

## I AM GREEN Incubator Academy Model for a GREEN Economy

### EXECUTIVE SUMMARY

I AM GREEN is a Horizon 2020 project, which aims to investigate and develop new approaches to support SMEs, start-ups and other actors within the green innovation ecosystem. The main goal of I AM GREEN is to co-design a widespread incubator and start-up academy model, aimed at guiding entrepreneurs in all the steps, from business idea design to market penetration, with a special focus on training and financial needs.

### RESULT 1: Project targets and the added value of the incubator academy model for each group

PROJECT TARGETS	ADDED VALUE
<b>Alternative start-up:</b> the entrepreneur is personally motivated in reducing environmental and/or social problems.	Mentoring and advising entrepreneurs in their business and technological development through early-stage funding, matching and networking with stakeholders, mentoring and skills development.
<b>Visionary start-up:</b> the founders have a “change the world” mentality and want to reach it through their business.	Guiding entrepreneurs through innovation and R&D funding programmes, providing skills development, matching and networking opportunities with investors.
<b>Inventive start-up,</b> with highly innovative and technically skilled entrepreneurs, usually lacking business education or experience.	Empowering teams, establishing networks with visionary and philanthropic investors, providing services such as skills development, matching and networking.
<b>Ecopreneurial start-up,</b> identifying opportunities in the green sector that are likely to be scaled.	Fostering matchmaking with the actors from the ecosystem; providing services such as networking, tailored mentoring and consultancy, skills development, advice to access funding programmes.
<b>Unintentionally green start-up,</b> creating positive environmental impacts and externalities with its business.	Providing services such as tailored mentoring and consultancy, skills development, advice and guide to access funding programmes, matching and networking with investors.
<b>Eco-investor,</b> driven by environmental and ethical values when deciding who to finance.	They will benefit from matchmaking and meeting opportunities with project teams, awareness raising and communication campaigns.
<b>Consolidated Companies,</b> creating synergies with innovative start-ups.	They will benefit from open innovation projects and matchmaking opportunities.



## RESULT 2: Training needs and methodologies

The human capital of the founding team is one of the crucial elements considered by investors when deciding which start-up to fund. Thus, incubation and acceleration programmes need to focus on empowering start-up teams and support them in developing the skills they need to succeed. This will be done through action-based training, i.e. a type of training where actions that replicate real business tasks or problems are presented.

The teaching-learning methods should be consistent with entrepreneurs' goals and core business, and satisfy their training needs. I AM GREEN showed that the most valuable methods to teach entrepreneurship are based on action learning, and include direct, interactive and practical-operational teaching-learning methods.

The main groups of skills set that should be developed to be successful entrepreneurs are:

- Entrepreneurial skills
- Managerial skills
- Technical skills
- Digital skills
- Sustainability skills

## RESULT 3: Business Model Canvas for I AM GREEN

ELEMENTS	DESCRIPTION FOR INCUBATOR ACADEMY MODEL
<b>Customer Segments</b>	Start-ups, Eco-Investors and Consolidated Companies.
<b>Value Proposition</b>	The Model should include synergies between its different actors, offers matchmaking services and a point where demand and offer meet.
<b>Channels</b>	Competitions, matchmaking events, etc.
<b>Customer Relationships</b>	Start-ups need to apply to be part of the programme, the model will also offer a professional to deal with investors relations, as well as project managers and mentors.
<b>Key Partners</b>	Consolidated collaborations with key actors of the local innovation ecosystem.
<b>Key Activities</b>	Technology evaluation, support to business modelling, training courses and 1-to-1 mentoring for start-ups. Matching needs and offer with start-ups' offer for investors and consolidated companies.
<b>Key Resources</b>	Contact points, being part of the ecosystem, relation with investors and public bodies.
<b>Cost Structure</b>	Careful definition of HR positions with small admin staff and several visiting temporary experts, funding support for ideas, good links with external support such as VCs.
<b>Revenue Streams</b>	Money can be raised from fees on office rentals, supporting / consulting services, private donations and public grants.

**PARTNERS:**



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