

POLITECNICO DI TORINO

Master Degree
in Engineering and Management

Tesi di Laurea Magistrale

Incubators/Accelerators with a particular analysis to incubating/accelerating programs for the fashion, arts and cultural heritage's world



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A.Y. 2018/2019

AKNOWLEDGEMENTS

I would like to thank all my friends and colleagues for having supported me and for the carefree given to me during these two difficult years. I would like also to express my gratitude to the Ph.D. student Giuliano Sansone for having followed my work with enormous patience and responsibility and to Professor Paolo Landoni for the opportunity given. Furthermore, I would like to thank my colleagues Alessandro Bodei and Giacomo Lino Maccio for collaboration and professional help given to our job. Finally, this important accomplishment would not have been possible without the sustain of my incredible family.

Thank you.

Carlo Eugenio Ferrero

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1. Introduction

Facing global markets crisis and shocks such as the overall global markets unification, high-level technology and innovation-based business models based are the ones demonstrating the highest ability to resist to such unusual processes (MiSE, ¹2019). For this reason, governments' policies have been more innovation sustainment oriented. They are trying to incentivize industries' R&D programs, Innovation and Research. This idea is better explained by the 2° semester Innovative Startup's Report published by MiSE and InfoCamere. The number of startups, in Italy is still increasing. On the 1st of July 2019 the number was 10.426 startups, so 2,88% more than the previous semester (351 units). Also, the overall amount of social capital is increasing: +19,3 millions in respect of the previous semester, to the amount of 546,4 million. In more detail, using Ateco² 2007 classification, 35,3% of Italian startups are in the computer manufacturing industry and 36,2% in the software developer industry. Finally, for demonstrating the social impact of startups, the 19,3% of the total number of startups is characterized by the prevalence of young workers (under 35 years), three points more in respect of the overall industry's value. In this field, noticing the increasing importance of startups, I could start talking about Incubators and Accelerators as an important instrument for governments for sustaining young, technologically oriented companies to grow up (Aaboen, 2009; Spigel 2017; Cavallo et al., 2018). In literature, some differences between Incubators and Accelerators could be find but there is not a clear difference. In fact, some authors explain that difference between them is related to the time on operation. Accelerators usually offer a shorter period of accompaniment (Brunel et al., 2012; Pawels et al., 2016). Sometimes Incubators are considered offering an "early stage" sustain, helping companies before than Accelerators. However, because of the lack of an overall idea related to this problem, for simplicity, in this thesis I am going to use these words as synonymous.

¹ Available at: <https://www.mise.gov.it/index.php/it/incentivi/impresa>

² ATECO is an alpha-numeric classification of industry. Letters indicated the macro-economic sector of the activity; numbers add details of the specific sector.

Since their origin, Incubators have aimed to support the creation and the growth of startups by providing a variety of services, such as space, specialized labs, know-how, legal and managerial support, human capital training (through education, mentoring, and networking), and access to capital. Incubators and their incubation programs have evolved and continue to evolve, adapting their business model to the needs of their “customers” (e.g., startups) and to economic trends and policies. For instance, in Italy, in the last few years Incubators have increased their importance because of national regulations such as “Decreto Legge n. 179/2012 n. 179” (so called “Decreto Crescita 2.0”) related to the growth of young “startups innovative” (innovative startups). This regulation, furthermore, contains requirements for Accelerators for entering into “Registro Delle Imprese”. Moreover, with this law is possible to certificate startups.

Even if technical literature Incubators related is very rich, actual situation in Italy is not well enough defined yet. Few works have been realized to underlie the Italian situation. Three of the most important are: Grimaldi & Grandi (2005) and Von Zedtwitz & Grimaldi (2006) based on differences between different innovation models and techniques and Colombo & Delmastro (2002) based on the analysis of Incubators’ actual results. The main lack of overall Italian analysis is the unclear and superficial view of differences between various Incubators typologies (certified, quoted, public, private etc.). Secondly, it will face a deep analysis of the “Italian Incubation Situation”, analysing also the evolution of the concept of incubation in the Country. After this, the analysis of result related to questionnaires will be highlighted commenting final outputs and trends. Therefore, this thesis aims at analysing the Italian Incubator system by renewing the work of Social Innovator Monitor (SIM) highlighting differences between 2017 and 2018. For doing this, the team has sent a questionnaire to all 197 Incubators between September and October 2019, facing an overall answer rate of 40%

Moreover, because of the lack of a deep analysis regarding fashion, cultural heritage and arts’ sector incubation this work tries also to analyse the current situation of incubation in fields of Fashion, Cultural Heritages and Arts. For doing this, I have checked the Incubator list selecting all Incubators incubating startup in these fields.

After these a list of 8 questions has been realized regarding:

- Percentage of incubated fashion and arts-oriented startups over the total
- Percentage of funds obtained by those startups over total contribution given
- Main challenges faced during incubation process into these fields of application
- Main differences between those company in respect to other activities
- Explanation of main technologies and service offered
- Explanation of fashion world's crisis's impacts

The work structured in this thesis has been divided into 6 main sections. In the first chapter, a brief overview of related to incubation programs, in the second, an overview of the literary analysis is presented, by analysing BIs characteristics, their evolution in time and the main common Incubators' typologies existing today, evaluating also other supporting systems available on the market for start-ups and founders (business angel venture capital etc). The analysis of the Italian background emerging from the SIM report analysis will be presented in the third chapter. In the fourth chapter I have explained the overall situation related to Fashion/Arts and Design's incubation, with a presentation of World's success cases. The fifth chapter covers the description of the applied methodology and the main phases that has characterized it. The sixth and last chapter contains a summary of the central aspects of this research and conclusions related with results of our analytics as well as the limitations and implication for theory and practice.

2 Literature analysis

2.1 Etymological root of “Incubation”

The etymological root of incubation concept is based in Europe. In ancient times, people went to old roman or Greek temples, lying down and wrapping themselves with freshly sacrificed animals' skin. This practice was called “incubation”. It was used to obtain a solution to defeat an illness. Gradually, the word became meaning the place in which prematurely born children were looked after to grow up stronger. The main principle of incubation is actually this: helping weak babies to grow up and became stronger thank to checked conditions. Business Incubators follow the same principle: sustain prematurely born activities, when they are more vulnerable, and make those stronger and able to face the real world (Aernoudt, 2004).

2.2 Definition of Incubator

Technical literature offers different definitions of Incubator that could be used to define the key elements of incubation. For example, “organizations that supply joint location, services, business support and networks to early stage ventures” (Bergek & Norman, 2008); “a value-adding intervention system that ...controls and links resources with the objective of facilitating the successful new venture development” (Hackett & Dilts, 2004) or “a place where specific professional resources are organized to help the emergence and first development of new companies” (Albert & Gaynor, 2006).

Anyway, as our key definition I could, at the end, use the SIM Report's one: Incubators are organizations that actively sustain the process of creation and development of new innovative companies thanks to a series of services and resources offered both directly or by a network of partners (Aernoudt, 2004; Colombelli et al., 2018).

Anyway, an overall and common goal is easily detectable: growing strong and financially independent activities that will be able to autonomously feed, in a reasonable time, themselves and to maintain their results of the incubation process (Aernoudt, 2004). To reach this, each Incubator offers to its startups a mix of services.

2.3 Incubator Typologies

In our analysis I will use a classification based on the legal nature of the Incubator operated by Grimaldi and Grandi (2005). They classify Incubators into 2 main classes: public and private. SIM Report introduce a third class for Incubators: public-private.

- **public Incubators:** they are Accelerators mainly financed by public entities and public resources. They are managed by public institutions having both overall economic growth goals (like technological improvement and employment rate growth) and firm level goals such as new entrepreneurial activities building, cost reduction or failure rate decrease.
- **private Incubators:** they are mainly focused on highly innovative startups and they are operated by private entities such as big companies or venture capitalists. The main characteristics of this kind of Accelerator is based on their ability to create network between incubated startups: these links are fundamentals to establish synergies of cooperation and mutual information exchange between young companies and on the “networking” or rather the privileged access to the huge amount of intangible resources, such as knowledge, know how, contacts etc, possessed by the giant incubating company. The overall goal of this kind of Incubators is to obtain profit from the incubation process. They usually get this by selling parts of their equity quote.

- **public-private Incubators:** they are Incubators where the government structure is composed by both public and private entities.

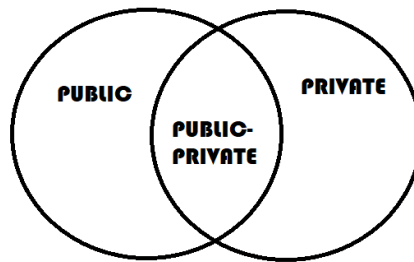


Figure 1-Incubator classification for institutional nature

Aernoudt (2004) and SIM (2017) has realized a further classification and it describes the following Incubators families: **business Incubators**, **mixed Incubators** and **social Incubators**. Because of the importance of this classification for our analysis and to more easily understand results from SIM Report, I am going to further develop this differentiation.

2.3.1 Business, mixed and social Incubators

Business Incubators are private or public initiatives dedicated to the support of emerging startups. They are a common instrument to promote entrepreneurship as they provide entrepreneurial teams and startups with support and aid (Roberts, 1991). A Business Incubator offers services to funders who are at a very early stage with their startup idea and therefore often do not yet have an entrepreneurial team, but only a business idea still in raw. The task of a Business Incubator is to train the participants to become successful funders. The aim of the incubation process is to start from the development of the business idea and reach the adaptation of the correct business model.

I could identify four (different) main types of Incubators: Business Innovation Centres, University Business Incubators, Independent Private Incubators, and Corporate Private Incubators.

In Europe, the first and most popular public Incubators were the **Business Innovation Centres**. The origin of the concept is dated 1984, when the first Business Innovation Centres were set up on the initiative of the European Commission. offer a set of basic services to tenant companies, including the provision of space, infrastructure, communication channels, and information about external financing opportunities, visibility, etc.

University Business Incubators define another example of this family of Incubators. Governments increasingly view science and technological progress as an instrument to enhance national and regional economies and, with increasing frequency, ask universities to lend resources, faculty time and talent to economic development efforts (Stankiewicz, 1994; Roberts, 1991; Milan, 1994, 1996). The main goal of universities remains education, but they can still make substantial benefits to local economies through research leading to patentable inventions and discoveries, faculty spin-off ventures, and technology transfers (Mansfield, 1990; Varga, 1999; Chiesa and Piccaluga, 2000; Schutte, 1999; Rogers, 1986). They involve universities willing to face a direct and entrepreneurial role in creating and spreading scientific and technological knowledge (Evans and Klofsten, 1998; Radosevich, 1995) University Business Incubators are institutions that provide support and services to new knowledge-based ventures; they are similar to business Incubators but they place more efforts on the transfer of scientific and technological knowledge from universities to companies. There are two main categories of services offered by University (Mian, 1996):

- typical Incubator services including shared office services, business assistance, access to capital, business networks and rent breaks
- university related services including faculty consultants, student employees, university image conveyance, library services, labs/workshops and equipment, mainframe computers, related R&D activity, technology transfer programs, employee education and training, and other social activities.

B4i

An important example of this Incubator typology is related to the new born Bocconi University's Incubator B4I (Bocconi for Innovation). Actually, this Incubator emerges from ashes of the old SpeedMeUp. The first Call is planned on the 6th January 2020. Nico Valenti Gatto, operating director of the Incubator, states that the incubation project will involve at least 30 startups. This Incubator is aimed to become the new reference centre for Italian entrepreneurship. This new program has been inaugurated on the 25th of November 2019 together with Sergio Mattarella, during the starting academic year's celebration.

SpeedMeUp has been created in collaboration with Milan's Chamber of Commerce. This new Incubator, instead, has been launched directly from Bocconi university, relying on important partnerships with Italian Technology Institute (IIT), Polytechnique of Milan and University of Milan. "B4i is aimed to become a pole of aggregation of innovative entrepreneurial energies, a pole that favours the right matching between the managerial and business knowledge, typical of our vocation, with the technical skills that come from B4i partners" states Gianmario Verona, Bocconi's rector.

Incubating programs will sustain entrepreneurial ideas from the embryonal stage to the so-called MVP (minimum viable product), so the minimum level final product able to satisfy customers, to start collecting feedbacks. A requirements for being accepted into the program is that at least one of the members of the entrepreneurial team must be a student of Bocconi University or Milan's Polytechnique or Milan's University. Incubated startups will receive 30 K€ plus a free incubation program aimed to make young entrepreneurs able to compete on the actual market. Three are the main field of application: digital-tech area, managed by Massimo Della Regione; manufacture area, administered by Gabriella Lojacono and the sustainability one, operated by Stefano Pogutz.



Figure 2-B4i Campus (www.economyup.it)

Private, business Incubators, instead, can be segmented into two main categories: **Corporate Business Incubators** and **Independent Business Incubators**. IPIs are Incubators set up by single individuals or by groups of individuals (companies too may be among their founding partners), whose goal is to help entrepreneurs to create and grow their business (Von Zedtwitz, in press). They invest their own money in the new companies and hold an equity stake. Sometimes they are called “late-intervent” Incubators, since they usually do not intervene during the business concept definition phase, but they do intervene when the business has already been launched and needs specific injections of capital or know-how. Because of the importance of Corporate incubation for my work, in this thesis a further chapter is destined to Corporate Incubators (see 2.3.2).

Aernoudt instead, as first, defined the word “social Incubator”. It defines an organization that actively supports the creation and development of new innovative, mainly social oriented companies towards accompanying services. In general, Social Incubators are those who incubate highly socially affecting companies: startups that introduce a novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals (Phills et al., 2008). The aim is to bridge the social gap by increasing employment possibilities for people with low employment capacities such as disabled people, minimum guaranteed income beneficiaries, low-skilled workers, long-term unemployed, immigrants, political refugees. As social entrepreneurship has been more and more growing, (Miller et al., 2012; Fugate et al.,

2019) together with it the related support activities have been increasing (Arena et al., 2018; Leborgne-Bonassié et al., 2019). Still, only few researches have been focusing on analysis of social Incubators (Galbraith et al., 2019). This is the actual literature's background regarding Incubators classification. SIM Researchers, by the way, have tried to summarize this differentiation basing their analysis on the actual number and typology of companies incubated and introducing "mixed Incubator" as an "in between" other two category.

To summarize, using the SIM 2017's classification, I could define:

- **Business Incubators:** 0% of organizations incubated with social and/or environmental aim.
- **Mixed Incubators:** from 1 to 50% of organizations incubated with social and/or environmental aim.
- **Social Incubators:** more than 50% of organizations incubated with social and/or environmental aim.

By the years, several social Incubators have been established, showing that social welfare has increased its importance toward population. This classification helps us to better evaluate the "incubation process evolution" by the time: firstly, Incubators were, both in USA and in Europe, instrument to promote regional competitiveness by revitalizing declining manufacturing sectors, nowadays, having improved the overall "quality of the life" the attention has shifted also to social affection such us unemployment, immigration, social equality etc.

Consequently to this overall social awareness, the number of startups concerned about social safety and with social aims is increasing (Short et al., 2009), together with the number of demand of incubation related to this type of startups. For this reason, during last years this new typology of Incubators came out. Because of the always increasing amount of this kind of incubation demand, social Incubators can benefit of the important advantage of specializing their activity on supporting entrepreneurial teams with social aims. Through this strategy of specialization, social Incubators, get the competitive advantage of developing competences and offering complementary assets to their tenants. Business Incubators, on the contrary, operate

“under an umbrella of many different realities” and this specialization strategy is not applicable for them. In other words, social incubation is an incubation program aimed to support their members to generate social/environmental impact (Yang et al., 2019). For reaching this goal, they provide financial and non-financial support to help social entrepreneurs to attract, with their business social ideas, new funds and to commercialize their innovations (Sonne, 2012). Finally, because of the increasing role of corporation into incubation with Corporate Incubators, a new phenomenon is rising nowadays: Corporate Social Incubation. This means that these corporations are opening their own incubation program to apply a strategy of Open Innovation and improve their competitiveness by sustaining socially aimed startups.

2.3.2 Corporate Incubators

Corporate Incubators are Incubators owned and set up by large companies with the aim of supporting the emergence of new independent business units (Piccaluga, 2000; Von Zedtwitz, in press). These new business units (Corporate spin-offs) usually originate from research project spill-over (carried out within source-organizations) and happen to be the outcomes of diversification strategies. Usually, the mother company play a control role over incubated activities by holding equity shares. These Incubators, in addition to Corporate spin-offs, host more generic start-ups as well. Generally, these Incubators (like university Incubators) intervene during the early stages (business concept definition) of the business development cycle. To better evaluate benefits both for companies and for startups, a particular case has been analysed (Emily Waltz, 2008)

Biogen Idec, a pharmaceutical American multinational opened in 2008 its Incubator campus in Cambridge, Massachusetts and Pftzer, another American multinational operating in the medical sector opened in the same year its Corporate incubation's space in La Jolla, California. Their aim is to absorb innovation of early-stage biotech startups without smothering them. “It's not an investment for the near future, we are investing in them to bring candidates into our R&D pipeline, my guess is that you will see more of these strategy in the future” states in 2008 Rainer Fuchs, executive director of Biogen's Incubator. Pftzer and Biogen's strategies

for managing their Incubators are different. While the first is looking for emerging early-stage, young companies, the latter wants startups with an already established therapeutic project, preferring companies whose project is three to four years from an investigational new drug application.

During first months, both Incubators received more than 100 applications. Corporate Incubators appeal startups because of the possibility to access to company's coveted resources: expertise, expensive instruments, company's chemical library, technology support, housekeeping etc.

Furthermore, Incubators attract founders who want a clear and well-defined exit strategy or academic who don't want to bother with raising venture capital. Despite these attracting points, for startups applying to those projects, problems could emerge if the mother company does not buy them. This could affect the image of such companies diminishing chances of obtaining funding from other sources. Finally, there is also a financial risk for startupper: founders might not obtain the fair price for their company because the offer is made by the mother company by an initial agreement that take into account also the initial possibility to fail. For these reasons, deciding whether to enter into a Corporate Incubator or not is a hard deal, because "it could be not the most lucrative deal but it could be the easiest way to have scientific success" (Gerard Karsenty, founder of Escoublac).

Moschner et al. (2019) identify four types of Corporate Incubators: in-house, hybrid, powered by and consortium.

Corporate In-House Incubators

In-House Incubators are considered all those Incubators created inside the company. In this case, a firm starts an in-house incubation program. Typically, a corporation take this decision to increase the new knowledge and innovations, enhancing open innovation and collaboration between employers and founders. Entering in contact with entrepreneurs covering

the role of innovation partners is useful both for the company, receiving new ideas to solve old problems and also for startups' managers to benefit from larger know-how and experienced gained from the company's staff.

Obviously, an In-House Incubator selects startups closely related to the original corporation's business to gain as much benefit as possible. Most of the time, headquarter of the company is physically located close to the Incubator's space; this to enhance collaboration and mutual exchange of information.

Working with an in-house Corporate Incubators, startups have the advantage to gain total control and influence over the program, this means that they can adapt incubation protocol and strategy to their needs exploiting it to develop new ideas. This is explained by the enormous risk faced by the company of shutting down the Incubator if any of the incubate startups brutally fails. Companies employ considerable human resource to correctly manage Incubators and invest large amount of money to finance it.

The main opportunity for startups incubate into an In-House Incubators is that in case of success of their business idea, the sponsor turns into a paying customer because of the strict relation with mother company's business. The main challenge faced by startups incubated in this way is that they could see this relation as a sort of cage blocking them in the future. In case of a very brilliant business ideas startups could be stuck into the "supplier position" for the rest of their life instead of becoming worldwide leaders. On the other hand, the main opportunity for startups incubate into an In-House Incubators is that in case of success of their business idea, the sponsor turns into a paying customer because of the strict relation with mother company's business.

Corporate Hybrid Incubators

Hybrid Incubators could be defined as extension of In-House Incubators. Easily speaking, Hybrid Incubators extend their service of incubation also to internal innovation projects executed by their employees. The overall goal of this Incubator remains the one of

receiving benefits from external knowledge and external ideas given by startups incubated but in this case attention is put also on promising internal business proposal from employees, increasing intrapreneurship. In this case, innovative ideas' flow is coming from two sides. Emerging internal programs are treated like normal startups and feed.

Exchange of information and knowledge between external and internal innovation projects foster mutual learning. Incubators of this family offer places in which promoting interaction between internal workers' ideas and external startups. Founders and employees work in the same physical location and for this reason, informal meeting and informal exchange of information could happen everywhere even at the coffee machine during a break. In addition, in this way, intrapreneurship is facilitated.

In hybrid Corporate Incubator, Corporate employees are released from their daily work to participate to the program. As consequence, are required more human resources than financial.

A fundamental element to take into consideration is the balance given to internal projects and external startups. A non-rational division of efforts could be dangerous. On one hand, when external projects receive less attention than internal project, founders could end not well satisfied by the Incubator's activity. On the other hand, exploiting too much startups could lead to a damage of branding for the Incubators name. As well, putting too much attention on external project could make employees less motivated to reach company's goal. In this case, firm would be wasting money for paying salaries. There are two main advantages for firms: strong collaboration between founders and internal staff make the transfer of company culture to startups faster and easier connecting path of founders with company's ones. Finally, solution to internal doubts could be found thanks to ideas coming from outside.

Corporate Powered by Incubators

Powered by Incubators are still a quite rare form of Corporate Incubators. They are called Powered-by because are administered by an independent Business Incubator on the

behalf of a single firm who creates the incubation program. Some famous examples are the Barclays Accelerator powered by Techstars in London, New York, and Tel Aviv, and the METRO Accelerator powered by Techstars.

Moschner et al. (2019) state that, powered by Corporate Incubators are an intelligent way to solve one of the most common problems regarding Corporate incubation: the lack of experience for the leading firm in the incubation process. Company, for this reason could decide to create a Powered-by Incubator. By this, they shift the problem to a traditional BI, managed by expert entrepreneurs able in sustaining startups. They have also the necessary experience for scouting, distant searching (meaning scouting of companies outside the mother company's business) and correctly managing Incubator's business. Incubation program is very rigid and oriented through BI's standardized procedures.

This decision allows the company not to get involved into the complicated incubation strategy. They leave BI managing the application process on its behalf and this is a clear advantage. Physical location of Incubators is far from the mother company's one. As already said, startups' selection is not mandatory linked to the sector and the area of the corporation, leading to the precious advantage for founders to consider themselves free to move without an oppressing control from the company.

The risks for the company in case of failure are lower than in the previous two models as the corporation and the BI provider manage the program jointly.

For startups, this incubation model has a higher attractiveness because they can count on their reputation and experience. All this contribute to a positive effect on their image and external credibility. Furthermore, they do not feel a so strong influence and control from the mother company.

Corporate Consortium Incubators

The last model analysed is the *Consortium Corporate Incubator*. In this case this Incubator could be intended as a sort of union between an in-house and a powered by Corporate

Incubators. Therefore, there is an external Business Incubator service provider that manage the process collaborating with more than one company.

The Business Incubator operates the program on its own way, but following overall direction given by each mother company up to a certain extent. BI manages the operation of searching and scouting activities but the actual selection of startups is realized on the final decision of companies. For this reason, the process of screening and searching could be realized both for solving internal problems or for introducing new technologies and innovate.

The most relevant advantage for companies, deriving from this typology is lower entry and exit barriers with respect to in-house incubation model. This because many corporations and the activities share investments are carried out by an external BI. Furthermore, Consortium Incubators allow corporations to enter into an already existing environment into which they can take advantage of a structured organization and experience of members.

Other benefits are related to the fact that a strict understanding of the current market is a typical problem affecting incubation program operated exclusively by technical experts. Consortium Incubators allow both new corporation and startups to enter into a platform in which exchange know how and practices with incumbents. For all this reason, possibility for a startup to find a way to establish business ideas is higher than for other incubation typologies. This could happen, for example, by attending to internal meetings and milestone presentations with other members.

Moreover, differently from in-house Incubators, startups do not feel oppression and do not fear to be remain stuck into a Corporate structure because of the independence of BI from mother companies. Funders, in this case, perceive consortium Corporate Incubator as a fundamental intermediate that act between them and corporations creating a more neutral interface platform in which only get benefits from incumbents' firms and startups.

However, this independence could cause difficulties for corporations to control startups trying to guide them into their organizational structure. Remaining external to the BI organization could require more effort in controlling the management of incubation strategy.

To solve this, corporations are asked to put a little more effort and commitments to overlook the current situation.

2.3.2.1 An emergent phenomenon: Corporate entrepreneurship

Sometimes companies are mines of innovation but they are not aware of this. Corporate Entrepreneurship program “Innovation Garage di Acea” tries to turn a light on this problem. First of all, Acea is a company whose 2018’s EBITDA was of 933 M€ (Net Income of 271 M€). It employs more than 9000 workers into energy, water supply and environment maintenance business. In 2019 Massimiliano Garri started Innovation Garage, a project in which employers are considered such as “startups”. A call, a pitch day and finally incubation period: these are steps followed by brilliant workers idea into the project. Acea was already committed with innovation: into 2019-2020’s industrial company plan, 500 M€ were already planned expenses for innovation, including collaboration with startups. But this was not enough for the company. “Revolutionary ideas, inputs to evaluate new models, could come from inside” state Stefano Donnarumma, CEO of the company.

First of all, ground should be prepared and tested from the company: the Garage project must be presented and correctly explained to employers, elaborating on all details. After this, all activity useful to increase workers’ participation are required. Sustain from top management of the company is fundamental for this initial phase. The feedback has been amazing: 1800 contest platform’s website visits; 120 new ideas for 200 candidates.

Three ideas have won this selection: Live Digital, InstantEasyConnect and Widy. Entrepreneurial team have been included into TAG Ostiense’s incubation project in Rome. Teams are working for three months at the entrepreneurial project. Their goal is to prepare their project for the Investor Day in December. Investors (top managers of the company) evaluated all projects, will decide if to pursue or not in financing some project, moving from prototypes to actual business ideas.

2.3.2.2 Overview on Corporate Incubators in Italy

Examining Corporate incubation is important to better evaluate data proposed by SIM report 2017. All 171 Incubators have been analysed and 11 Italian Corporate incubation programs have been disclosed, in particular the 6.4% of the entire population. Similarly, to other aspect of incubation, the highest density Italian region is Lombardy, followed by Piedmont and Tuscany. More than 70% of the total of Corporate Incubators is located in North-West Italy and in the South no one Corporate Incubator has been discovered.



Figure 3-Incubators' location (SIM Report 2017)

Regarding year of constitution, the average age of Corporate Incubators is 5.6 years, much lower than the overall Italian Incubators average age that is of 8.2 years. Only one Corporate Incubator has been launched before 2010.

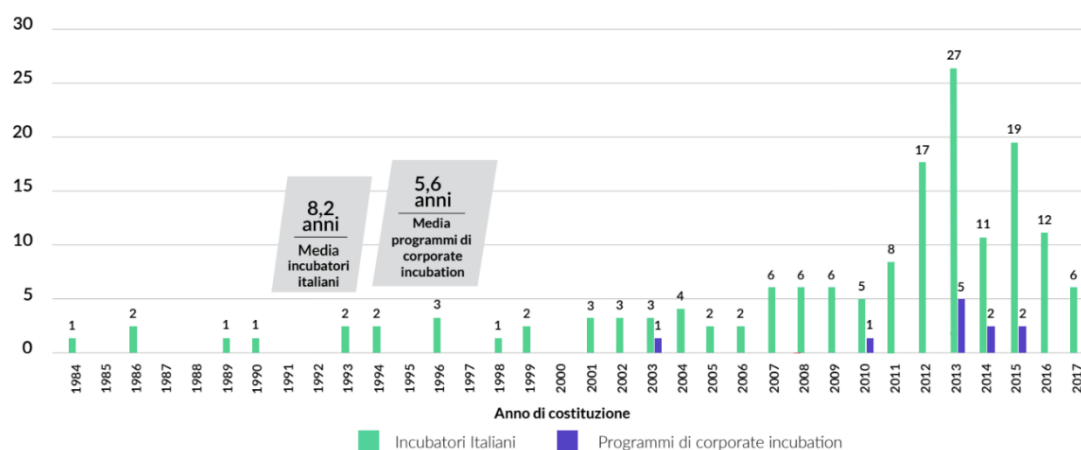


Figure 4-Incubators' year of constitution (SIM Report 2017)

Important to say is that all 11 programs have private nature, so, they are conducted and managed only by private entities. Differently from the overall situation, restricting analysis to Corporate Incubators, the most relevant area of competence is related to financial and insurance related activities, together with scientific and technical ones.

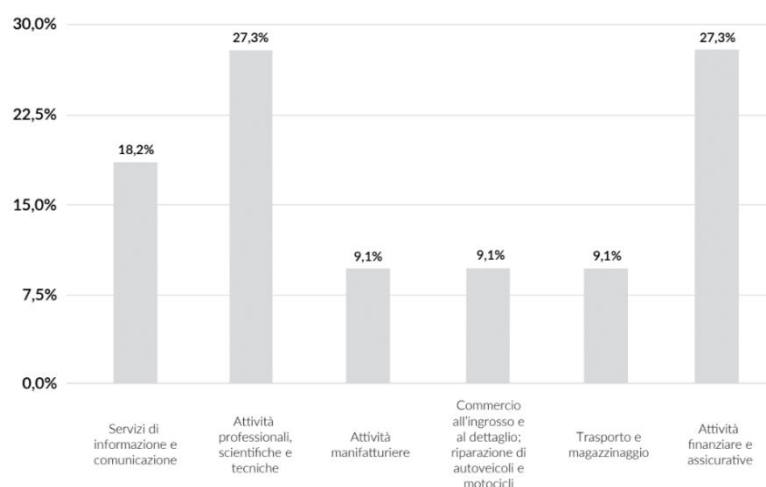


Figure 5-Area of interest (SIM Report 2017)

Usually, incubating corporations are very big: average annual revenue > 3 B€ even if this value is enhanced by few giant firms (median adj. of 80 M€).

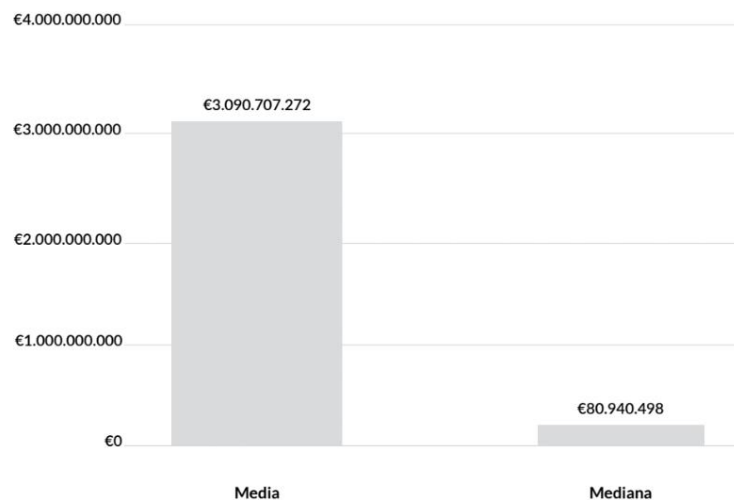


Figure 6-Incubators' revenues (SIM Report 2017)

2.5 Value created by Incubators and Co-production

Several researches have been made to understand the actual output of Incubators on the incubated companies' life cycle. By the way, because of the enormous variety of existing realities, finding an overall and common answer is impossible and this is the reason why the vision related to the economic effect's evaluation is still nebulous.

On the other hand, many of the more recent papers' results underlie the effective role of incubation both in firm's development view and in overall social welfare. In an economic sense, I could describe the relationship between business incubation programs and their entrepreneurial firms as an interdependent co-production, as defined in the equation below by Parks et al. (1981). The stronger is co-production the more effective are social and economic benefits from incubation.

$$Q = \frac{1}{4} c R^d P^e$$

where

Q= output;

RP= regular producer inputs;

CP= consumer producer inputs;

c = a scaling factor;

and d and e are the respective output elasticities of each input.

The effective role of co-production is driven primarily by the quality of the relationship between the Incubator and the entrepreneur; this relationship can be characterized as a co-production dyad. In the Incubator manager–entrepreneur dyad, the manager of the Incubator is the regular producer (offering his service to his clients); the Incubator company entrepreneur is the consumer producer (receiving that service); and the relevant output (Q) is business assistance.

Two are the main instruments that could be used to actually create co-production: **passive intervention** and **counselling**.

2.5.1 Passive environmental intervention

Passive environmental intervention is, in a sense, an indirect form of co-production. The concept captures the various ways the Incubator assists the client companies that do not involve the Incubator manager directly.

These include:

- use of equipment (e.g., phone system, copier, fax machine, internet access);
- shared facilities (e.g., conference room, lunch room); and
- co-location in an Incubator centre, which provides the opportunity for informal

networking with other entrepreneurs

In general, these co-production outputs support firm survival but have little impact on the development of the firm.

2.5.2 Counselling

Counselling refers to the actual dissemination of knowledge and advices to entrepreneurs in the domain of business start-ups and has been described by other researchers as a critical area of assistance programs (Chrisman et al., 1987; Nahavandi and Chesteen, 1988; Smeltzer et al., 1991). Rice's study, realized in 1992 by interviewing eight different Incubators' managers regarding counselling service offered to their customers, defines three "counselling typologies". The first one analysed is "active and episodic". In this mode, the entrepreneur asks for help facing a crisis or a problem. This is the most typical form of counselling and in this scheme, the entrepreneur initiates the counselling effort. Assistance requested is focused on a particular issue and is generally of limited duration. "Proactive and episodic" is the second type of counselling. This second typology exploits the physical location of offices for engaging entrepreneurs in counselling on an episodic basis. For example, one Incubator manager in that study stated: "A lot of this is over the coffee pot kind of business help. My Incubator is laid out so that the entrepreneurs walk by my office to use the fax machine or to get a cup of coffee. Therefore, they are in and out of my office all the time. In another Incubator, instead, physical layout of the Incubator limited the interaction of entrepreneurs and the Incubator staff; hence, the Incubator manager made a point of "counselling by walking around". This informal, ad hoc counselling enhances the trust and ease of communication between the entrepreneur and the Incubator manager. The third type of counselling is "continual and proactive." The counselling efforts are focused on the ongoing developmental needs of the entrepreneur and the Incubator company.

The Incubator manager who is continually and proactively walking around the office to meet entrepreneurs and giving them advice regarding their activity takes the effort. The study

defines this last typology of counselling as “quasi-partner” counselling, because of the continuous effort to search for the best both for entrepreneur and Incubator manager (Rice, 1992).

2.6 Overview on the actual service

According to the different geographical location, to the incubation sector and to the economic background, Incubators offer to startups a various range of services.

Firstly, I should differentiate between pre-incubation, incubation and post-incubation services (UE 2010). Pre-incubation is related to first step of the startup building. It is concerned on the new idea development and it's applied on the business model and the business plan creation. Incubation is the central process of sustain. It's operated after the business plan creation and it is related instead to the main sustaining activities and it is subdivided into 10 services according to SIM (2017):

- **Managerial support:** Incubators offer advices regarding some specific operative areas such as marketing or voted to a better team managing, efficiently matching competencies and abilities.
- **Physical spaces:** offices, meeting and conference room are some of those. Furthermore, the use of Internet connection, the use of instruments like printers or scanners enter in this section. The idea behind this point is related to the aim of fixed costs reduction for single firms. For those firms incubated by university Incubators, access to technical knowledge or sophisticated laboratories is another fundamental service.
- **Managerial behaviour growth:** for any Incubator, the threshold is to grow firms able to stay alive in the future. To reach this, during incubation process, Incubators must transmit to young entrepreneurs, managerial skills and mind-set.

- **Funding research:** more than often, companies are not able to find funding for their activities. Helping them in seeking in the correct way is a crucial role for any Incubator. Their role is to get firms close to venture capitalists or business angels or to directly finance them.
- **Legal and administrative services:** one of the main goals of this area is to make legal procedures easier for companies. They must be acknowledged of regional, national and international differences, especially in the regulations related to company building.
- **Intellectual Propriety protection:** especially in highly technological sectors, IP protection defines a key role to competitive advantage protection.
- **Relationship and Team-Up (Networking):** networking is the definition of the relationship creation between different firms, firms and universities or with private company's process, important for the development of the business model.
- **New Technologies scouting:** especially for startups operating in scientific or technologic sectors, supporting in choosing the right technology is essential.
- **Social impact evaluation³:** Incubators must help the firm in the evaluation of social benefit created to the company itself and to the external environment.
- **Business Ethics and Corporate Social Responsibility (CSR):** by the years, interest in social and environmental welfare has become more important for society. For this reason, entrepreneurs are nowadays trying to increase the positive social impact on the

³ Social Impact Assessment defined all those processes related to the analysis, monitoring and management of intended or unintended social consequences of planned intervention, or any social change processes invoked by those innovations. Its primary goal is to establish a more equitable and sustainable environment. SIA is best understood as an umbrella or overarching framework that embodies the evaluation of all possible impacts.

country. Incubators have started to work on this sense by trying to incentive ideas that both mix firm's individual profit and social welfare.

At the end of the incubation process, firms should be able to maintain themselves alive. To ensure this, some Incubators offers post-incubation services. They are softer action to sustain and ensure the firms' activities, such as widening the competencies portfolio or by evaluating new strategies, when it is mature enough to end the incubation process.

2.7 Other supporting system for startups

Startups can receive support in many other different ways. Nowadays, the most common supporting systems are: Business Angels, Venture Capitalists and Co-working spaces.

2.7.1 Business angels

Zinke et al. (2018) define Business Angels as private wealthy investors who provide – either on their own or as part of angel groups – their own personal capital for the creation and development of startups, usually in exchange for equity. Regarding foundation obtained by young innovative firms, Business Angels cover an important role. The gap between support received from friends and family and larger investment forms, such as venture capital, is sometimes filled by angels.

Usually Business Angels members are well experienced in startups' sector managers. They usually do not only focus on providing founders with financial aids, but also supporting them with investment advice, networking and establishing cooperation, increasing the startups' chances to be successful.

Business Angels investor usually intervene during early stage of startups' lifecycle. This because of the smaller amount of money requested at the start of the business. When, finally, a startup manager demonstrate to be able of correctly manage its company and to own a potential business model, business angels leave the place to stronger and more financial-oriented investors such us venture capitalists. (Hellmann & Thiele, 2015).

For this reason, support offered from Business Angels are considered more as an accompanying role than a strong influence. Service offered to startups is more related to business and managerial advices instead of relevant funding. Startups must be free of movement and to self-demonstrate their potential. BAs angels must intervene only to overtake mangers problems such as lack of experience or know-how transfer. As desired consequence, promising start-ups can be constantly followed and eventually their share can be sold profitably. The contribution of know-how given to star-ups is a distinctive character of BAs. In turn, BAs generally request an appropriately high percentage of return on their investments, but they will often be tolerant of other forms of growth beside revenues (e.g. number of users) (Foundr, 2019).

Kerr states that in the last few years angel investors started to create network or group of investors and to provide platforms, either on-line or in person, for single angels to evaluate and invest in high-potential deals collectively (Drover, 2017). Groping different investor together increase the availability of resources and funds to better sustain emerging business (May, 2002; Payne & Macarty, 2002) and partially "overlapping to the action space traditionally occupied by VC funds" (Hellmann & Thiele, 2015). By organizing in networks, BAs increase the knowledge and the know how available to startups' managers. (Kerr et al., 2011).

During investment, for BAs less due diligence is required in respect to Venture Capitalists. Normally sustain is based on reciprocal trust entrepreneur-BA. Because of networking BA and pooling of resources this form of sustain for emerging companies is becoming more important.

2.7.2 Venture Capitalist

Gompers & Lerner (2000) explain that Venture Capital funds are funds managed by independent general partners who collect them from a multitude of limited partners, such as universities, pension funds, banks and government funds. Their aim is to release a return for investors by investing in potential, high-grow and innovative startups. For reaching this, VCs are investors who offer fundamental resources to young startups to make them grow in their early stages. For instance, they provide services like contacts, information and managerial advices (Sorenson & Stuart, 2001; Bertoni et al., 2011).

They try to strongly collaborate with companies they invest in, not only merely financing them but providing guidance and assistance. Despite of the limited amount of startups financed by VCs, they are considered one of the most renewed form of equity funding (Drover, 2017). The new trend regarding VC is related to the desire to cluster in small and geographically closed groups to better collaborate with other VCs.

VC are very brave investors. VCs' funds are not given to startups in the form of a loan but they are, instead, pure investment. Founders have not the obligation of repaying the whole sum. VCs members decide to take the risk of losing money they have invested. For this reason, is clear, that they are extremely selective in choosing startups in which invest. They are interest in mid/late stage investment because of risk of failure decrease with time. Older startups have been already selected by the market so they are stronger than younger ones (Hellmann & Thiele, 2015). The most common order of magnitude of VCs' funds is of millions of dollars (Foundr, 2019).

Many are positive effect related to the role of VCs. The first one is the so-called "treatment effect", in which startups' growth is positively correlated to VCs contribution. This contribution could be either financial and non (Bertoni et al., 2011). Important to say that, most of the time, the non-financial/managerial sustain is more effective than the financial one. The second effective is called "selection effect" or "pick winners" (Zacharakis & Meyer, 2000; Baum & Silverman, 2004; Bertoni et al., 2011). This effect refers to the fact that startups supported by VCs already outperforms other companies because of the strict selection

mechanism of VCs. For this reason, being supported by a VCs is already meaning that the business model of the company is highly potential. Several are empirical evidences that seem to indicate that the “treatment effect” prevails over the “selection effect” (e.g. Colombo & Grilli, 2005, 2010; Bertoni et al., 2011). Another positive effect is related to the governance of the startup. Sustained startups highlights a better capacity of structuring and implementing governance and formal procedures. VCs reach this point by checking all contracts and board membership (Drover, 2017). This is something which early stage start-ups typical lack of and that has been proven to be of positive impact on their growth and performances (Sapienza, 1992). Furthermore, another positive effect is the “quick results” effect. VCs funds put their effort in recover their investment by executing exits in a time frame very short. For this reason, startupperes are spurred to achieve good results very quickly, keeping an high level of motivation (Dutta & Folta, 2016).

An important argument regarding VCs is related to risk mitigation during their investment. This strategy for mitigate risk during investment serves to prevent big problems such as conflicts arising from different goals between investors and founders to possible adverse selection (Kaplan & Strömberg, 2004; Hellmann, 2006; Cumming, 2008; Tian, 2011). A vast literature regarding VCs as agents investigates rights concerning cash flow, control and incentives as these tools are more and more used in cases in which risks and complexity are considerably high (Kaplan & Strömberg, 2004). A technique to decrease risk level in investment, especially in volatile environments characterized by asymmetric information, is employing multistage investment mechanism. They decide to give funds step by step instead of enlarging a lump sum. In literature this technique is called “Stage and Gate” mechanism. It provides funds only to those startups able to overtake an already fixed challenge.

This technique come from the pharmaceutical sector, especially for the development of new medicines. Costs and funds necessary increase during startups’ lifecycle. At the end of the sustaining program would be better having only few highly-potential medicines in which invest money. This strategy has been adopted also in VCs sector to evaluate startups who deserve funds. (Li, 2008; Grenadier & Malenko, 2011; Tian, 2011). (Guler, 2007; Tian, 2011; Li & Chi, 2013). Other typical contractual instruments applied by VCs are, for instance, options (Arcot,

2014), covenants (Bengtsson, 2011), convertible securities (Hellmann, 2006), board representation (Wijbenga et al., 2007), and active post-investment monitoring of the management team (Yoshikawa et al., 2004). The control, VCs exert, generally appears to diminish as the supported start-up improves its performances over time. Finally, VCs funds decrease risk by collaborating together. They form an alliance to sharing cost of investment and also to collaboratively evaluate best strategies for future investments. They, for sure, expect at the end of the process a joint payoff. By doing this, a VC fund can divide his funds in a larger portfolio of activities increasing opportunities of success (Drover, 2017).

2.7.3 Makerlab and coworking

Zinke et al. (2018) explore the phenomena of Makerlabs and Coworking spaces. First of all, Makerlabs and co-working spaces create and offer to founders experimental spaces where to implement business idea. They are grouped together because of the overlapping service offered in term of workshops

I will analyse firstly Makerlabs and secondly coworking spaces:

Makerlabs, often recognized under the name of FabLabs, can be synthetize as “place where learning by doing”. They are small workshop in which people interested in some new or already existing technology can use machines and tools, professionally monitored by experts of the sector, and develop their products. Thanks to Makerlabs users are allowed to access to know-how, manufacturing techniques and culture related to that technology. Makerlabs provides an interesting, stimulating, and community-based environment in which collaborate and mutually exchange knowledge and advices with colleagues and experts. Production in Makerlabs occurs in a pre-competitive or non-commercial phase. Makerlabs are especially useful for startups producing hardware because of the opportunity given to them to transform their ideas into reality. All these, contribute to the enrichment of the market and to the development and the introduction into market of new advanced products.

The central part of Makerlabs' offer is the provision of technical infrastructure, whereby mainly the tools available are high-tech (3D printers, CNC milling machines, laser cutters, etc.). Serious investments are required to offer such services. Very rarely Makerlabs are able to autonomously finance this sort of investment and they usually receive money from monthly membership fees, cross-financing from public actors as well as sponsors used to finance the services offered to start-ups. Makerlabs do not only offer production assets, equipment or software (e.g. CAD software), but organize also workshop activities and training courses where to train young entrepreneurs to better exploit technologies. Moreover, most of Makerlabs offer also managerial training to founders, by offering own seminars, incentivizing networking and group collaboration between members.

Nowadays, Makerlabs are starting increasing the range of the offer given to their clients: promotion, financing and some aspect of marketing are new services provided to users. All this is aimed to incentive fidelity with customers and create stronger relationship to increase revenues.

Regarding coworking spaces, they can be described as spaces and offices offered to freelancers, self-employed workers, startups and who ever needs a flexible and low-priced alternative to long-term leases. The most common way of action is to rent individual workplaces instead of entire offices or work locations, and providing shared facilities (internet, kitchen etc). Sharing spaces increase the opportunity to start networking with other entrepreneurs and it is usually one of the reasons why this work space is chosen. Professional exchange of information and advices incentive the fundamental mutual learning.

Sometimes managers offer coaching and mentoring and founders could also receive support such as business competence transfer, business modelling and financial consulting or product development. In this case, for my study, co-working spaces are considered like BIs.

The tariffs applied by coworking vary from daily, weekly or monthly rent based on users' requirements. These include in part the possibility to use international partners' coworking spaces.

Co-working spaces are open to everyone but commonly, they are used by new startups because of their necessity to establish relations' networks with other startups, established company, technical experts or investors.

Coworking spaces pursue similar objectives to Makerlabs. The main purpose is to contribute to the networking of startups, to support their development and to improve their innovative capacity. This goal is explained by the fact that usually co-working spaces are run by large corporations to incentive new ideas and innovation to exploit synergies. Both co-working spaces and Makerlabs are available for startup in each stage of lifecycle except for direct financing.

2.9 Incubation evolution in emergent economies

During last years, worldwide speaking, the strategy regarding innovation faced a shift from focusing on internal R&D programs of large firms to cluster and high-tech startups. Especially for emerging economies such as Japan, China and South America, this phenomenon has been identified as shift from “top-down to bottom-up innovation”. As an example, I have analysed the article realized by José Manoel Carvalho de Mello and Mariza Almeida regarding “The Brazilian evolution of the Incubator and the emergence of a Triple Helix”. In Brazil, trigger for the incubation process has been the collapse of the military regime and the reestablishment of civil society in the 1980s. In 1951, facing a strong military government, a top down innovation approach was applied. This innovation starts by redefining the mission and values of the organization, defining overall goals and guidelines then seeks to cascade the changes to lower level of production and research centres. In 1952, Brazilian military regime founded the National Research Council, aimed to rule the guidelines for Brazilian researchers to reach innovation thresholds. The breakdown of the military regime in the mid-1980s and the democratic election of 1982, opened the way for initiatives to arise from various sectors of society including innovation and R&D strategy. From that moment, Brazilian researchers started to look at outside situation. US's Incubators, for example, have attracted attention. Some management students made visits to the US and to academic Incubator at Rensselaer

Polytechnic Institute. Inspired by this, the first Brazilian Incubator came out in 1983 following the US academic model and organized to transfer university technology through the medium of firm formation. In 2003, year of publication of this article, Incubators in Brazil were 237. This revolution, defined the shift leading to the bottom up innovation approach. Thanks to this new model, on the other hand, the technological problem is approached from the opposite direction. It starts from the people, from the process and from the informal ways of working, identifying barriers to innovation and fixing those one by one. Networked Incubators and cooperation between universities has been fundamental for the actual growth of incubation programs in Brazil. In 1987 Incubators managers decide to build up a civil institution called The National Advanced Technology Enterprise Promoter Entity (ANPROTEC). From that moment, another phenomenon appeared: the Triple Helix model of innovation.

It refers to a set of interactions and links between university, governments and industry, to empower economic and technological development. This theory has been firstly theorized by Henry Etzkowitz and Loet Leydesdorff in 1990. Universities are engaged in basic research; industries produce commercial value and goods and governments regulates the market. As interaction increase, each component evolves to adopt some new characteristic. Also bilateral interactions exist and their power changes from each country. By including government into free and democratic innovation, Brazil has reached in these years high level of research and incubation in the country has becoming always more important.

3. Italian Incubator mapping (SIM report 2017)

3.1 The Italian background

In Italy, history tells us that Incubators development has been stimulated by public sector: following the “Gli Incubatori d’impresa in Italia” study (Auricchio et al., 2014), the birth of first Incubators came out during Eighties towards “Società per la Promozione e Sviluppo Imprenditoriale” (SPI) to promote entrepreneurial programs and economic development in more disadvantaged areas.

First to came out were Business and Innovation Centre Incubators (BIC). They are, as already said, organizations that supply consultancy services, take part to the technology transfer process organizing training for small/medium innovative enterprises. Their focus is not only related on startups but also to already existing firms.

During Nineties, several Science and Technology Parks were created. These entities have the claim to stimulate innovation toward companies, increasing performances’ rate. At the end of this decade, in Italy, University Incubators started growing up to transfer technical knowledge from academic to entrepreneurial world. In the new millennium, public Incubators were established in Italy, managed by giant firms or venture capitalists, mostly specialised on internet-based services.

As already presented, a deeper analysis of the Italian situation will be presented into the next chapter by the analysis of current Incubators’ situation and related Italian startups monitoring thank to the SIM report 2017 overview.

3.2 The Analysis

Trying to evaluate the current Italian situation, this paragraph is aimed to deeply analyse the 2017 SIM Report final outputs. Firstly, beside the overall Italian Incubator's population of 171, the sample utilized for the analysis counts 77 elements (45% of population). Inside of this sample, there are 19 certified Incubators. 60% of the overall population is located in the northern part of Italy. Lombardy is the Italian region hosting the highest number of Incubators: 18 (25,3% of entire population corresponding to 43 Incubators).



Figure 7-Geographic location of Incubators (SIM Report 2017)

From 2016 to 2017 Italy faced an increase in the number of Incubators: from 162 to 171 (5,3%). Regarding the legal nature, we have 21,8% private-public, 64,2% private, 14% public Incubators. Percentage have not changed from the previous year. 18,1% of the sample is composed by social Incubators, 50% of business Incubators and the remaining 31,9% of mixed

Incubators. In respect of 2016, in 2017 Italy have faced an increasing percentage of social Incubator (from 12,6% to 21,8%).

	Popolazione	%	Campione	%
Pubblici	23	14,0%	19	25,0%
Pubblico-Privati	36	21,8%	17	22,4%
Privati	106	64,2%	40	52,6%

Table 1-Institutional nature classification (SIM Report 2017)

	N°	%
Business incubator	36	50,0%
Mixed incubator	23	31,9%
Social incubator	13	18,1%

Table 2-"For purpose" classification (SIM Report 2017)

3.2 Revenues Stream

Talking about revenues, the average amount is higher than a million (1,30M€) but this value is equivocally raised by few big Incubators. In fact, the population's median is much lower (0,25M€).

Compared to 2016 there has been a revenue increment of 15%. The revenue stream is differently subdivided between different Incubators: mixed Incubators show an average revenue amount of 4,69 M€, significantly higher than pure social and business (0,18 and 0,20M€, respectively). Regarding the legal nature subdivision, public Accelerators maintain the

highest revenue stream, with an average value of 1,77M€, in respect of private and public-private ones (0,71 and 1,41M€). The overall annual revenue sum of all Italian Incubators raised

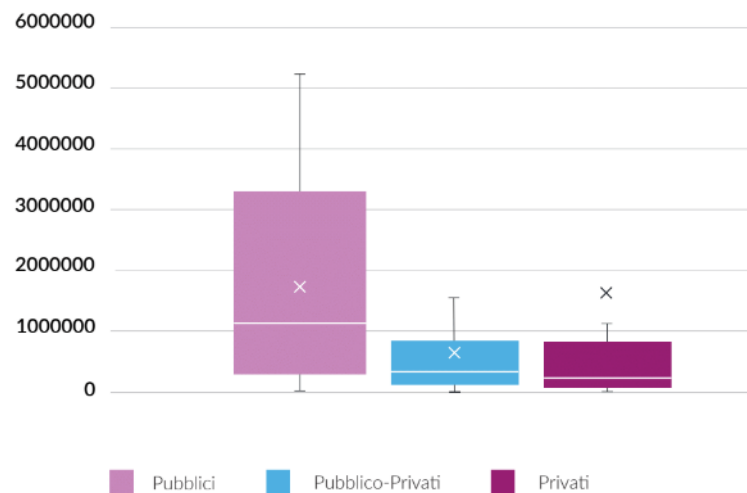


Figure 8-Revenue stream (SIM Report 2017)

from 183M€ to 212M€ from 2016 to 2017 (also because of the increasing number of Accelerators).

3.3 Age of Incubators

2017 SIM Report maps the constitution years for each Incubator. More than the half of Incubators (59,7%) has born after 2012, further proof that incubation process in Italy is very young. 2013 faced a peak for Accelerators' births. This fact is strongly affected by the fact that in that year "Decreto Crescita 2.0" came out, facilitation their creation.

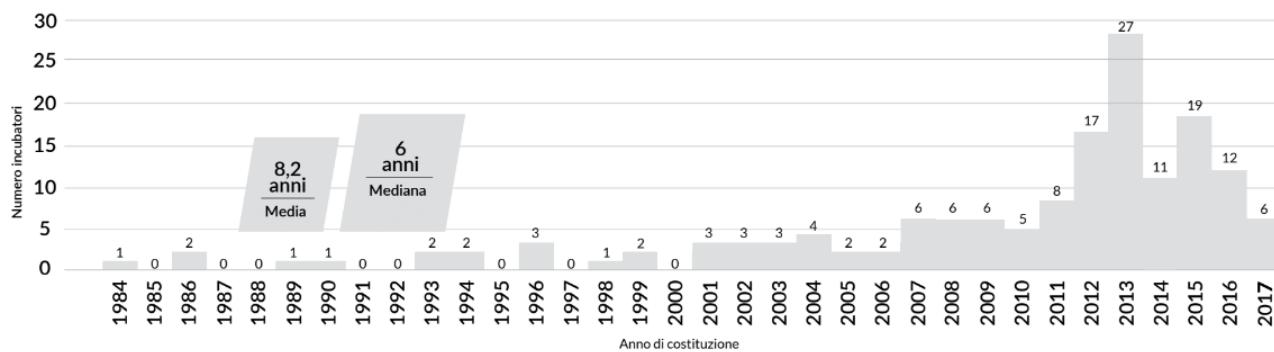


Figure 9-Year of constitution (SIM Report 2017)

Social Incubators, compared with mixed and business, show the lowest age: average value of 5,69 years. As I have already highlighted, social acceleration is a modern phenomenon. Distinguishing based on legal nature, private Incubators are youngest in respect of other ones: average of 5,8 years. As already said, many private Incubators has come out after “Decreto Crescita 2.0” agevolations.

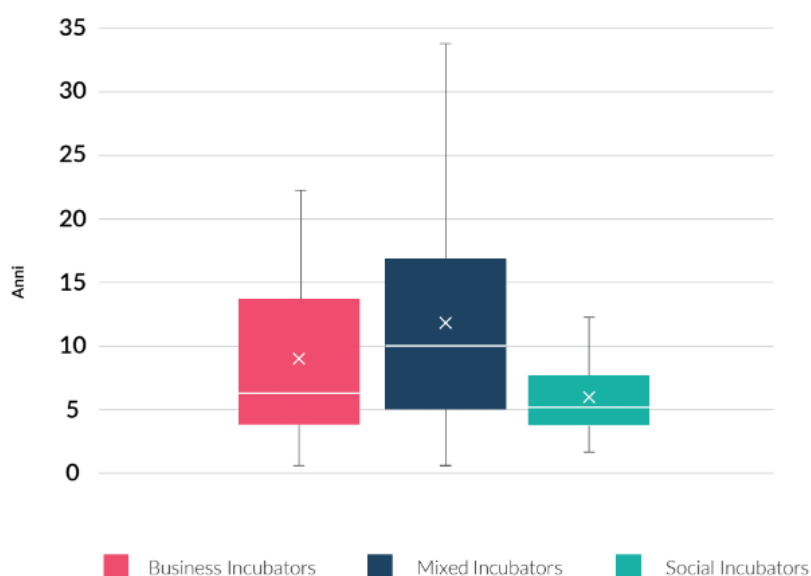


Figure 10 - Age of Incubators (SIM Report 2017)

3.4 Number of Employers

Commonly, Accelerators are small-medium companies. 84% of them employ less than 8 workers. Between samples, some Incubators present 0 employers: this means that resources and support are given directly by the funders. Between 2016 and 2017 there have been a small increase into workers number, 12,5%.

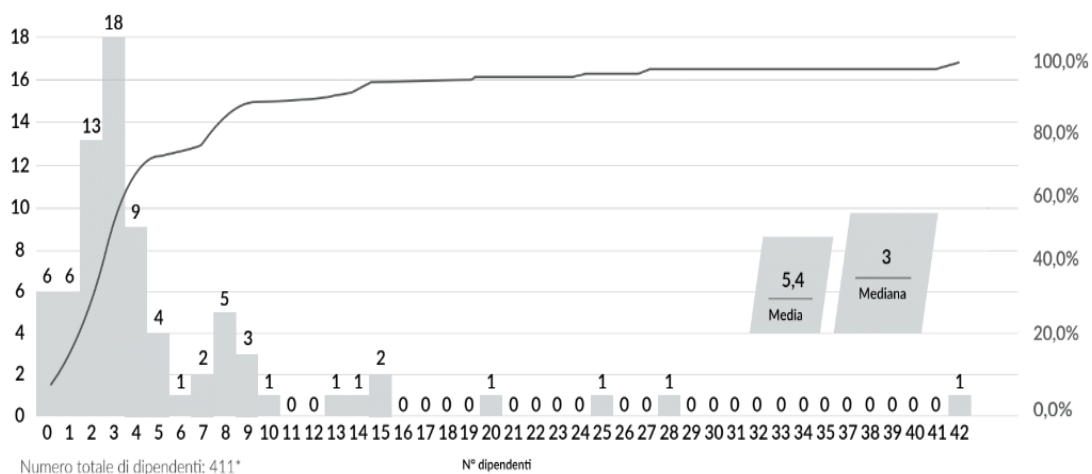


Figure 11-Number of workers (SIM Report 2017)

Mixed Incubators offer the highest number of working places (average value of 7,8 employers) because of the wider series of fields of applications and wider competencies range required.

Regarding legal nature, private-public Incubators have higher number of workers but the difference is not significant. In 2016 the overall number of Incubators' workers was of 769, raised in 2017 until 923.

3.5 Number of Incubation requests

The overall average number of requests received by Incubators has slowly decreased from the previous year. More self-evaluation ability, birth of new problem solver platforms, could be some of the causes related to this phenomenon. Mixed Incubators present the highest average value of requests; this is related to the wider spectre of situations that this kind of Accelerators cover. Because of their competences only related with social concerns, social Incubators define the lowest request rate.

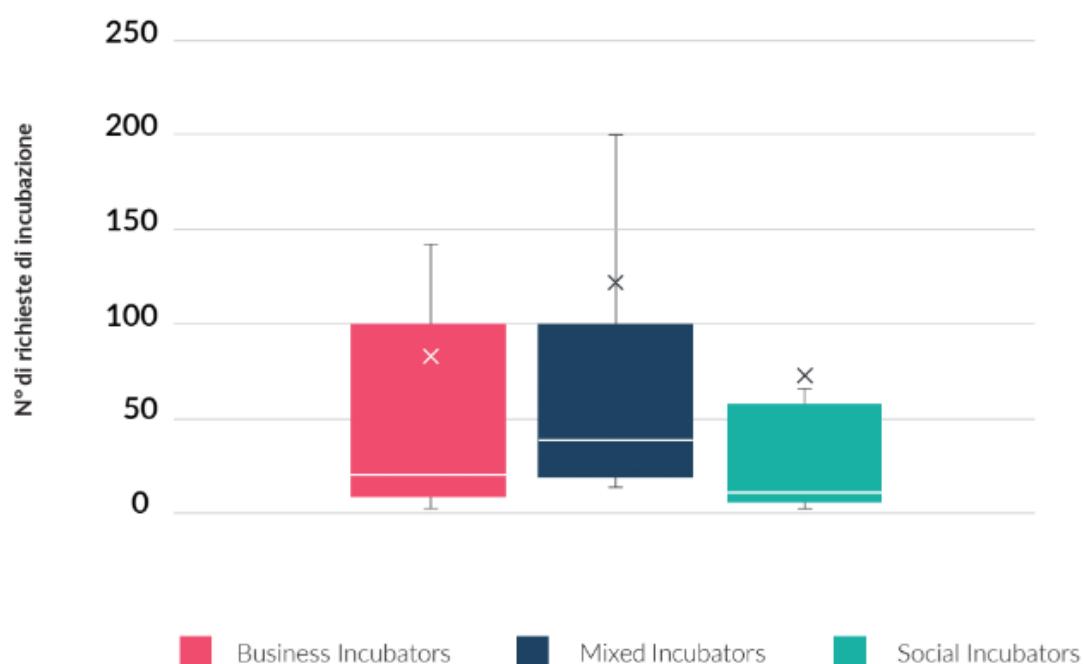


Figure 12-Number of request (SIM Report 2017)

Even if that value has decreased from 2016, 2017, the number of firms incubated has increased in respect to the previous year (this value has shifted from 14,3 to 18). Also for this parameter, mixed Incubators, because of their multi-level customer selection, show the highest rate value.

All this information are disposable at the following link: <https://socialinnovationmonitor.com/report-Incubatori/>. The purpose of this research has been the one of renew all the data for 2018 and checking if new Incubators have been created during the same year. Because of a lack of literature related to Fashion/Design Incubators, the goal of my thesis is also to better evaluate this emerging phenomena. In the following paragraph the current Italian startups environment is described and the methodology used for our analysis is explained in chapter 4.

3.6 Startups overview

As already explained, incubation programs have increased their importance by the years. Another proof of this is related to the continuously increasing number of startups established. From 2016, during 2017 startups reached the number of 2435 (in respect of 2016's 1344). These companies are giving work to 6500 employers, for a total annual revenue of 566 million € (with a relevant growth of 81,9% in respect of 2016's 294 M€). Geographically speaking, the environment is not very homogeneous: more than 70% of Italian startups is concentrated in

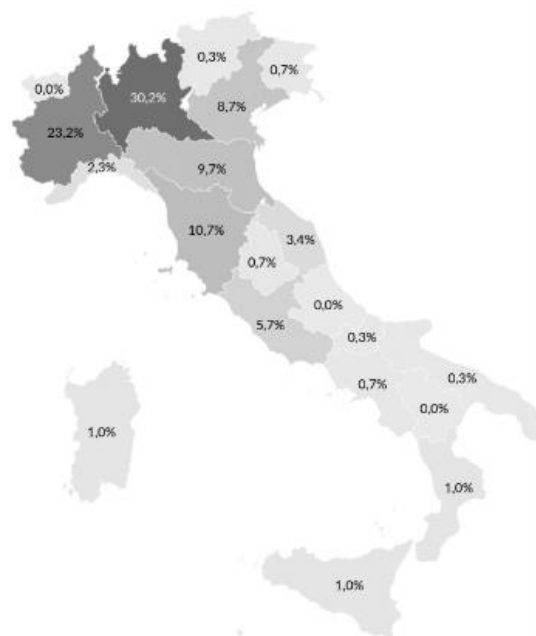


Figure 13-Startups' geographic location

Northern Italy. Lombardy is the highest density region with the 30,2% of the total, followed by Piedmont with 23,2% and Tuscany with 10,7%.

Area	N°	%
Nord-Ovest	166	55,7%
Nord-Est	58	19,4%
Centro	61	20,5%
Sud e isole	13	4,4%

Table 3-Startups' geographic location (SIM Report 2017)

Accordingly, with 2016, the most popular sector for startups' activity is the communications one. The second area of interest, for popularity is related to technical and scientific activities, followed by manufacture.

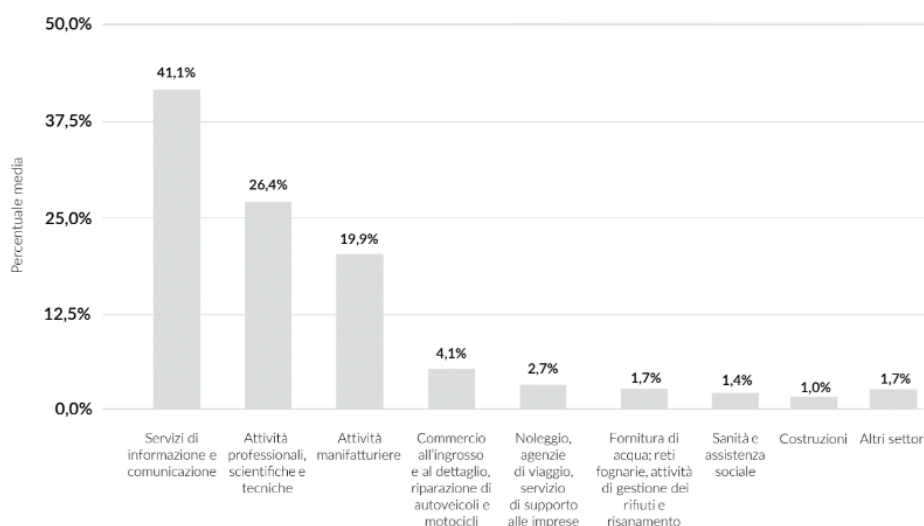


Figure 14-Area of interest (SIM Report 2017)

Regarding number of employers, SIM report underlies that 85% startups presents less than 5 workers. Only 3.6% of startups employ more than 20 people. The average number of workers into Italian startups has increased from 2.4 to 2.7 from 2016 to 2017.

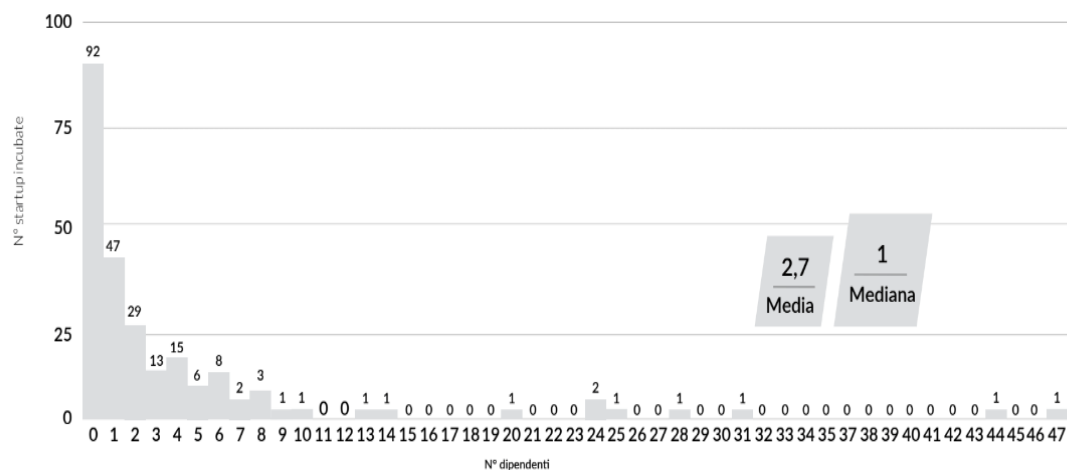


Figure 15 - Number of workers (SIM Report 2017)

Revenues have also increased from 2016. They shifted from 152.2 K€ to 228.3 K€ in 2017. Even if this value looks much higher, important to say is that the median adj. remains around 34.3 K€. This means that 44.3% of the total gain annual revenues below 25 K€. As well for number of workers, also in this case just few startups' annual revenue is much higher than the average value.

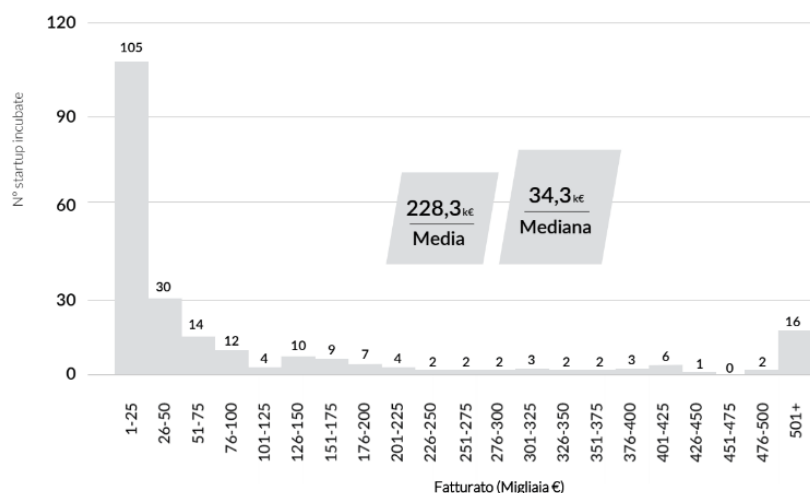


Figure 16 – Revenues (SIM Report 2017)

Significantly socially impacting startups⁴ present higher average revenues' value but lower median than traditional startups. This means that between socially impacting startups there are few bigger companies that enhance the average value. No difference, instead, related to the number of workers for both those startups typologies.

A similar situation is faced by analysing the current assets' situations for startups. The average value is 443.4 K€ but for 59% of the total, assets are lower than 200 K€. This means that there is only a limited amount of “giant” startups that increase the average value. The current annual assets' situation is graphically expressed in the following chart extracted by SIM report 2017.

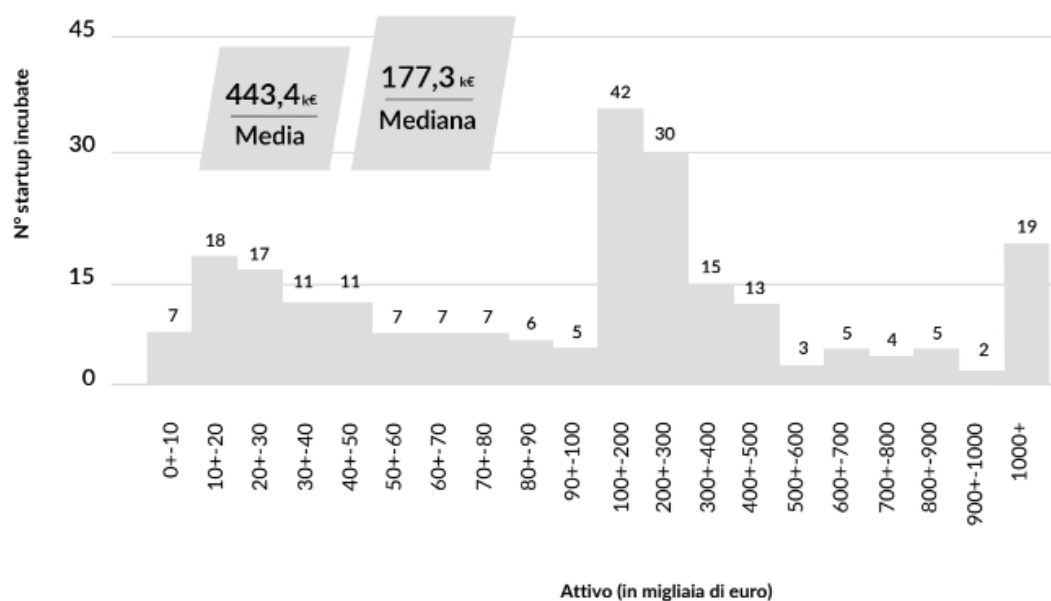


Figure 17 – Assets (SIM Report 2017)

⁴ For this analysis, analysing all startups has been fundamental to evaluate which of those are actually socially affecting. Companies incubated into Corporate Incubators have been excluded by definition. For the others, at least one of these requirements have been assessed: appliance to benefit corporation, B corp. certification, evident and innovative social vocation.

Analysis the startups' Equity, 75% of them is below 20 K€ and for 92% of them is lower than 60 K€. This means that the average value of 68.51 K€ is artificially enhanced by the same “giant” companies (median adj. 10 K€).

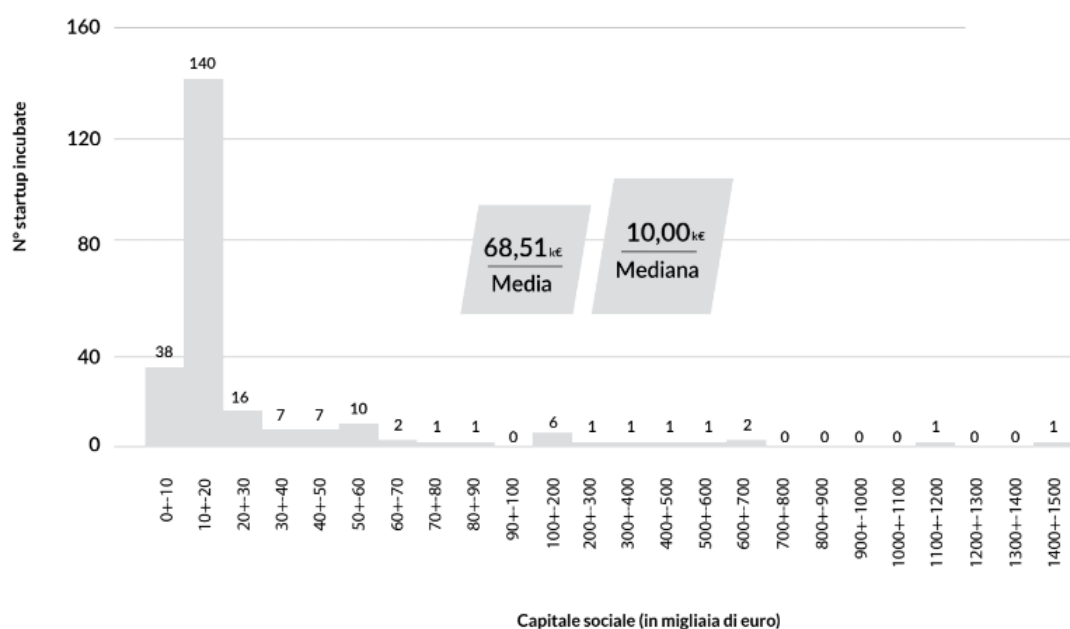


Figure 18 – Equity (SIM Report 2017)

4. Introduction to the Fashion, Arts and Cultural Heritage Incubation

4.1 What is a Fashion Incubator?

When starting a business, especially into the Fashion sector, an undefined number of hurdles could affect the stability of your activities. It could be frustrating to know that you own an incredible fashion idea and yet you cannot realise it simply because you cannot afford the capital. Fashion Incubators exist to solve these problems. A Fashion Incubator (or interchangeably Fashion Accelerator) is a term meaning a company that helps new startup Fashion companies to develop their business model and strategy by providing services of incubation and sustain. As traditional Incubators, Fashion Incubators provide capital, sustaining services, network, industrial experience etc. in exchange of a share of business. In other words, they understand what a startup needs to get a business idea off the ground. Those seeking helps are asked to commit a contract lasting for something between six to two years in exchange for a fee or equity, depending on each situation. Usually, they ask for six percent common equity in exchange for \$20 000. Other, offer \$120 000 in exchange for up to 10% of equity (Shetara, Maker's Row, 2018).

Fashion Incubators are indicated both if you need help to establish your business model or if you have a strong business and you are looking for cheaper studio and office spaces with related facilities. Starting a business is difficult when you feel like you are alone in the field. Fashion Incubators offer to designers and entrepreneurs a community in which growing their idea “on the rise of” Fashion business. In the following section, most significant services offered to startups will be analysed:

- Understanding the fashion business world: if you want to get your voice heard in this sector, your product has not to be only “nice” but it has also to be marketable. For this reason, Fashion Incubators are not an alternative to Fashion schools. They primarily focus on business not design. Therefore, they offer business mentoring, educational

seminars and working opportunities to make entrepreneurs and founders more responsible for business decisions.

- Current digital age of marketing advices: newer technologies can guide designers as they navigate their idea from drawing to the point of sale in a cheaper way. In Fashion, technologies such as augmented reality or artificial intelligence are transforming how customers can view and virtually try on garments. This new customer's support is becoming fundamental and no one want to miss out on learning about.
- Supply chain advices: Fashion world is complicated even because you have to build up your supply chain linking right manufacturers, raw material providers, sale representatives etc. In Fashion Incubators, startupperes will meet business people who know how to get them up and running their business.
- Lower cost locations: thanks to Fashion Incubators, founders have also the chance to work in a low-cost studio space by renting offices with related facilities such as printers, CAD, graphic tables, drafting tables etc. for a lower amount. Sharing spaces with other founders could also enhance networking and relationship building activities, becoming increasingly popular and receiving important feedbacks.

4.2 World's Success Cases

Fashion remains, of course, a prominent business in well-placed cities like Milan, Paris, New York or Los Angeles but in recent years, Fashion related movement and Fashion Incubator programs have sprouted up in cities around such giant capitals with increasing frequency and importance. This trend lead to the establishment of new Fashion Incubators located in apparently low-potential areas. Taking as an example the North America case of study described by Maura Brannigan on her article published in 2018 on Fashionista, I can explain the overall trend affecting the Fashion incubation's world.

Three main pillars are considered as original causes for this shifting trend:

1. Many people now want to know where their clothes came from. During 90s, the Fashion industry moved offshore and North American industry began to dissolve. Thanks to this new interest, like the slow food movement, this industry is now reemerging.
2. Smaller regional boutiques will become more essential by the time. As reported by Michelle Shannon, a founding board member of Philadelphia Fashion Incubator, “millennials want to feel connected to the merchandise they buy and the idea of local production is important to them”. Brick and mortar shops are reemerging as vital role for the local economy, making internet retail less attractive.
3. Low cost renting facilities with respect to big capitals and local workers mind-set make such area interesting to start an activity. As stated by Lindsey Alexander, executive director of Detroit Garment Group, “my favourite thing about Detroit is that everybody is super-loyal; everybody wants to collaborate. I think that this kind of community here is beneficial to us”.

For the above reasons some world's success cases emerge in the last years. Some of the most known are, for example, the Philadelphia Fashion Incubator, the San Francisco Fashion Incubator, the Chicago Fashion Incubator.

4.2.1 Philadelphia Fashion Incubator

Elissa Bloom, the Incubator's executive director, has been at the helm of the administration since its inaugural class of designers in 2012. Under Bloom's tutelage, this Incubator has launched a long series of promising business. They include, such examples, Milan Harris, who has founded Milano di Rouge, a sportswear collection wear by Cardi B (famous pop singer); Mary Alice Duff, owner of East Falls' Boutique Alice Alexander and Renee Hill, graduated in 2018, founder of the Bravo's Project Runway. Interviewed by Elizabeth Wellington, Elissa states, “in the past, we were much more focused on collections.

Now, we are more focused on one-piece attractions. What is designers' reason to stay on the market? No one need a new dress or a new bag. Designers need to be more strategic."



Figure 19-Philadelphia Fashion Incubator

4.2.2 Chicago Fashion Incubator

Richard M. Daley, founded this Incubator in 2005. He realized the huge impact Fashion has on the local economy. He saw important opportunities for local job places creation and cultural growth. Despite internationally acclaimed design schools, designers were leaving Chicago to begin careers in other regions. CFI has created innovative solutions to bridge this gap between education and entrepreneurship. CFI succeeded to help some of the most influential designers of the age: Kpoene' Kofi-Nicklin is a Togolese-American designer. In 2011 she relaunched her brand "Mignonette" with her first brick and mortar store. In 2017, Mignonette was named one of the 38 best saloons in US by Brides Magazine. "Cara Maria Farella Inc", "Feel Good Fashion" and "Goli June" are other famous brands launched with sustain of CFI.



Figure 20-Chicago Fashion Incubator

4.2.3 San Francisco Fashion Incubator

Edwin M. Lee launched SFFI in 2011. A non-profit business development organization nurture and mentor the City's Fashion talent providing them the tools to establish a potential business on their own. Diarra Bousso, for example, owner of "DIARRABLU", displayed her collection during New York and Paris Fashion Weeks, published on Vogue, ELLE and Glamour and Alyssa Casares, founder of "Alyssa Nicole" in 2010, and featured in Forbes, Vogue Italia and ELLE UK are only two of the emerging talent come from this Incubator.



Figure 21-San Francisco Fashion Incubator

5. Methodology

5.1 Implementation of the Italian Business Incubators' list

Starting from the analysis of SIM Incubators database of the previous year, I have verified if Incubators of the list were still operating or not. For doing this we have used a series of useful links:

1. <http://startup.registroimprese.it/isin/static/startup/index.html?slideJump=33>
2. <https://www.economyup.it/startup/Acceleratori-e-Incubatori-dove-andare-per-far-nascere-un-impresa/>
3. <https://www.danea.it/blog/lista-Incubatori-startup-italia/>
4. <http://www.ventureup.it/venture/Incubatori-Acceleratori/>
5. <http://www.pnicube.it/enti-associati/>
6. http://www.italiastartup.it/soci/?ct=Acceleratore_Incubatore
7. <https://www.startupbusiness.it/cose-un-Incubatore-e-quali-sono-quelli-italiani/96872/>
8. <https://www.startupblink.com/Accelerators/italy>

After this first part we have searched on the Internet, on specialized articles or by examining University's database projects on incubations and we have included new ones, created in 2018.

5.2 Preparation of the database

Following these steps, we have collected the largest amount of information ⁵ related to these Incubators, regarding, for instance, number of employers, annual revenue, contacts etc.

These are some of the most important columns of the Excel Database that we have used to reach our output:

- **Institutional Nature:** is referred to the overall administrative structure managing the Incubator. For checking this field, we have used AIDA database seeking the stakeholder's nature. If they were public entities, the institutional nature was "public". On the contrary, if there were only private figures, the Incubator was "private". If both public and private stakeholders were on the list, the Incubators was listed as "public-private".
- **2018's Questionnaire Completed:** this column has a binary option answer: 0 if they didn't complete the previous year's questionnaire, 1 instead. This step was fundamental for the following mailing phase in which we have checked and sent, to facilitate answering, the previous year's answers to Incubators that actually completed the 2018's questionnaire.
- **Email, Website, Phone, Country:** all these are columns that have been completed thanks to AIDA database. By inserting the VAT number on the software, we have been allowed to reach all these data. All this data have been fundamental for following steps such as mailing or phone calls phases. Country, instead, has been used to implement geographical analysis and to highlight geographical statistics.

⁵ For realizing this, AIDA⁵ database has been fundamental: by inserting the VAT number on this web-database we have been allowed to reach a large amount of information, updating old data on our database or to insert current year value.

- **VAT Number, Fiscal Code:** Vat number and fiscal code have been two of the most significant data regarding Incubators. By visiting Incubators' website, we have collected all this data. After this, inserting this value on AIDA, we have found all other data for our analysis. Sometimes VAT number or fiscal code link to empty pages. In this case, AIDA's staff has been contacted by email, and they have quickly solved any problem.
- **2018's Employers, 2018's Revenue:** also these financial data have been checked on AIDA, as the most reliable source of information. These numbers have been collected on the Excel database, and analysed to estimate statics showed on 2017's SIM Report.
- **University or Corporate:** two other columns have been added. These are used to understand if the Incubator is a University Incubator or a Corporate Incubator. Also in this case, checking Incubator's shareholders was the only way to understand its nature. This classification has been useful for the mailing step. Very often in case of University or Corporate Incubators, email address or phone number are referred to the main company or to the University office. This means that we had to put more efforts and attention to actually contact the Incubator staff, avoiding mailing company's sector not related with our analysis.

5.3 Questionnaire creation

The questionnaire has been created based on the previous year's one. It has been arranged following feedbacks given by respondents of 2018. To be noticed is the fact that for the first year the questionnaire has been redacted on SurveyMonkey. SurveyMonkey is a cloud-based software launched in 1999 by Ryan and Chris Finley and it is used to formulate questionnaires shared between populations of respondents. Furthermore, an important test has been faced to evaluate the effective understandability of questions. After the review process, questionnaires have been sent by email to all Incubators of the list.

The new questionnaire contains 5 sections of questions:

- Registry Information: name, year of constitution, number of employers etc.
- Companies: modality of startups' selection, average durability of incubation services, number of teams incubated or percentage of non-profit, hybrid or for-profit companies incubated.
- Financial Data: cost and revenue structure.
- Funding and Community: amount of funds given to incubated companies, amount of equity shares obtained, disposability to organize workshops or seminars for companies etc.
- Activities: description of the value offered to startups.

All questionnaires have been kept anonymous to the public for privacy matter. This questionnaire is presented in Annex A.

5.4 Data collection

In September 2019, an e-mail was sent to each Incubator of the list. For doing this has been used the academic e-mail account Incubatormonitor@polito.it. Firstly, questionnaires should have been filled within September 23. To facilitate Incubators, previous years' answers have been sent to them to take them as an example. Because of the low demand rate, the deadline has been postponed to October 4. An ad hoc reminder e-mail has been sent to those Incubators who haven't answered yet. 4 days before the new deadline, a second reminder has been sent. On October 4, third and last e-mail sent to obtain missing questionnaires. In the meantime, 2 round of calls have been realized to solicit answers and for solving doubts regarding questions.

5.6 Fashion Incubator Analysis Italy

After the end of data collection for the SIM Report analysis, for my personal goal, I have started collecting data exclusively on Fashion Incubators operating in Italy and France. First of all, I have checked the entire list of Italian Incubators to define which of those were actually focusing on Fashion and Design. In Italy, only two Incubators work on that area:

- Fashion Technology Accelerator: based in Milan and operating since 2014. It's aimed to advance the Fashion sector through innovative business models and the use of digital processes. For this reason, in 2018 FTA has been chosen by Hatcher+⁶ as their global partner to invest in Fashion Technology startups.
- FashionTech Milan by Startupbootcamp: this new incubating hub has been launched by Startupbootcamp (one of the most important Incubator worldwide) and called FashionTech on June 3, 2019. Their aim is to collect, in three years, more than 30 Fashion-related startups shaping the present and the future of the Fashion sector.

After this selection, a particular questionnaire has been written especially for these Incubators. Also this document could be found in the Annex A section. This questionnaire has been sent by email to Incubators. After a week, I have sent a reminder email, highlighting the importance of their answers. Because of the lack of answer from Incubators, I have decided to contact Incubators and their staff members directly on Facebook and LinkedIn. After few hours, Incubators managers answered to me, showing all their interest into my project. Only one Incubators has actually sent me the completed questionnaire. For privacy matter I cannot define which of those. Data have been collected and analysed.

⁶ *Hatcher+* is a data-driven venture capital *firm* that uses AI and machine learning-based technologies to identify early-stage opportunities in partnership with leading Accelerators and investors, worldwide.

5.7 Fashion Incubators Analysis France

After having completed Italian Fashion Incubators, I have started with French ones. Defining the list of fashion Incubators to interview has been more difficult. Using online articles and the list on French Incubators I have defined a list of 10 companies incubating startups also in Fashion and Design fields: Residence Creatis; Plaine Image; Station F; CapDigital; Look Forward; La Maison des Startups; Innotex; Creative Valley; Serre Numerique

Firstly, an email with questionnaire attached has been sent to all Incubators selected. After this, having not received any answer I started a round of calls, in English, trying to contact each Incubator. I have been able to speak with 6 of them. Only one has sent me the completed questionnaire, and another one allowed me to directly interviewing them by phone. Data collected have been stored and analysed.

6. Data analysis

6.1 Analyses on Incubators/Accelerators in Italy

For our analysis, we have analysed the 41% of the total 197 Italian Incubators: 81 Incubators. Lombardy is the highest density Italia region: 19, between the analysed Incubators belong to this region, corresponding to 52 of the totals. Almost 60% of the total population is located into Northern area, in particular 37.1% North-West and 21.8% North-East. The 21.3% is located into the central part of Italy and the remaining 19.8% is located into the South and Islands. As already said, the overall number of incubators has increased from 2017 (growth of 15.2%). The most relevant thing is the increasement in the number of Incubators located into Southern regions (growth of 21.9%).

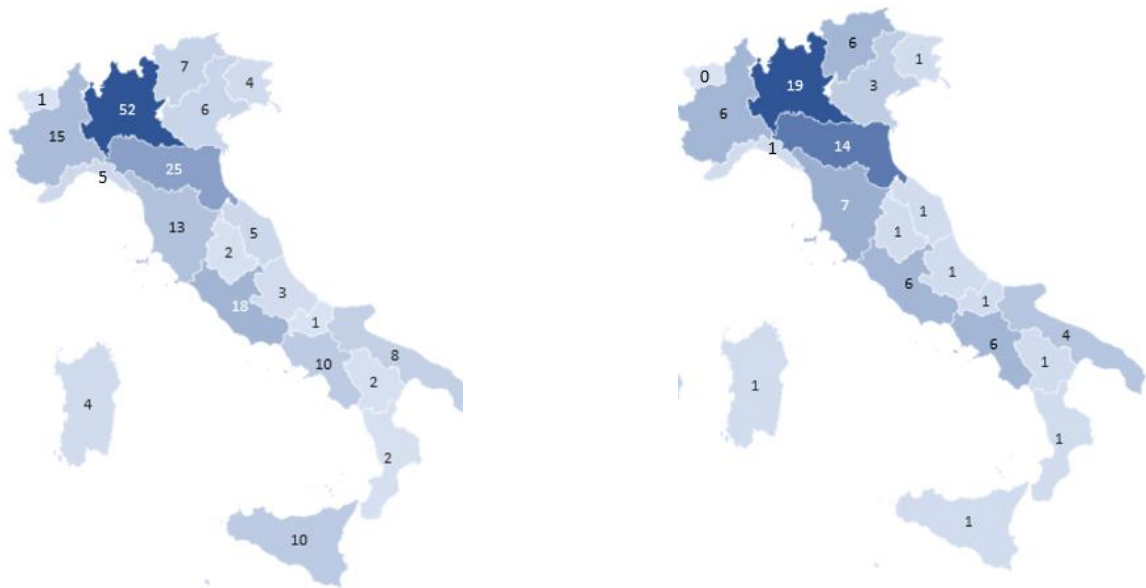


Figure 22-Geographic location (SIM Report 2018)

Regarding Institutional Nature, 123 Incubators are private (62.44% of the total); 39 public-private (19.80% of the total); only 35 public (17.77% of the total). This means that more than 60% of the total is represented by private Incubators. Public Incubators accounts only for a percentage lower than 20%. On the total, we have counted 27 University Incubators and 18 Corporate incubators.

	Popolazione	%	Campione	%
Pubblici	35	17,77%	19	23,46%
Pubblico-privati	39	19,80%	22	27,16%
Privati	123	62,44%	40	49,38%

Table 4-Institutional nature (SIM Report 2018)

Regarding year of constitution, the average age for Italian Incubators is 8.7 years. 54.1% of the total has been established after 2012. This highlights that incubation programs are a recent phenomenon. During 2018, 8 Incubators has been opened. The peach has been faced during 2013: probably, because of the establishment of the “Decreto Crescita 2.0” that incentives innovative startups, developing related services.

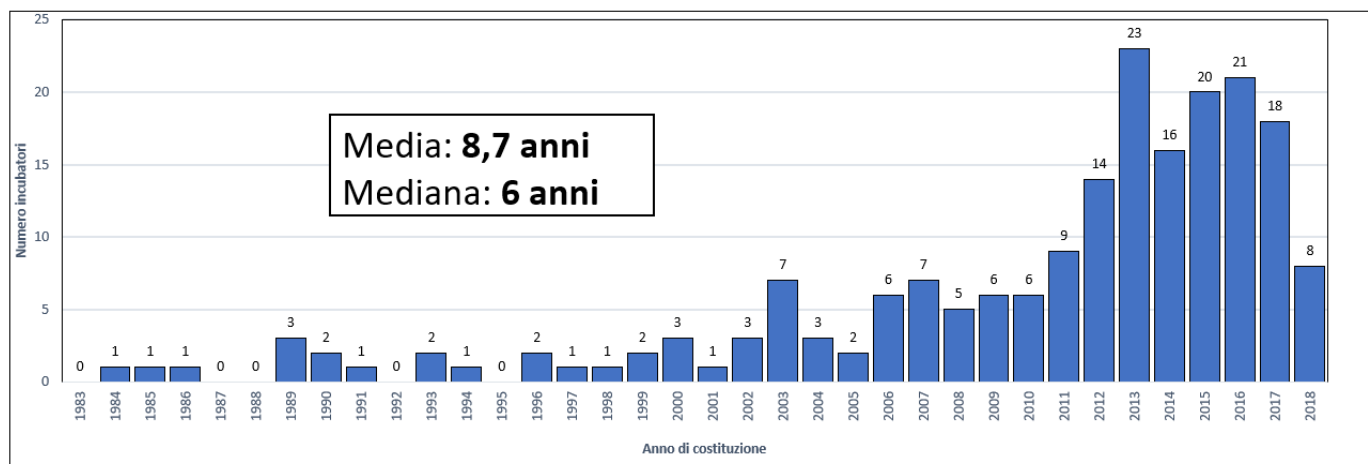


Figure 23-Incubators' year of constitution (SIM Report 2018)

6.2 Analyses on Fashion, Arts and Cultural Heritage Incubation in Italy and France

First of all, the result of this particular analysis come from a mail-survey facing a 28.57% answer rate. The most relevant difficulty is related with the lack on answers from Incubators' managers. Collecting answers has been very challenging, requiring many email reminders, round of calls and social networks' contacts. By the way, answers from both Italian and French Incubators have been collected and analysed.

The most relevant difference is related to the percentage of incubated startups belonging to Fashion/Arts and Design sectors. French Incubators interviewed show a percentage of at maximum 30% startups belonging to this sector, instead of the Italian ones, showing a higher value of 60%. Firstly, this difference could be caused by the closeness to the Fashion Capital of Italian Incubators (Milan) respect to French ones, that still remains the most relevant city in term of Fashion related's revenues. Honestly, I could personally guess that this statistic could be misleading because of the general low answer rate. Between selected French Incubators, LVMH's Corporate incubators is listed but it has not answered. LVMH is the biggest and most relevant Fashion Group worldwide. I suppose that also for this company, incubated Fashion related startups face a percentage much higher than the average registered French value.

For both nations' Incubators the average amount of fund released stays around 100K€, usually in exchange for 10% of the company's equity. There are not significant differences also for the average duration of the sustaining services: usually it ranges from 9 to 12 months. Furthermore, only one French Incubator uses a Stage and Gate strategy to check the number of startups incubated. Others interviewed Incubators, stays that they are not using this controlling strategy; they are, instead, not working on batch of startups because of their desire to deliver the best service possible by tailoring personal incubating strategy to each company incubated.

Another relevant difference between French and Italian Fashion Incubators is related to the starting point of incubation: the former are focusing on early stage's startups, while the

latter are only opened to startups already on the market, with a tested MVP and with first clients. Finally, interesting is the answer related to the nature of skills required for incubating Fashion startups. The average answer has been “they come from design thinking, that make us able to switch from different sectors, from background competences in finance and technology, to guide designers of startups through difficult aspects of the business world”. By the way, the only Corporate Incubator answering to the questionnaire (that for privacy matter I cannot define), states that competences and skills required for their work come from the mother agency, that is already working into the Fashion business: “we are located in the same building of the mother company, so staff members and entrepreneurs can benefit from direct company’s know-how and example”. I think that this aspect is very important to better concentrate sustaining effort to increase the final output’s level.

7. Conclusion

From my analysis has emerged how Incubators have assumed a central role during last years in sustaining and favouring economic development. Their strategy and their role are in constant evolution and this means a necessity to keep updated analysis and researches related to incubation models the effect to related startups.

In the literature, there are many researches about incubation models and their economic effects. By the way, I have faced a lack of clearance distinguishing and organizing incubation strategies basing the classification on the area of interest. In particular, regarding Fashion incubators, only few organizations sustain Fashion-oriented startups and, as a consequence, the knowledge of the Fashion incubation reality appears to be still uncompleted.

The purpose of this research has been to update the 2017's research operated by Social Innovation Monitor. Together with my team, we have tried to improve the knowledge related to business incubation in Italy, comparing Italian Incubators typologies and analysing the effects on incubated startups.

From the analysis emerges that the sector is continuously facing a growth. In particular, during 2018 the number of Incubators in Italy shifted from 171 to 197. Important is the increasement in the number of Incubators located into Southern areas of Italy. This phenomenon means that incubation is rapidly getting importance for facilitating innovation and cultural development also in those areas in which economy and entrepreneurial mindset appeared lower-developed. Regarding the institutional nature, important to notice is the decrease of the private Incubators percentage over the total. More than 60% of the total remains operated by private entities but 2018 faced a low shift from 64.2% to 62.4% of this percentage. I could assume that Incubation is becoming more relevant by the years, forcing public administrations (such as Governments etc) to establish new sustaining companies. The overall trend seems to highlight a future growth of public institutions.

Regarding Fashion Incubation in France, the average percentage of startups belonging to the Fashion/Arts and Design is 30% of the total. Italian Incubator interviewed, instead, has presented an average value higher than 50%. Their decision of focusing especially on this sector, they said, is forced by the closeness to the Fashion Capital (Milan) and the related giant business. For both French and Italian Incubators, the most relevant difficulties faced are related to attract investors' attention and to raise money. From the survey the strategic role of Corporate Incubator has emerged. For the future analysis, I hope to increase the network of Incubators participating to the survey. Only in this way the work's result could be expanded and it could increase its statistical value, allowing researchers and entrepreneurs to benefit from this analysis.

Limitations and future goals

Despite of the brilliant and satisfying final output of this work, the process of analysis and research has faced some limitations.

First of all, this research has been limited only to one country. For this reason, make comparison between different incubation trends belonging to different European countries has not been possible. Furthermore, this analysis has been limited only to Incubators and Accelerators even if, as already specified, the environment related to innovation sustain is much wider than this and it includes also venture capitals, business angels, co-working spaces, research centres etc. A wider analysis could have allowed readers to better understand and correctly evaluate differences existing between different sustaining systems. Finally, in my opinion the output of the overall research has been damaged by the quite low answer rate. Many Incubators have shown low interest into the project and low disposability to spend time for our work. This project is at the beginning of its life. This is only the starting point. In my opinion, relevance, importance and notoriety of this study will increase by the time, slowly solving this problem.

Regarding the analysis related to Fashion Incubators, it has been the first study related to this incubation area. This means that I have been forced to try many different ways to actually contact Incubators. This problem is related to the lack of a strong network with these companies, and for this reason they show low willingness to answer to my questions. In Italy, for example, I have discovered only two Fashion Incubators and collecting answers from both of them would have been more satisfying for the analysis' output.

For the future, as future research directions, this study will be expanded also to other European Nations. For example, this year there has been the first attempt to extend this study also to Germany and France. The future goal of the research team is to create a European Report, analysing all incubation realities in Europe. By the way, as final step, analysis of American Incubators could make this research more complete.

Furthermore, another goal for the team is to include into the analysis comparison between different type of incubation models, to better evaluate different typologies of Incubators, Accelerators, co-working spaces etc. Finding a general and common indicator to compare all this incubation strategies could be fundamental to reach this goal. Also, deeply analysing differences between incubated startups and non-incubated ones could be useful to define the overall utility of this phenomenon.

Finally, we would like to establish stronger relationship with governments to make this study useful to guide them to the right strategy to incentive Incubators, innovative startups and the overall trend of innovation.

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Annex A

Informazioni anagrafiche	
Qual è il nome e la ragione sociale dell'incubatore/acceleratore?	
Nella vostra organizzazione sono svolte anche altre attività non riconducibili alle attività di incubazione/accelerazione ⁷	
Qual è l'anno di costituzione dell'incubatore/acceleratore?	
Qual è stato il numero medio di dipendenti (FTE) nel 2017? (fare riferimento in tutto il questionario solo alle attività di incubazione/accelerazione)	

Imprese	
Come selezionavate nel 2017 le candidature dei team imprenditoriali e delle organizzazioni interessate ai vostri servizi di incubazione/accelerazione? (risposta multipla)	
a	a "Sportello" aperto (le candidature possono essere inviate in qualsiasi momento)
b	con una o più Call / Competizioni all'anno (le candidature possono essere inviate in un periodo di tempo limitato)

Per quanto tempo le organizzazioni/team selezionati usufruiscono dei vostri servizi di incubazione/accelerazione in media? (es: 6 mesi, un anno, tre anni)	
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Quante richieste di incubazione/accelerazione avete ricevuto in totale nel 2017?	
Quanti team imprenditoriali o organizzazioni avete incubato/accelerato nel 2017? (considerando eventuali team e organizzazioni già presenti e nuovi ingressi)	
Quanti team imprenditoriali non hanno ancora costituito un'organizzazione (non hanno ancora creato un'entità giuridica)?	

Quante organizzazioni avete incubato/accelerato per ciascuna delle seguenti tipologie in percentuale nel 2017 (la somma deve fare 100%)?	
a	Organizzazioni non-profit

⁷ Ad esempio un Parco Scientifico risponderà "SI" se ospita al suo interno anche imprese consolidate e centri di ricerca. Come indicato nelle "istruzioni" subito sopra, queste attività "altre" non devono essere considerate nelle risposte al questionario.

b	Imprese ibride (es: Srl innovativa a vocazione sociale, B-corp, impresa sociale) ⁸	
c	Imprese for-profit	
Supportate imprese a significativo impatto sociale? ⁹		

SEZIONE SOLO PER CHI SUPPORTA imprese a significativo impatto sociale:

Quante imprese a significativo impatto sociale avete incubato/accelerato nel 2017? (considerando eventuali imprese già presenti e nuovi ingressi)	
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Utilizzate delle metriche o dei criteri per valutare l'impatto sociale potenziale delle imprese che incubate	
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In quali settori operano/operavano? (indicare il numero di imprese per ciascun settore, alcune imprese possono appartenere a più settori)	
a	Salute e benessere (incluso sport)
b	Povertà ed emarginazione sociale
c	Sviluppo della comunità
d	Cultura, arti e artigianato
e	Protezione dell'ambiente
f	Finanza sostenibile e protezione dei consumatori
g	Inserimento lavorativo, creazione di posti di lavoro, uguaglianza di genere
h	Educazione
i	Turismo sociale e consumo responsabile
l	Pace e giustizia
m	Servizi a imprese sociali e organizzazioni non-profit
Offrite servizi specifici per questo tipo di imprese come ad esempio strumenti finanziari ad hoc?	
Quali difficoltà avete riscontrato supportando imprese a significativo impatto sociale? (risposta multipla)	
a	Minori ritorni finanziari attesi
b	Maggiori difficoltà a trovare finanziamenti
c	Obiettivi e linguaggi diversi
d	Nessuna difficoltà
e	Altro

⁸ Per **imprese ibride** si intendono le imprese che, pur essendo for-profit, destinano parte degli utili a scopi sociali o hanno *esplicitamente* tra i propri obiettivi degli obiettivi sociali e/o ambientali.

⁹ Sono organizzazioni che introducono **innovazione sociale** cioè “una nuova soluzione ad un problema sociale che è più efficace, efficiente, sostenibile o giusta delle soluzioni esistenti e per la quale il valore creato matura”. primariamente per la società tutta, piuttosto che per individui privati”. Possono essere tali imprese profit, non-profit e ibride. Ad esempio può essere considerata tale un'impresa for-profit con un significativo impatto sociale positivo perché produce e commercializza prodotti per categorie svantaggiate o perché ha un impatto ambientale positivo introducendo tecnologie più pulite di quelle esistenti.

SEZIONE SOLO PER CHI NON SUPPORTA imprese a significativo impatto sociale:

Avete mai ricevuto richieste di incubazione da imprese a significativo impatto sociale?	
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Perché non avete supportato o non supportereste imprese a significativo impatto sociale? (risposta multipla)		
a	Minori ritorni finanziari attesi	
b	Maggiori difficoltà a trovare finanziamenti	
c	Obiettivi e linguaggi diversi	
d	Fuori dalla mission dell'incubatore	
e	Altro	

Dati finanziari

Come si dividono in percentuale i costi operativi dell'incubatore? Per favore ripartire i costi del personale proporzionalmente all'impegno sulle seguenti attività (la somma deve fare 100%)		
Voce di costo		%
a	Costi per la gestione della struttura e costi relativi a servizi generici (es: bollette, attrezzature, cancelleria)	
b	Servizi di accompagnamento imprenditoriale e tecnici (es: assistenza legale, amministrativa, contabile, marketing, proprietà intellettuale, trasferimento tecnologico)	
c	Formazione alle imprese incubate/accelerate	
d	Altri servizi agli incubati	

Quali sono le entrate dell'incubatore in percentuale (la somma deve fare 100%)?		
Voce di costo		%
a	Affitti	
b	Ricavi dall'erogazione di servizi agli incubati	
c	Ricavi da investimenti nelle imprese incubate (es: derivanti dall'avere equity – dividendi – o dal vendere equity – exit -)	
d	Altri ricavi (es: contratti di consulenza)	
e	Sussidi e bandi nazionali e internazionali (compresi cofinanziamenti)	
f	Donazioni	

Finanziamento e Community

A quanto ammontano in totale i finanziamenti ricevuti dalle organizzazioni che avete incubato/accelerato nel 2017?	
Avete preso quote societarie – equity - delle organizzazioni incubate nel 2017?	
Se sì (risposta multipla)	
per investimenti di capitale di rischio?	

in cambio di prestazioni e servizi? (work for equity)	
Avete organizzato eventi/workshops/seminari aperti anche ai non incubati?	
Avete fatto altri sforzi specifici per creare una community?	

Attività					
Offrite (direttamente o indirettamente) questi servizi alle organizzazioni incubate/accelerate?					
		No	Solo ad alcune	A molte	A tutte
a	Accompagnamento manageriale (es: redazione di business plan, costituzione societaria, sviluppo modello di business, mentoring, marketing e supporto alle vendite, internazionalizzazione)				
b	Spazi fisici (inclusi servizi condivisi)				
c	Formazione imprenditoriale e manageriale				
d	Supporto alla ricerca di finanziamenti (incluso aiuto nel dialogo con gli investitori)				
e	Servizi amministrativi, legali e giuridici				
f	Supporto nella gestione della proprietà intellettuale				
g	Supporto nello sviluppo di relazioni - networking (ad esempio con centri di ricerca, università, enti statali, aziende ed altre imprese incubate)				
h	Supporto allo sviluppo e allo scouting di tecnologie				
i	Servizi di valutazione dell'impatto sociale alle vostre imprese				
l	Formazione/consulenza su Business Ethics e Corporate Social Responsibility				

Annex B

DOMANDE RIGUARDO PROGETTI DI INCUBAZIONI SUI SETTORI: FASHIO, ARTS and CULTURAL HERITAGE

- 1- Percentuale di starups incubate appartenenti al settore fashion/arts sul totale delle startup incubate
- 2- (SOLO se percentuale maggiore a 50%) Perché avete deciso di concentrarvi maggiormente su aziende di questo settore?
- 3- Percentuale di fondi rilasciati a questa tipologia di startup rispetto al totale dei versamenti forniti
- 4- Maggiori problemi affrontati incubando starup di questo settore?
- 5- Da dove derivano le competenze utili al supporto delle startup fashion/arts?
- 6- Come il vostro Incubatore sceglie i tutor dell'Incubatore da assumere per supportare startup in questo campo?
- 7- Percentuale staff Incubatore internazionale?
- 8- Il vostro Incubatore supporta maggiormente startup early-stage su fashion/art o scale-up su fashion/art o entrambe senza differenza?
- 9- Usate una strategia Stage And Gate¹⁰? Se sì, c'è un numero massimo di startup nel settore fashion/arts che posso essere seguite in parallelo?
- 10- Durata media del sostegno offerto a queste startup
- 11- Come vi differenziate dagli altri Incubatori?
- 12- Quali sono i vantaggi nel supportare startup di fashion/arts?
- 13- Quali sono le difficoltà nel supportare startup di fashion/arts?
- 14- Avete collaborazioni comprovate da accordi formali con:
 - Università
 - Research Center
 - Altri Incubatori
 - Compagnie private

¹⁰ Con strategia Stage and Gate si intende la prassi secondo la quale un Incubatore o un fondo di Venture Capital partano con il sostenere parallelamente numerose startups all'inizio del loro ciclo di vita. Andando avanti, il numero di startup incubate diminuisce sempre di più: vengo posti dei "cancelli" ovvero si impongono dei livelli soglia o delle "prove" che, se superate dalle startup, permettono di passare al livello successivo mantenendo la possibilità di ottenere fondi. Le idee di business che non superano i livelli soglia sono esclusi dal programma di incubazione o reindirizzati a progetti minori. Questa tecnica serve per aumentare il bacino di possibili idee vincenti, diminuendo il rischio di fornire fondi a startup che non siano effettivamente promettenti. I costi di finanziamento e sostegno per una startup sono molto esigui durante gli early stages della sua vita e crescono proporzionalmente al suo avanzamento. Questa tecnica permette anche di focalizzare l'attenzione e gli sforzi finanziari solo sulle "sopravvissute" idee di business che sono sicuramente più promettenti delle altre.

QUESTION REGARDING INCUBATION IN SECOTORS OF: FASHIO, ARTS and CULTURAL HERITAGE

- 1- Percentage of incubated starups belonging to the fashion / arts sector over the total number of incubated startups
- 2- (ONLY if the percentage is greater than 50%) Why did you decide to focus more on companies in this sector?
- 3- Percentage of funds released to this type of startup compared to the total payments made
- 4- Hardest problems faced incubating starup of this sector?
- 5- Where do the useful skills to support fashion / arts startups come from?
- 6- How does your Incubator choose the Incubator tutors to hire to support startups in this field?
- 7- Percentage of international Incubator staff?
- 8- Does your Incubator support more early-stage startups on fashion / art or scale-up or both without difference?
- 9- Do you use a Stage and Gate ¹¹strategy? If so, is there a maximum number of startups in the fashion / arts sector that can be followed in parallel?
- 10- Average duration of support offered to these startups?
- 11- How do you differentiate yourself from other Incubators?
- 12- What are the advantages in supporting fashion / arts startups?
- 13- What are the difficulties in supporting fashion / arts startups?
- 14- Have you got collaborations proven by formal agreements with:
 - University
 - Research Center
 - Other Incubators
 - Private corporation

¹¹ With a Stage and Gate strategy we mean the practice according to which an Incubator or a Venture Capital fund starts with the support of numerous startups at the beginning of their life cycle. Going forward, the number of incubated startups decreases more and more: "gates" are placed or threshold levels or "tests" are imposed which, if overcome by startups, allow you to go to the next level while maintaining the possibility of obtaining funds. Business ideas that do not exceed the threshold levels are excluded from the incubation program or redirected to minor projects. This technique is used to increase the pool of possible winning ideas, reducing the risk of providing funds to startups that are not actually promising. The costs of financing and support for a startup are very low during the early stages of its life and increase proportionally to its progress. This technique also allows focusing attention and financial efforts only on "survivors" business ideas that are certainly more promising than others.