνικό ή Ευρωπαϊκό Πρόγραμμα Χρηματοδότησης
- Συνέταιροι
- Τραπεζικό Δάνειο
- Άλλο.....

- 12.** Τι είδους συμβουλευτικές υπηρεσίες θα χρειαζόσασταν; Επιχειρηματικός Σχεδιασμός
- Διαδικασίες έναρξης
- Λογιστικές συμβουλές και παρακολούθηση
- Προγράμματα χρηματοδότησης
- Επιλογή εξοπλισμού
- Παραγωγική Διαδικασία
- Υγιεινή και ασφάλεια
- Διαχείριση αποθεμάτων
- Μεταφορές
- Νομοθεσία
- Μάρκετινγκ
- Δικτύωση
- Άλλο.....

.....

13. Θα χρησιμοποιούσατε τις υπηρεσίες μιας θερμοκοιτίδας
επιχειρήσεων; Ναι

Όχι

Ίσως

ΣΑΣ ΕΥΧΑΡΙΣΤΟΥΜΕ

APPENDIX 2 INTERVIEW COVER PAGES

Study No & title: IX Feasibility Study: Food Processing Incubator	Researcher: Foteini Theodorakioglou	Date: 7.12.2015
Company title: MANAGEMENT AND DEVELOPMENT COMPANY SA		Business Type: Technological Park
Address: 6 th klm Harilaou - Thermi, Thessaloniki		www.thestep.gr
Contact person: Cristina Tsourelis	Mobile: e-mail:	GPS location N 40.566766 E 22.998450
Main activity sector: B2B B2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		Other activities:
Year of establishment: 1994	Management & ownership: <ul style="list-style-type: none"> • Federation of Industries of Northern Greece • Greek International Business Association • K. & N. Efthimiadis S.A. • ELFE • Philkeram Johnson S.A. • American Farm School • Hellenic Petroleum S.A. • Planet S.A. • Euroconsultants S.A. • Despina Anagnostopoulou 	
Annual turnover:		


o Up to 200.000	o 601.000 - 800.000
o 201.000 - 400.000	o 801.000 - 1.000.000
o 401.000 - 600.000	o 1.000.001 and over
No of employees (TF equivalent):	
o Up to 10	o 31 - 40
o 11 - 20	o 41 - 50
o 21 - 30	o 51 & over
Level of activity: local/ regional	
If exporter, main markets:	
If importer, national origin of main imports:	
In Greece, main geographical Markets:	
Short company history/ researcher notes:	
<p>The incubator within the Technological Park in Thessaloniki provides the following services:</p> <ul style="list-style-type: none"> • Offices, meeting rooms • Secretarial support • Networking, Internet services and web-site hosting • Assistance for incorporation, drafting licensing agreements and ensuring intellectual property protection. • Assistance for the participation in European and National programs 	
Insert photos	

Study No & title: 1) Feasibility Study: Food Processing Incubator	Researcher/s: Mathildi Saritza, Foni Theodoradakioglou,	Date: 3.12.2015
--	---	--------------------

	Panagiotis Kotsios	
Company title: INE GSEE Larisa Branch		Business Type: Research Institution
Address: INE GSEE Larisa Branch, Tzavela 4 Larisa 41222		
Contact person: Konstaninos Panagoulis	Mobile: 6972838848	GPS location N 39.640357 E 22.410331
Main activity sector: B2B B2C		Other activities: Training and research
Year of establishment: 1990	Management & ownership: GSEE Greek General Confederation of Labour	
Annual turnover:		
<input type="radio"/> Up to 200.000 <input type="radio"/> 601.000 - 800.000 <input type="radio"/> 201.000 - 400.000 <input type="radio"/> 801.000 - 1.000.000 <input type="radio"/> 401.000 - 600.000 <input type="radio"/> 1.000.001 and over		
No of employees (TF equivalent):		
<input type="radio"/> Up to 10 <input type="radio"/> 31 - 40 <input type="radio"/> 11 - 20 <input type="radio"/> 41 - 50 <input type="radio"/> 21 - 30 <input type="radio"/> 51 & over		
Level of activity:		
If exporter, main markets:		
If importer, national origin of main imports:		
In Greece, main geographical Markets:		

Short company history/ researcher notes: The Labour Institute INE/GSEE is a non-profit organization, founded in December 1990 by the Greek General Confederation of Labour. INE GSEE organizes a variety of projects and researches concerning the vocational training of unemployed young people, workers and women, within the framework of Community Initiatives and Programs.
Insert photos

Study No & title: 1) Feasibility Study: Food Processing Incubator	Researcher/s: Mathildi Saritza, Foni Theodoradakioglou, Panagiotis Kotsios	Date: 9.12.2015				
Company title: INE GSEE Patra Branch		Business Type: Research Institution				
Address: INE GSEE Patra Branch, Kolokotroni 20 Patra 26221						
Contact person: Phillip Poulastides	Mobile: 2610 226347	GPS location N 38.248563 E 21.737328				
Main activity sector: B2B B2C		Other activities: Training and research				
Year of establishment: 1990	Management & ownership: GSEE Greek General Confederation of Labour					
Annual turnover: <table border="0"> <tr> <td><input type="radio"/> Up to 200.000</td> <td><input type="radio"/> 601.000 - 800.000</td> </tr> <tr> <td><input type="radio"/> 201.000 - 400.000</td> <td><input type="radio"/> 801.000 - 1.000.000</td> </tr> </table>			<input type="radio"/> Up to 200.000	<input type="radio"/> 601.000 - 800.000	<input type="radio"/> 201.000 - 400.000	<input type="radio"/> 801.000 - 1.000.000
<input type="radio"/> Up to 200.000	<input type="radio"/> 601.000 - 800.000					
<input type="radio"/> 201.000 - 400.000	<input type="radio"/> 801.000 - 1.000.000					

o 401.000 - 600.000	o 1.000.001 and over
No of employees (TF equivalent):	
o Up to 10	o 31 - 40
o 11 - 20	o 41 - 50
o 21 - 30	o 51 & over
Level of activity:	
If exporter, main markets:	
If importer, national origin of main imports:	
In Greece, main geographical Markets:	
Short company history/ researcher notes: The Labour Institute INE/GSEE is a non-profit organization, founded in December 1990 by the Greek General Confederation of Labour. INE GSEE organizes a variety of projects and researches concerning the vocational training of unemployed young people, workers and women, within the framework of Community Initiatives and Programs.	
Insert photos	
	

APPENDIX 3 LIST OF GREEK INCUBATORS

1. Corallia

Mission:

To underpin and accelerate the development of cohesive and productive innovation ecosystems, within which actors operate in a coordinated manner in specific sectors and regions of the country, and where a competitive advantage and export orientation exists.

It all started with a "big bang of ideas in a team spirit", focusing on specific business sectors to accelerate entrepreneurship and innovation, supporting development both regionally and nationally.

«Innovation Designed in Greece» supported by Corallia

Genesis of the idea: to modify existing environment with the vision to improve conditions for the development of sciences, innovation and entrepreneurship.

Implementation: the creation and development of the first business innovation cluster in Greece, the Nano/Microelectronics-based Systems and Applications Cluster (mi- Cluster).

Expansion: confirmed with the establishment and development of the Space Technologies and Applications Cluster in 2009 (si-Cluster) and the Gaming and Creative Technologies & Applications Cluster in 2011 (gi-Cluster).

To support hyper-concentration of industrial members and boost innovation exhibited in Greece and abroad, a network of InnoHubs has been developed in key-strategic positions:

The α1-innohub established as the innovation and cutting-edge technology «node» in Athens since 2007

The π1-innohub operating as the innovation, research and high-tech «bridge» in Patras since 2011

The α2-innohub planned to open in 2014 and be considered as the innovation, networking and high-tech «ring» in Athens

Corallia also implements a series of initiatives to stimulate and further promote Youth Entrepreneurship with partners and donors in Greece and abroad, including the most prominent accelerator currently operating in Greece, the egg - enter•grow•go, in cooperation with Eurobank, the Educational Trip, the E-bootcamp as well as the Internships Days, the Networking Days and so forth.

Aiming at achieving transnational and interregional cooperation, Corallia demonstrates a strong engagement in European cluster policy bodies and has established key-strategic International Collaborations with all innovation stakeholders, regional and national development offices around the world with the ultimate goal to ensure a strong impact on cluster development in the participating countries (and beyond).

Finally, Corallia offers integrated end-to-end services in the frame of state aid programme and acts as an Intermediate Management Body of structural funds, thus, contributing to the smooth and efficient workflow and the proper management of public and community resources.

To date, significant results have been achieved, such as:

economies of scale [common suppliers, common distribution channels,

etc.] economies of scope [combined business and research activities]

industrial ties and commercial

collaborations development of the value

chain

added value for the services/products delivered

Corallia's activities are financed by the private sector, the European Regional Development Fund (ERDF) and National funds under the National Strategic Reference Framework (NSRF), the Operational Programme Competitiveness and Entrepreneurship, the Regional Operational Programmes, the Hellenic Public Investments Programme, the 7th Framework Programme for Research and

Technological Development, the South East Europe Transnational Cooperation Programme and donations from the private sector, foundations and other benefactors.

2. ATHENS STARTUP BUSINESS INCUBATOR

The “Athens Startup Business Incubator” -THEA project is one of the most important initiatives undertaken by the ACCI and aims at promoting the socioeconomic reconstruction of the metropolitan City of Athens, since the provision of support to new entrepreneurs is the basis for the revival of business activity. This initiative was developed by the Athens Chamber of Commerce and Industry and is part of “The Athens Project”, which is funded by the NSRF and realized by the Municipality of Athens.

The ACCI initiative

This ACCI initiative involves the establishment and operation of a business incubator, which will be hosting startups for periods of up to 18 months. The aim is to nurture entrepreneurship in sectors that may, or may not, be traditionally related to technology and technological innovation, such as traditional professions, nonetheless ensuring that they are differentiated and supported through the introduction of technological innovation. Some examples include: Industrial Design and the Development of New Products, Development of Commercial Activity in conjunction with Innovative Commercial Business Procedures/Products, Energy Policy Applications and Studies, Environmental Technology etc. Overall, the incubator is designed to host 50 businesses at any time. The project, titled “Establishment of an Incubator for Supporting Startups in the City of Athens”, is implemented following the approval of the relevant proposal that was submitted by the ACCI, and is funded by the “ATTICA” Operational Programme of the NSRF.

The Athens Startup Business Incubator “THEA” will provide the following services to the business that will be hosted:

1. Hosting - Housing of businesses

2. Specialized advice (market analysis, legal and accounting issues, business plan development, human resources issues)
3. Specialized education/training services
4. Networking activities designed to support entrepreneurial teams
5. Coordination of the investment teams and evaluation of their progress

The ACCI is one of the most appropriate and ideal agencies to sponsor and run a startup business incubator, since:

1. it possesses substantial expertise in the provision of business services, especially in regard to communication, education and training issues;
2. it boasts a broad network of associates, the proper administrative structure and high-quality personnel, experienced in the realization of similar projects; and
3. it aims at expanding its expertise in regard to entrepreneurship-supporting activities, in order to carry out its institutional role in full.

3 TECHNOPSIS THESSALONIKIS SA

Office...Plus Business Center provides access to all the technological facilities you will require to develop your business while you choose which services match your needs.

Fully equipped private offices

Office...Plus Business Center is a productive shared workspace with high aesthetic standards that enables any professional to work in one of our computers, with local or wireless (Wi-Fi) internet connection as well as to use a common printer, scanner, photocopier or fax.

All our offices are equipped with:

- personal computer
- local internet connection 50Mbps
- Wi-Fi
- access to shared printer, fax, scanner and photocopier
- digital phone device with multiple functions, with individual number, where we answer your calls in your name according to your instructions

- TV 40HD-Smart
- modern ergonomic office with chest of drawers
- individual air conditioner
- regular cleaning services
- free filter coffee and tea

Shared workspace

This service is for those who want to work in a shared place together with other professionals, using their own notebook/laptop or one of our computers, with local or wireless (Wi-Fi) internet connection as well as to use a common printer, scanner, photocopier or fax.

Virtual Office

For those who do not require a physical presence in the workspace, we offer a “Virtual Office” solution with Private PO Box in our premises, private key and dedicated phone number with call handling by our Remote Secretarial Service. This way your business can function in our workspace even if you are not present.

Meeting Room

A proper place with an appropriate atmosphere and necessary equipment is of great importance in making decisions in a meeting, a presentation or a conference, while it also contributes to the calmness and concentration of the attendees, enhancing your company’s profile and reliability. If these are important to you, then the option to lease a meeting room for 4-10 people with all of the technological equipment you need is the best choice for you.

Call Center & Remote Secretarial Services

Trained professionals answer your dedicated phone number in your name or your company name and handle your calls according to your instructions.

Your instructions may include:

Recording messages and forwarding to you by SMS, email or phone call.
 Call patching: Answering your call and placing your client on hold to notify you, patch them through to you or to perform a conference call.
 Receiving faxes at our company number or receiving a dedicated number .
 Appointment arrangement in accordance with your instructions.

We also rent individual phone numbers ** Equipped with voicemail (with professional recorded message) for 24 hour usage.

* The service cost ranges from €30- €200/month

** The cost to rent an individual number is €100 for setting-up a professional recording in a studio plus cost of calls/month.

Secretarial Support Services

If you need a secretary for optimized organization and operation of your company but cannot afford the cost of hiring an employee, we offer packages of cost-saving solutions.

By selecting one of the secretarial support packages you will have a group of professionals with experience and efficiency at your disposal to help you maximize your productivity and stand out from the competition.

Street Mailing Address or PO Box in our premises

Street Mailing Address or PO Box in our premises. Cost € 100 / year

PO boxes to rent in our premises. The PO boxes have individual key and when rented your mailing address will be as follows:

The name of your
company Office # 105
(e.g.)
Office-Plus Business

Center OR

The name of your
company 78 A Gounari str.
Glyfada, 16561
Attica, Greece

PO Boxes Abroad

Street Mailing Address to rent in foreign countries

A Street Mailing Address is rented in your private name or company name and the incoming mail is forwarded to you anywhere in the world according to your

instructions (weekly, 15 days , monthly) or to any other address you request, in Greece or abroad.

This service can be used for any type of business purposes and also for purchases from websites abroad which ship parcels to certain countries (e.g. American e-shops for clothes and electronics ship only to addresses located in America or Canada).

The cost of this service varies from €300-2000/year, depending on the country, plus the postal charges.

Diversion telephone numbers, voicemail and fax forwarding telephone numbers from foreign countries.

Dedicated Call forwarding/divert numbers

Telephone numbers to rent in many countries of the world (see list #1) which forward the calls to any number we wish in Greece or abroad, fixed line or mobile. From € 300-700 / year

Voicemail and fax forwarding telephone numbers from foreign countries

Telephone numbers are available from many countries worldwide (from list #2) equipped with voicemail and fax, which forward your voicemail messages or inbound fax to an email address of your choice within 20 seconds. From €200-300/year.

Tax Residence Storages To

Let This Service includes:

Storage office for tax residence with dimensions of 1m x 2m and autonomously locked.

A locker in the office to keep all fiscal documents
Mailbox with individual access key which corresponds to the office/registered office (mail handling available with additional

cost/month) Dedicated phone number to receive calls under your company's name and connected to an automatic telephone system (remote secretarial services available with additional

cost/month)

COST €100/MONTH

4.Egg Enter Grow Go

Eurobank and Corallia proudly announce “egg - enter•grow•go”, a joint Corporate Social Responsibility initiative that aims to boost young innovative entrepreneurship and improve employment opportunities for young people in Greece.

The “egg - enter•grow•go” is a holistic entrepreneurship acceleration programme, reaching out to young teams with creative and innovative ideas. Through the programme, participating teams will have access to a reliable network of mentors and partners with experience in start-ups’ acceleration; a focused, hands-on educational programme on business development; and value-added, one-stop-shop services to support business operation and growth. Each cycle of the programme lasts 12 months.

With the purpose to facilitate interaction and exchange of ideas and experiences, participating teams will be co-hosted in state-of-the-art facilities provided by Eurobank, offering modern and creative collaborative spaces. The first facility of the programme will operate in the city of Athens.

The principal architects of this programme, both of them pioneers in their respective fields, designed “egg - enter•grow•go” in order to provide visionary and motivated young people with entrepreneurial prospects and opportunities. Eurobank has been, since its very inception, consistently implementing and supporting, long-term, targeted Corporate Social Responsibility initiatives. Respectively, Corallia actively contributes to the development of world-class innovation ecosystems, and the support of young entrepreneurship as a key pillar of its initiatives.

A key part of our culture in Advocate is to support initiatives and actions that have special meaning and promote, creatively and effectively, concepts such as innovation, entrepreneurship and added value.

The “egg - enter•grow•go” Programme has exactly these characteristics and is a medium for young people with smart ideas and tenacity that will help them transform their vision into practice. We are very happy and proud that we can contribute to this effort, an endeavour that responds responsibly to the substantial challenges facing the Greek economy and Greek society today.

5 Bic of Attika

The European Community Business and Innovation Centre (BIC) of Attika was established in 1995 as a non-profit organization. Its main mission is the support and development of Small and Medium-sized Enterprises (SMEs) and the promotion and implementation of relevant EU and national policies in collaboration with local, national and EU authorities.

BIC of Attika was created on the initiative of chambers of commerce, local authorities, banks, universities and a number of important private companies, and enjoyed the support of the Directorate General for Regional Policy (former Directorate General XVI) of the European Commission which provided 50% of the initial capital.

BIC of Attika has created a business **incubator** in the Lavrion Technology and Cultural Park, with the establishment and operation of which, BIC of Attika capitalizes on its extensive experience in the field supporting and developing Small and Very Small Enterprises.

The **Incubator** is addressed to both new entrepreneurs and existing enterprises that aim at commercially exploiting an innovative product or service. It seeks to support entrepreneurs according to their knowledge of the sector in which they wish to be involved, regardless of their previous experience (e.g. researchers, employees in a relevant field etc). The services provided concern:

- Business Premises
- Networking
- Financing
- Marketing
- Knowledge Management

Specifically, the **Incubator** of BIC of Attika in Lavrio Technological Cultural Park offers services to its enterprises-tenants in three levels:

1. Provision of basic operating services

- Personal furnished workplaces for 1-6 persons
- Common use areas (meeting room, reception, cuisine, secretariat etc)
- Meeting room in BIC of Attika headquarters in the center of Athens
- Secretariat
- Telecommunication infrastructure (call centre, fax, internet)
- Basic consulting services

2. Networking with experts of specific fields of activities (lawyers, accountants, graphic designers etc)

3. Networking with organizations offering services of added value

- Access to funding initiatives (preparation of proposals in national and European programs, Venture Capital, Banks, Private Investors etc)
- Marketing services (marketing plans, collaboration with enterprises specialised in sales promotion etc)
- Knowledge management services (networking with knowledge related institutions (universities, Technological Educational Institutes, Research centers etc) for utilizing services and developing collaborations.

The main objectives of BIC of Attika are to:

- support and enhance the competitiveness of enterprises, to achieve their modernisation, to introduce innovative methods to their operation and to encourage the diversification of their activities in order to achieve sustainable development:
- support and enhance the competitiveness of enterprises and the contribution to the development of new, viable enterprises, particularly in cutting-edge sectors
- encourage economic growth and increased employment via the most optimal exploitation of human, natural and financial resources
- provide access to foreign markets and to support the internationalization of SMEs via the international BIC network.

BIC of Attika is active in three main sectors:

- Consulting Services

- European Programs
- Business Incubation

BIC of Attica covers a wide range of consulting services to existing enterprises and new entrepreneurs such as:

- Business Plans
- Diagnostic Studies/Analyses
- Investment Plans/Studies
- Feasibility Studies
- Restructuring Studies
- Sectoral Reports
- Marketing Plans
- Access to Financial Resources
- Access to Foreign Markets and the Search for Partners at International Level
- Technology and Know-how Transfer
- Monitoring of Implementation and Evaluation of Investment Projects
- Implementation of Business and Sectoral Studies for European Projects
- Information in/Guidance on Specialized Business Subjects

6. Creta Science and Technology Park

The Science and Technology Park of Crete (STEP-C) was created in 1993 as an initiative of the Foundation for Research and Technology-Hellas (FORTH), one of the largest Research Organizations in the country with the financial support of the EU, the National Government and the Region of Crete. Adept to the rapidly evolving needs of the region and the research advancements at FORTH and the local Academic and Research Institutions, STEP-C offers, in addition to incubating facilities and services to start up companies with new and emerging technologies, specialized professional services that are difficult to find under one roof and geared to assisting and guiding companies to:

1. Unleash their potential through innovation
2. Assess and secure their intellectual capital
3. Support better their business interests and needs

4. Transfer their technological advancements into the manufacturing of innovative products and services

During its 15 years of operation, STEP-C supported the business development of approximately 45 companies and developed various projects in order to promote Regional Innovation and entrepreneurial activity in the region.

Services

- Secretarial support and switchboard
- Networking, Internet services and web-site hosting
- Access to scientific library and to the Patent Office
- Legal assistance for incorporation, drafting licensing agreements and ensuring intellectual property protection.
- Electricity
- Cleaning
- Collection and distribution of mail
- Meeting rooms
- Parking space
- Use of Park and IASP logo

7. Rethymno Incubator for Creative industries

Services " Invest in Natural/Knowledge Economy of Crete"(owned by shareholders)

We work with national and international companies, investors, VC funds that want to locate or expand their operations in Crete based on the exploitation of knowledge by offering them free help and assistance throughout every stage of their project:

• Initial Phase

- specific economic and market data
- legal / labour / tax
- incentives and grants
- economic and industrial climate, competencies, know-how

and key sectors

- **Start-up and assistance**

- advice on how to set up a legal entity in Crete
- site selection for production, services and R&D activities
- selection of grants and incentives for investment in R&D
- introduction to local and regional institutions and R&D networks, – links to universities and centres of excellence
- pre-feasibility studies in key economic areas

8. KETA Thessaly (private)

The Panhellenic Exporters Association (PEA) was established in 1945 and represents the entire body of Greek Exporters. It is the main export organisation in Greece, and its members are enterprises, cooperatives and organisations engaged in exports of various export sectors from all geographical regions of Greece

Members of PEA produce, manufacture and export a large variety of industrial and agricultural products to practically every country in the world. Contact with interested parties abroad

PEA's scope is:

- to promote the interests of exporting enterprises
- to bolster export activity
- to assist all interested parties abroad in familiarising themselves with Greek export production and in finding the products they are looking for and the people or companies who sell them

PEA is able to raise the problems faced by exporting enterprises: With the government and representatives of public administration; With export support organisations;

With European Union authorities;

With the competent international bodies and organisations; With representatives of foreign countries.

PEA is also able to intervene in decision-making processes relating to export issues either on its own initiative or following an invitation to express its views, and can contribute to shaping policy either in the exports sector in general or in specific sectors of export activity, or for individual products.

Importer File Service

PEA is in a position to inform foreign importers about export opportunities for all products exported by Greece and to provide its supportive services in arranging meetings between interested enterprises and Greek exporters.

It has launched: The Greek product Importer File Service.

In addition to the information it provides, PEA is in a position to develop an importer file for parties interested in purchasing Greek products following a request to this effect.

PEA also issues:

- Newsletters for the progress and prospects of the Greek exports
- Alerts, Key Notes and Circulars on export issues
- Researches, Studies, Case Studies for goods and services, key markets, signed by the status of KEEM

Furthermore, PEA undertakes activities such as:

- Networking and clustering businesses and promoting cooperation
- Special events for the promotion of the Greek exporters
- Seminars, conferences and galas
- Meetings, consultations and round tables of exporting companies region, by exporting market and by product/service
- Vocational training activities

- Promotion of goods and services
- Joint participation in Exhibitions, Conferences and Seminars
- Access and support to UN and EU procurements

9. Thermi Incubator (Private)

The Thermi Business Incubator (Thermi) was established in April 2004 through the support of the ELEFTHO program, which is administered by the General Secretariat of Research and Technology (GSRT) of the Greek Ministry of Development. The aim of the ELEFTHO Programme is to provide incentives for the establishment and development of science and technology parks and technology business incubators in order to support creation of innovative and knowledge intensive enterprises and address Greece's weaknesses in the generation of new high value added enterprises capable to compete in the international markets. The purpose of the Thermi Business Incubator is to support start-ups and new small and medium sized enterprises (SMEs), exploit innovative commercial know-how and to serve as a vehicle for the transfer of research results from research institutes, universities, private research and development (R&D) departments and individuals, to market.

The budget was used to build the incubator's premises (6,000 m²), finance fixed assets (electronic equipment, furniture, etc.), finance operational costs (personnel, marketing, overheads, etc.) for three years, and create a small investment fund of

€6.33m for equity participation in a number of its start-ups. Thermi offers a wide range of services to its start-ups aiming to support their market development and enable successful "graduation" including: - leasing office space to innovative enterprises; - business advisory services: business planning and business plan monitoring, benchmarking, technical audit, financial consulting, commercial output reports, training, standards advice, informatics, public relations, advertising, legal advice, patenting advice; - networking: links with universities, technology institutions, research parks, chambers of commerce, industrial federations and associations; - back office services: secretariat, call centre, Internet, accounting, publications; - general purpose installations: conference and meeting rooms, video conference multimedia rooms, library, computer rooms, restaurant.

Thermi's structure includes four shareholders: - 45% of the share capital belongs to a Greek industrialist and business angel located in northern Greece who has 25 years of entrepreneurial experience in the region. - 40% is owned by a Greek holding company listed on the Athens Stock exchange with a long history in entrepreneurial activity. Its strategic objective is development of strong holding company with participation in other powerful companies, capable of generating added value via a network of financial, organizational and brokerage advisory services. Currently its portfolio includes seven high profile investments in the financial, insurance, communications, health care, business consulting, construction and commercial sectors. - 10% of the share capital is owned by a Greek banking organisation with a strong investment focus addressed towards innovative business ventures. - 5% is owned by a Greek investment financial organisation, holding group with investments in banking and in wider financial services sector, with a solid track record of investment in innovative and high technology based business ventures. The main factor behind the development of Thermi is the partners' desire to enter the new, promising and highly active innovative entrepreneurship sector in Greece. The possibility of funding from the ELEFTHO, which minimised the partners' risk substantially, was another incentive. They were also attracted by the possibility of creating a high technology investment hub and playing an important role in the economic development of the region by encouraging the establishment of competitive and innovative SMEs with European profiles.

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ja@thermokoitida.gr Project's website: <http://www.thermokoitida.gr>

10. Athens Startup Business Incubator (Municipality of Athens)

The "Athens Startup Business Incubator" -THEA project is one of the most important initiatives undertaken by the ACCI and aims at promoting the socioeconomic reconstruction of the metropolitan City of Athens, since the provision of support to new entrepreneurs is the basis for the revival of business activity. This initiative was developed by the Athens Chamber of Commerce and Industry and is part of "The

Athens Project”, which is funded by the NSRF and realized by the Municipality of Athens.

The ACCI initiative

This ACCI initiative involves the establishment and operation of a business incubator, which will be hosting startups for periods of up to 18 months. The aim is to nurture entrepreneurship in sectors that may, or may not, be traditionally related to technology and technological innovation, such as traditional professions, nonetheless ensuring that they are differentiated and supported through the introduction of technological innovation. Some examples include: Industrial Design and the Development of New Products, Development of Commercial Activity in conjunction with Innovative Commercial Business Procedures/Products, Energy Policy Applications and Studies, Environmental Technology etc. Overall, the incubator is designed to host 50 businesses at any time. The project, titled “Establishment of an Incubator for Supporting Startups in the City of Athens”, is implemented following the approval of the relevant proposal that was submitted by the ACCI, and is funded by the “ATTICA” Operational Programme of the NSRF.

The Athens Startup Business Incubator “THEA” will provide the following services to the business that will be hosted:

1. Hosting - Housing of businesses
2. Specialized advice (market analysis, legal and accounting issues, business plan development, human resources issues)
3. Specialized education/training services
4. Networking activities designed to support entrepreneurial teams
5. Coordination of the investment teams and evaluation of their progress

The ACCI is one of the most appropriate and ideal agencies to sponsor and run a startup business incubator, since:

1. it possesses substantial expertise in the provision of business services, especially in regard to communication, education and training issues;

2. it boasts a broad network of associates, the proper administrative structure and high-quality personnel, experienced in the realization of similar projects; and
3. it aims at expanding its expertise in regard to entrepreneurship-supporting activities, in order to carry out its institutional role in full.

3. Colab <http://colabworkspace.com>

The first incubator is Colab and can be found in the centre of Athens. It provides offices for several tech startup companies and is considered one of the best enterprises of its kind, since it already contributed to the success of several companies.

Colab organises regularly networking meetings, where startups and investors have the chance to mingle.

Above all, it provides exquisite support to techies through a series of seminars and workshops on all kinds of topics from ruby on rails to open stack and beyond. This year, in fact, there will also be a new series of courses on all aspects of how to set up a business and how to assist its growth. **Lean methodology** is central in their teachings. In addition, Colab arranges for mentoring programs that are essential for the guidance of young businesspeople.

Bottom line, if you are a tech startup and you live in Athens, make sure you become a member of the Colab community early on! Be aware, though, that places are limited!

4. The Cube <http://thecube.gr>

Another up-and-coming incubator, again in the centre of Athens, The Cube.

The premises are nothing short of amazing! The style, the design, the surroundings... everything indicates that this incubator will become The Networking Place in Athens!

The owners believe that the cafe will buzz with people and the offices will soon fill up with residents. If you are interested in renting some space, you should speak up earlier rather than later.

This incubator will be more general in scope and will include all types of businesses. It even organises coding workshops for children!

5.Appsterdam <http://greece.appsterdam.rs/>

Another 'incubator' deserves a special mention, Appsterdam. This space is designed to host independent software and hardware developers who are interested in becoming contractors.

It runs at a minimal budget, unlike the Cube, but the enthusiasm of its managers compensate for the lack of funding.

There are plans for courses, workshops, talks, networking events and other activities that will keep the place full of visitors throughout the year. The best part is that office accommodation will be free for those who wish to share some of their knowledge with the community.

All 3 incubators (The Cube, Appsterdam and Colab) of the above incubators are privately funded, since the Greek government does not have the capacity to support them in any way or form. The lack of funding in Greece, which cripples every aspect of the society, does not seem to stop them!

APPENDIX 4 EBN

The European Business and Innovation Centre Network (EBN)

EBN is a network of around [150 quality-certified EU|BICs](#) (business and innovation centres) and [100 other organisations](#) that support the development and growth of innovative entrepreneurs, start-ups and SMEs. EBN is also a [community of professionals](#) whose day-to-day work helps these businesses to grow in the most effective, efficient and sustainable way.

EBN was created in 1984 to coordinate the activities of EC Business & Innovation Centres (BICs). Over the last three decades, EBN has become a reference point in Europe on innovation, spin-off, incubation, entrepreneurship, SMEs, and internationalisation through the 'Soft Landing' service, a new co-incubation service for innovation led companies who wish to explore new markets offered by EBN Business Innovation Centres and other incubators at a selection of global locations.

EBN Ecosystem



EBN Services

EBN provides a range of services to its members. These include [BIC¹⁵ Services](#), networking, internationalization, events, project factory, EU gateway, tools and resources, open innovation.

Internationalisation service brings together a network of business incubation programs that provide assistance to innovative companies under the support of incubators and cluster organisations. Its main objective is therefore to offer companies easy and practical solutions from “smart take-off” to “soft landing” to ensure that businesses entering or expanding into new markets are introduced to the country’s business practices, culture and opportunities more effectively. It helps to accelerate foreign companies’ learning processes, to make new contacts in the new country, to establish overseas sales presence and provides access to the resources and intelligence necessary to meet specific business goals.

¹⁵Business Innovation Centers

APPENDIX 5 EU|BIC CRITERIA

The purpose of the EU|BICs CRITERIA is to provide an assurance that EU|BICs meet certain standards in terms of their service offering and performance. This assurance is important to stakeholders, EU|BICs themselves (e.g. by helping to identify management priorities) and to clients.

The EU|BICs Quality Mark can either be granted to an organisation as a whole or to a specific department or business unit of an existing organisation. In the latter case, the criteria apply to that specific department. It can also be granted to organisations or departments which operate on more than one site, as long as the label is given to the organisation or department responsible for ensuring that the EU|BIC criteria are fully implemented on all sites.

For both organisations as a whole, or departments of an existing organisation, the criteria that must be met to be awarded the EU|BIC label are grouped under six headings: (1) Mission, (2) Organisation, (3) Services to Innovative Individual Entrepreneurs/Start-up Enterprises and SMEs, (4) Activity Measurement and Evaluation, (5) Quality

Global Mission: Innovation and Incubation

EU|BICs are professional organisations which promote, stimulate and develop innovation in SMEs at all stages of their development, through a comprehensive incubation process. Depending on the characteristics of the territory and the existing business support organisations already present, EU|BICs may focus on fostering the creation of new innovative enterprises and/or developing innovation in existing enterprises, with the goal of contributing ultimately to regional/local economic development, competitiveness and growth.

EU|BICs should identify and subsequently take account of the sectors with innovation potential in their region and the strategic/business plan should focus on developing these sectors. In addition, if the region in which they operate is active in the field of R&D, EU|BICs should aim to exploit this by ensuring that at least a

part of their activities are focused on technological innovation (e.g. through academic and University spin-off etc.).

Where EU|BICs work with non-innovative companies the rationale should be to develop these companies to become innovative through a range of support services including consultancy, SME diagnostics, training, or inclusion in a specific program (internationalisation, clustering, enterprise take-over etc.)

Organisation

EU|BICs must be able to demonstrate that they:

- focus on a specific and well-defined catchment area (within a region, province, city etc.). In areas where one or several accredited EU|BICs already exist and operate, any new candidate EU|BICs applying for accreditation should demonstrate there is a clear case for the creation of a new EU|BIC, with convincing arguments such as evidence of market demand; a population and number of SMEs that could justify its creation and sustain its activities in the longer term; the existence of industrial sectors that are not already served by the existing EU|BIC that would be served by the new one, etc
- ensure that their role is acknowledged by the relevant public authorities in their catchment area and is aligned with agreed regional/national economic development priorities and innovation strategies
- involve the public sector in the case where they are predominantly private in structure or involve the private sector in the case where they are predominantly public in structure, (by e.g. including an appropriate post on the Board [both types of structure], participating in relevant local publicly funded development programmes [predominantly private structures], involving corporates and Business Angels etc. [predominantly public structures])
- co-ordinate/integrate their activities with those of other business support organisations to ensure the seamless delivery of a complementary and comprehensive range of facilities and services in the catchment area
- are financially sustainable with an allocated budget and own profit and loss account
- have a clear positioning in relation to business support provision in the

catchment area, supported by a strategic and action plan aimed at creating new jobs and stimulating economic growth through the creation of innovative companies or the development of existing companies

- have identified premises (an EU|BIC may be hosted by a bigger organisation) and a clear identity and branding as an EU|BIC that differentiates them from other business support organisations in the catchment area are managed professionally and autonomously, have a dedicated team of at least three full time staff – appropriately qualified, experienced and involved in the core activity of business support as e.g. business advisors- of which one must be the manager/CEO with overall responsibility for the EU|BIC.

Services to Innovative Individual Entrepreneurs/Start-up Enterprises and SMEs

EU|BICs should be active in terms of incubation (creation of innovative enterprises) and/or fostering innovation in existing SMEs. The balance between these two activities should be determined in the light of an assessment of the development needs of the catchment area. In order to achieve this, EU|BICs must:

- o Actively promote innovative entrepreneurship (4.1.1) and/or the development of innovation in existing SMEs
- o Use a number of methods to detect and promote new innovative projects (4.1.2)

Both of the above should be achieved through a number of activities e.g.:

- Events
- Competitions and awards
- Project building, through European, national and regional programmes
- Partnerships and networking
- o Provide adequate resources
- o Periodically review their performance against the EU|BICs Quality Mark benchmarks, taking action if necessary to address shortcomings (8.1.8)

3.1. Incubation (new individual entrepreneurs/start-up enterprises and start-ups) (5.1.1)

EU|BICs should be clear about what kind of clients they need to target for the provision of services(5.1.2).

Once the diagnostic phase is complete, EU|BICs should implement an agreed policy and procedure(s) to govern the relationship such as an agreement with individual entrepreneurs/start-up enterprises which should set out the services that have been discussed and agreed and that will be provided over a pre-determined (estimated and flexible) time period (5.1.11)

In the provision of services to new individual entrepreneurs/start-up enterprises, EU|BICs should (as a minimum):

- Undertake risk analysis in the pre-incubation phase (technology, marketing, human resources etc.), using a structured and consistent method designed to give reliable results (5.1.3)
- Provide guidance and support in the business planning process (5.1.9), using a structured and consistent method that addresses all the necessary elements of starting up a successful business(5.1.7).
- Help the individual entrepreneur/start-up enterprise to define his/her/its business model(5.1.8)
- Support the individual entrepreneur/start-up enterprise with the financial planning for his/her enterprise and help him/her to access finance (5.1.13) through e.g. public measures (tax incentives/relief, subsidies), alternatives to bank loans (business angels, seed capital, venture capital), EU programmes (Framework Programme, sector- oriented programmes etc.) and appropriate private initiatives [competitions etc.],
- Provide access to general or thematic training as appropriate to the individual entrepreneur/start-up enterprise and the EU|BIC mission, either directly or through appropriate co-operation agreements (5.3.) EU|BICs should also undertake the initial and ongoing analysis of the needs of individual entrepreneurs/start-up enterprises.
- Provide mentoring and coaching primarily by the EU|BIC's own staff or through the use of outsourced professional consultants
- Provide networking opportunities (entrepreneurs' clubs, associations).

- Provide premises with appropriate services in the incubator or signpost to suitable premises if not available on site (5.2.1)

- Provide other innovation support services (e.g. help with technology transfer, proof of concept funding/seed finance, Intellectual Property Rights and other legal aspects, access to equipment etc.).

EU|BICs that want to make a bigger impact in the innovative SME market and want to demonstrate this over the longer term will also:

- Follow-up and animate individual entrepreneurs and start-up enterprises in the incubation and (if required) post- incubation phase for three to five years after creation (continued access to financing, benchmarking against business plan to ensure realisation and proposals for corrective actions if necessary. Follow-up may be partially sub-contracted but EU|BICs should be proactive in the prevention of business failure. Follow-up helps to ensure that EU|BIC activities achieve sustainable outcomes benefiting the region where they are located.

3.2. For existing SMEs, EU|BICs should carry out a number of activities, tailor-made for the individual company

EU|BICs should know how innovation is likely to be improved in SMEs and should ensure that these activities are supported adequately by either the EU|BIC services or the availability of appropriate services through co-operation agreements and signposting (6.1.2)

Once the diagnostic phase is complete, EU|BICs should implement an agreed policy and procedure(s) to govern the relationship such as an agreement with SMEs which should set out the services that have been discussed and agreed and that will be provided over a pre-determined (estimated and flexible) time period (6.1.6). NB: Some ad hoc services may not require a specific agreement.

In the provision of services to SMEs EU|BICs should (as a minimum):

- Undertake general diagnosis of any innovation gaps : SWOT analysis; recommendations and action plan, using a structured and consistent method designed to give reliable results (6.1.4)

- Provide SME support aimed at increasing the innovation profile (marketing, financing etc.)

- Provide access to SME training (e.g. internationalization, management, Intellectual Property etc.) either directly by the EU|BIC itself or by outsourcing
- Include SMEs in specific projects (clustering, enterprise take over, technology transfer, women in management, renewable energy etc.)

3.3. Signposting is a Key Service of aEU|BIC.

EU|BICs must act as an interface between the innovative individual entrepreneur/start-up enterprise and local public and private bodies: EU|BICs must identify a local “talent pool”, the members of which are selected according to the needs of the innovative individual entrepreneur/start-up enterprise, for example: Enterprise Europe Network for technology transfer and EU programs, patent officers, marketing advisers, lawyers, professional organisations, clubs/associations of entrepreneurs, development agencies, Chambers of Commerce, banks, venture capitalists, Business Angels etc. Access to this selected talent pool provides added value to both individual entrepreneurs/start-up enterprises and existing SMEs. BICs comply with the B2Europe charter.

In order to achieve this role as an interface, EU|BICs should:

- o Establish co-operation agreements with appropriate partner agencies and service providers (2.1.1)
- o Ensure that tools are available in the EU|BIC to signpost individual entrepreneurs/start-up enterprises and SMEs to the right service providers e.g. databases (Section 7)
- o Ensure that EU|BIC staff, particularly those advising individual entrepreneurs/start-up enterprises and SMEs have up to date knowledge of other service providers in the relevant sector and/or catchment area

Activity Measurement and Evaluation of Performance

The EU|BICs accreditation and ongoing evaluation process involves a comprehensive review of EU|BIC activities and performance. An important input to this is self-evaluation information provided by EU|BICs.

In order to provide adequate data for the annual evaluation of compliance against the criteria for the EU|BICs label, EU|BICs must use the common indicators identified in the self-evaluation questionnaire to assess their activities. The provision of this data is also vital to reinforce the reputation of the network, through the Annual Observatory and for benchmarking purposes and the calculation of key statistics, charts and other performance reports. As well as those specific data indicated above by their reference number, which relates to the evaluation questionnaire, EU|BICs must also record (for Section 9 of the questionnaire):

- The number of academic spin-offs created with the support of the EU|BIC (if any)
- The annual number of enterprise creation projects prior to feasibility study
- The annual number of enterprise creation projects implemented after feasibility study
- The percentage of projects based on technology
- The annual number of business plans produced
- The annual number of start-ups created with the support of the EU|BIC
- The annual number of jobs created by enterprises
- The survival rate (percentage) of enterprises three years after creation
- The number of tenants in the incubator (if a physical incubator is located in the EU|BIC)
- The annual number of people employed by tenants in the incubator
- The annual number of SMEs supported with their innovative projects
- The annual number of SMEs supported with innovation diagnostics
- The annual number of SMEs participating in programmes aimed at improving competitiveness
- The annual number of client SMEs closing down

Quality

The EU|BIC Quality System is based on a TQM approach (EFQM model) using self assessment, benchmarking reports, and on site visits. EU|BICs must comply with the EU|BIC Quality System. In particular they must:

- a** Complete and submit their on-line self-evaluation questionnaire on an annual basis, by the given deadline
- b** Facilitate on-site evaluation visits by EBN experts and provide all the information requested
- c** Implement the decisions of the EU|BIC Quality Mark Committee. BICs should also:
- Define any other performance indicators as appropriate and as required to meet the needs of stakeholders and clients
 - Implement a management information system for the collection of key information, including performance indicators, contact details, other agency and service provider details, project information etc.
 - Regularly monitor client satisfaction through e.g.
 - Paper or on-line surveys
 - Telephone surveys

The EU|BIC QUALITY MARK CRITERIA form the basis for the whole quality process. They provide the foundation for EBN's operational terms of reference for technical assistance and on site evaluation procedures, in particular for the evaluation of new candidate EU|BICs.

This new version of the EC-BIC Quality Criteria was approved by the European Commission and the EBN Board of Directors in May 2008.

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστέγξει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ: <u>2 ΑΦΕΛΟΤΗΤΕΣ ΓΕΩΡΓΙΑ</u>		
ΤΗΛ: <u>6976708435</u>	ΦΛΣ:	WEBSITE:
ΚΙΝΗΤΟ:	EMAIL: <u>—</u>	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: <u>ΦΥΤΙΚΗ ΠΑΡΑΓΕΛΗ - ΚΤΗΝΟΠΡΟΣΩΔΙΑ</u>		
ΟΝΟΜΑ: <u>2 ΑΦΕΛΟΤΗΤΕΣ ΓΕΩΡΓΙΑ</u>		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επιφειλούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης

Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις

Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά

Διαμόρφωση συσκευασίας και σήμανσης προϊόντων

Χρήση ψυκτικών θαλάμων και αποθήκευσης

Υπηρεσίες εξειδικευμένης εκπαίδευσης

Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών

Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση

Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Θεσσαλονίκη

Αθήνα

Λάρισα, 3/19/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:		
ΤΗΛ: 6977411215	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ:	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: <u>υπηρεσίες</u>		
ΟΝΟΜΑ: <u>Κωνσταντίνος Τηλεπάρκο</u>		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επιφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευση
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:
Θεσσαλονίκη Αθήνα

Λάρισα, 1/10/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομώνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:		
ΤΗΛ: 6945881133	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ:	EMAIL: zregtziozios@gmail.com	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: ΑΓΒΟΤΗΣ		
ΟΝΟΜΑ: ΓΟΗΓΟΡΗΣ	ΤΖΙΟΤΖΙΟΣ	

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης

Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις

Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά

Διαμόρφωση συσκευασίας και σήμανσης προϊόντων

Χρήση ψυκτικών θαλάμων και αποθήκευσης

Υπηρεσίες εξειδικευμένης εκπαίδευσης

Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών

Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση

Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

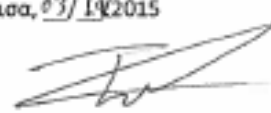
3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Θεσσαλονίκη

Αθήνα

ΛΑΡΙΣΑ

Λάρισα, 03/12/2015


Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	
ΤΗΛ: 0944629238	ΦΑΞ: WEBSITE:
ΚΙΝΗΤΟ:	EMAIL: tzkoultsiou@gmail
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:	
ΟΝΟΜΑ: Τζουλιέτα Αθανασίου	

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης

Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις

Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά

Διαμόρφωση συσκευασίας και σήμανσης προϊόντων

Χρήση ψυκτικών θαλάμων και αποθήκευσης

Υπηρεσίες εξειδικευμένης εκπαίδευσης

Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών

Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση

Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Θεσσαλονίκη

Αθήνα

Λάρισα 3/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	ΑΓΛΑΟΙΚΟΝΟΜΟΧ	ΕΜΜΑΝΟΥΗΛ
ΤΗΛ:	9410-979-908	ΦΑΞ: — WEBSITE: —
ΚΙΝΗΤΟ:	697450333	EMAIL: —
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:	ΚΤΗΝΟΤΡΟΦΟΣ	
ΟΝΟΜΑ:	ΜΑΝΩΛΗΣ	

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επιφυελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης

Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις

Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά

Διαμόρφωση συσκευασίας και σήμανσης προϊόντων

Χρήση ψυκτικών θαλάμων και αποθήκευσης

Υπηρεσίες εξειδικευμένης εκπαίδευσης

Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών

Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση

Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:
Θεσσαλονίκη Αθήνα

Λάρισα, __/__/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάσει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ: <i>Μισανλής Αρχιεπίσκοπος</i>		
ΤΗΛ: <i>26930 47244</i>	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ: <i>6976880747</i>	EMAIL: <i>misanolis@oivofion.gr</i>	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:		
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επιφυλασμένη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση φυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα ΠΑΧΙΑ Αθήνα

Πάτρα, 9/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ: ΠΑΝΤΕΛΗ ΕΡΥΡΟΞ		
ΤΗΛ: 6972854600	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ:	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: ΠΑΡΑΓΩΓΗ ΑΓΡΟΤΙΚΩΝ ΠΡΟΪΟΝΤΩΝ		
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παραχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:
Καλαμάτα Αθήνα

Πάτρα, 9/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	ΧΡΥΣΩΝΗΣ ΔΕΛΤΑΝΤΩΣ - LIBRA FOODS				
ΤΗΛ:	9610-980344	ΦΑΞ:	9610-925905	WEBSITE:	
ΚΙΝΗΤΟ:	6926985995	EMAIL:	info@librafoods.gr		
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:	ΕΛΜΙΕΡΓΕΙΑ - ΜΕΤΑΦΟΡΑ ΑΡ ΦΥΤΩΝ				
ΟΝΟΜΑ:	ΧΡΥΣΩΝΗΣ ΛΙΒΡΑ				

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα

Αθήνα

Πάτρα, 9/10/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συσσεγάσει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	Μαργαριτης Β. Κολαός		
ΤΗΛ:	26930-41316	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ:	6973047023	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:			
ΟΝΟΜΑ :			

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδοτικά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση φυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:
Καλαμάτα Αθήνα

Πάτρα, 9/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομώνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	ΔΑΔΙΑΝΤΟΡΑΚΙΔΕΣ	ΔΕΛΟΥΣΙΝΕ
ΤΗΛ:	694805706	ΦΑΞ: WEBSITE:
ΚΙΝΗΤΟ:	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:	ΚΑΡΔΙΕΡΓΕΙΑ	ΠΑΤΑΤΑ
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επιωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε συγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση φυστικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα

Αθήνα

Πάτρα, 9/1/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ:	Η Φάρμα της Γοργιάς Παν. Ζαφειρόπουλος		
ΤΗΛ:	6972314757	ΦΑΞ:	WEBSITE: www.farmatiss.com
ΚΙΝΗΤΟ:	-/-	EMAIL:	zafanos@gmail.com
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:	Προβατοτροφική μονάδα		
ΟΝΟΜΑ:	Παναγιώτης Ζαφειρόπουλος		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε συγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδοτικά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευση
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:
Καλαμάτα Αθήνα

Πάτρα, 9/9/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστεγάζει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΣΤΑΦΗ ΥΠΟΛΟΓΙΣΤΕΣ ΣΦΕΡΑΤΗΣ Τ. ΝΙΒΟΛΛΟΥ		
ΝΟΜΙΚΗ ΜΟΡΦΗ:		
ΤΗΛ: 6747648708	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ:	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: ΠΑΡΑΓΟΓΕΣ ΦΡΑΟΥΝΑΣ		
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα

Αθήνα

Πάτρα, 7/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συστηγάει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομώνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ: ΖΑΦΕΡΙΩΤΟΥ ΑΣΚ Γ.Ο ΚΡΑΤΗΣ		
ΤΗΛ:	ΦΑΞ:	WEBSITE:
ΚΙΝΗΤΟ: 6970 354840	EMAIL:	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ:		
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :

- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκεκριμένες παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα

Αθήνα

Λαμία

Πάτρα, 9/12/2015

Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή

ΛΑΡΣ

LETTER OF IDEA ENDORSEMENT

Δημιουργία δομής θερμοκοιτίδας που θα συσσεγάσει παραγωγικό εξοπλισμό και υπηρεσίες ανάπτυξης της εμπορικότητας προϊόντων διατροφής, κάτω από την επίβλεψη εξειδικευμένων επιστημόνων και εμπειρογνομόνων, με στόχο τη φιλοξενία νέων επιχειρήσεων του αγροδιατροφικού τομέα και την ενίσχυση της θέσης τους στην αγορά.

ΕΠΩΝΥΜΙΑ & ΝΟΜΙΚΗ ΜΟΡΦΗ: <u>ΚΟΚΚΙΝΗΣ ΓΕΩΡΓΙΟΣ</u>		
ΤΗΛ: <u>6974501663</u>	Φ.Α.Σ.: <u>-</u>	WEBSITE: <u>-</u>
ΚΙΝΗΤΟ: <u>-</u>	EMAIL: <u>gea.kokkinis_7@hotmail.com</u>	
ΔΡΑΣΤΗΡΙΟΤΗΤΑ: <u>ΑΓΡΟΤΙΚΑ ΠΡΟΪΟΝΤΑ - ΚΑΛΛΙΕΡΧΗ</u>		
ΟΝΟΜΑ :		

1. Με βάση τα όσα μας έχουν γίνει γνωστά, ενθαρρύνουμε την υλοποίηση του σχεδίου δημιουργίας δομής θερμοκοιτίδας επεξεργασίας τροφίμων

2. Η συμμετοχή στη θερμοκοιτίδα ως επωφελούμενη νέα επιχείρηση, θα είχε ενδιαφέρον στους παρακάτω τομείς/υπηρεσίες :


- Φιλοξενία επιχειρηματία με παροχή γραμματειακής και διοικητικής υποστήριξης
- Επεξεργασία τροφίμων σε εγκαταστάσεις παραγωγικές εγκαταστάσεις
- Δημιουργία συνταγών με εμπορικά αποδεκτά οργανοληπτικά χαρακτηριστικά
- Διαμόρφωση συσκευασίας και σήμανσης προϊόντων
- Χρήση ψυκτικών θαλάμων και αποθήκευσης
- Υπηρεσίες εξειδικευμένης εκπαίδευσης
- Υπηρεσίες δικτύωσης με αγοραστές τροφίμων/ προμηθευτές πρώτων υλών
- Υπηρεσίες υποστήριξης για την έναρξη και αδειοδότηση
- Πρόσβαση σε επιχειρηματικά κεφάλαια και επιδοτήσεις

3. Ο επιθυμητός τόπος εγκατάστασης του παραγωγικού εξοπλισμού της θερμοκοιτίδας είναι:

Καλαμάτα

Αθήνα

Πάτρα, 23/12/2015


Ο νόμιμος εκπρόσωπος
Σφραγίδα/Υπογραφή