

REPORT



Funded by
the Fifth Framework Programme
of the European Commission

SUN & SUP



Towards a **European Small Business Act** for innovative growth companies

Opening 1500 billion € worth of annual public procurement to European SMEs

THE BARRIERS TO SME GROWTH IN EUROPE

It is widely recognised that small and medium size businesses are the engine of economic growth and innovation. These are the businesses required to fuel economic growth and become new global leaders in their markets.

The growth of European SMEs is blocked by a glass ceiling preventing them to become global players. The rules of competition favour already established enterprises against newcomers, regardless of the quality of their offer. In some cases, contracts which could have been executed as well as or better by innovative SMEs, were not awarded to them because of biases based on their size and age. In order to foster the growth and emergence of globally competitive companies in Europe and to enhance open innovation, it is necessary to encourage open and fair competition and improved access to public procurement contracts by companies of all sizes.



A SMALL BUSINESS ACT FOR EUROPE

In 2003, a total of **95 billion dollars** in public procurement contracts was awarded to American SMEs, through the framework of the U.S. Small Business Act (SBA).

All over Europe, governments sharing the objective of curbing negative discrimination in order to foster the emergence of new global players should be allowed to set SME targets in public procurement of innovative products or services. European governments do not have the right to give European SMEs a preferred supplier status due to the unbalance of the WTO GPA negotiated in 1995, while the United States have obtained a derogatory status allowing them to exclude American SMEs from the frame of this agreement.

A European Small Business Act allowing SME targets in public procurement of innovative products and services should be able to generate **100 billion euros of supplementary contracts** for innovative European SMEs on a yearly total of 1500 billion euros of public procurement. By facilitating the access of innovative SMEs to markets in the whole European Union, a European Small Business Act would foster the emergence of the 1000 new large companies necessary to meet the Lisbon Agenda and take up the challenges of globalization.

Such a policy does not necessitate any further public funding. It would also provide added value to large companies since working with the best SMEs reinforces open innovation and thereby productivity. By creating a virtuous circle, this policy would enable innovative SMEs to raise more capital, thus allowing the emergence of new global players among European innovative SMEs.

THE SUN&SUP PROJECT: GIVING A VOICE TO EUROPEAN START-UPS

The SUN&SUP project's goal is to incubate a new key player, the "voice of European Start-Ups", representing the interests of young innovative companies.

SUN&SUP - composed of a network of 30 start-ups and service providers for start ups - has expressed the wish for a Small Business act for Europe.

SUN&SUP is arguing that both the EU and national governments need to act NOW to ensure that European SMEs get equal rights in the new 10-year WTO treaty that is currently being renegotiated in Geneva for the period 2005-2015.

SUN&SUP has launched a petition for a European Small Business Act all across Europe. As per today, this petition has already collected more than 1000 signatures and this number is growing every day.

To access the SUN&SUP online petition, follow <http://www.sunsup.org/wto/index.asp>

The growth of European SMEs is blocked by a glass ceiling.

	Europe	United States
Average staff	6 employees	19 employees
Share of micro-enterprises in global employment	34%	11%

Since 1980, American SMEs have generated 7 times more new global leader enterprises than their European Union counterparts.

	Europe	United States
New enterprises (created after 1980) among world top 1000 (capitalisation 1998)	9	64

There are 3176 enterprises with a turnover above 100 millions E in United States. There are only 2006 in Europe 2006, among which 309 in France and 323 in Germany.

	Europe (15)	United States
Population 2003 (in millions)	380	291
Number of enterprises TO 2003 > 100 M€	2006	3176

The situation is similar in the R&D field, as is shown by the geographical origin of the world top 500 enterprises in terms of R&D expenditure.

	Europe	United States
R&D expenditure per company (average)	651 M€	646 M€
Number of enterprises	132	208

SUN&SUP, AN ACCOMPANYING MEASURE OF PAXIS

The European Commission's PAXIS programme, Pilot Action of eXcellence on Innovative Start-ups, was launched in 1999. It aimed at gathering and transferring new ideas and policy recommendations for the creation and development of innovative companies across Europe through Thematic Networks, Validation Projects and Accompanying Measures. The SUN&SUP project was launched in 2003 as the third PAXIS Accompanying Measure.

AMBITION

SUN&SUP was the first initiative aiming at establishing a sustainable pan-European network of start-ups. The project's goal was to incubate a new key player, the voice of European start-ups, representing the interests of young innovative companies and acknowledging their role in economic growth and employment creation.

OBJECTIVE

The objective of the project was to recommend tangible improvements to existing services and/or propose new services for start-up creation and development in Europe. To achieve this, two networks were set up.

The Start-Up Network (SUN) gathered 15 young innovative companies from across Europe.

The Start-Up Providers network (SUP) gathering 14 excellent service providers from across Europe.

The 2 networks worked together in order to :

- Identify gaps in the services offered in Europe,
- Formulate possible solutions to bridge these gaps,
- Test and validate the proposed solutions.

Four new innovative services were developed during the project:

Invest Academy

A coaching programme for entrepreneurs to understand sources of financing

The Venture Coach

An online, European, multi-lingual self-evaluation tool for SMEs based on fuzzy logic

FAME

A mentoring service to help start-ups identify outside expertise

SME Pact

A voluntary commitment of public procurement agencies and private large companies to help foster the emergence of new European leaders among innovative SMEs

PROJECT OFFICER

Elke van Tandeloo (Brussels)
Enterprise Directorate-General
Innovation Policy Unit
Former Project Officers:
Charlotte Avarello (Luxembourg)
Mikael Garellick (Brussels)

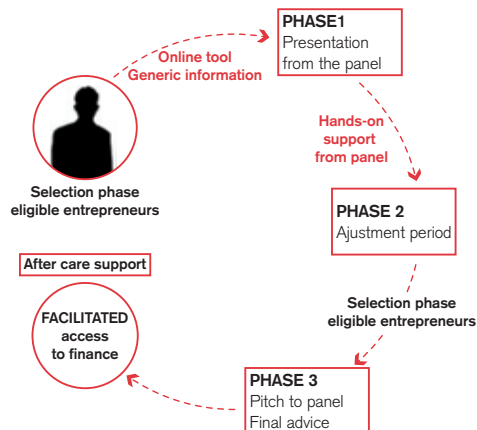
CONTRACT N° IPS -2001-41065
STARTING DATE January 1st, 2003
DURATION 42 months



INVEST ACADEMY

Getting more deals done

Creation of a comprehensive training and capacity building support service for entrepreneurs on how to deal with different investors, including a quality check of their business plan.



WHY AN INVEST ACADEMY?

The service is a concrete response to problems identified by both entrepreneurs and investors in order to get more projects funded throughout Europe.

For the entrepreneurs, the difficulties stem from:

- The inability to produce convincing business plans,
- The lack of knowledge about appropriate funding sources and especially of equity finance,
- The lack of experience on how to deal with financiers,
- The lack of understanding of what an investor looks for in an investment proposition,
- The conflict between the needs of the financiers and the perceived needs of the business,
- A plethora of support services,
- Reluctance to share control and give away company shares against equity,
- Difficulty to identify and exploit exit routes.

For the investors, the issues include:

- Monitoring, due diligence and transaction costs, which are not proportionate to the size of the investment,
- Search costs for investors since information on small unquoted companies is more limited than on large publicly quoted firms,
- Difficulty in sourcing companies looking for investment,
- Difficulty of exiting: no ready market for shares. General problem of the availability and size of the capital market,
- Perception of risk and reward: underestimation of returns on small investments,
- Lack of good business proposals: many entrepreneurs are unprepared and present poor and unrealistic business proposals and also present them badly.

The main objectives of the service are to advise the entrepreneur concerning the quality of his/her business proposition, and educate him/her on the different financial sources available for his business and how to present the proposition appropriately to investors/lenders.

The service is an active, personal and tailor-made coaching to the entrepreneur.

Invest Academy will also help investors by enhancing the quality of propositions available to them and saving them time by not meeting ill prepared entrepreneurs.

In general, the service aims to bring entrepreneurs and investors together and help both parties to communicate more effectively.

ADDED VALUE

The first and foremost added value of Invest Academy is that it is **demand driven**: created by entrepreneurs according to their needs, and with the support of business service providers.

Invest Academy is a service proposing both:

- **A preparatory phase** for the entrepreneur in the form of an online tool,
- **An after care service** to follow the entrepreneur until support is not needed anymore.

Invest Academy is a service designed to fit into a regional financial and support supply chain: it foresees the involvement in several forms of all actors who at regional level are involved in supporting or financing young and innovative start-ups.

The implementation strategy contains a clear communication and marketing strategy to reach the target groups of entrepreneurs, potential panellists and partners.

Invest Academy is a concept that is transferable to all European regions, provided local specificities are taken into account.

The implementation phase of Invest Academy could be assisted at European level, through supervision by European Commission for instance. This would enable benchmarking of the performance of the service, and enable cross-national and cross-regional exchanges of experience.

STEPS FOR IMPLEMENTATION

The service provider (initiates the service, manages contents and procedures, and follows-up with the entrepreneurs) should:

- Set up an online tool containing information in the local language on: the objectives of the service, its organisation, the eligible entrepreneurs, teasers and templates on the investment process,
- Constitute a panel involving several types of financiers, prepare the panellists to the organisation of the service,
- Introduce the panellists to how the service is organised,
- Prepare performance indicators and milestones (quantitative, qualitative and statistical),
- Inform all relevant actors of the aims of the service, and communicate the achievements of the service effectively.

A pilot action should be undertaken, with the testing of Invest Academy in several European regions and countries, in order to validate on the ground the efficiency of the tool.

For more information:
EURADA
European Association
of Development Agencies
Claire Munck
00 32 2 218 43 13
claire.munck@eurada.org

First feedback

"The concept itself is well structured, all important aspects taken into account – but the feasibility should be tested on the ground"
AWS, Business support agency and business angel network operator in Austria

"This is a good training programme. A similar programme in our region could complement our current activities"
Regional Development Agency of Andalusia, Spain

"This training programme would be an excellent system to improve the chances of success for start-ups"
Economic Development Agency of Val d'Oise, France

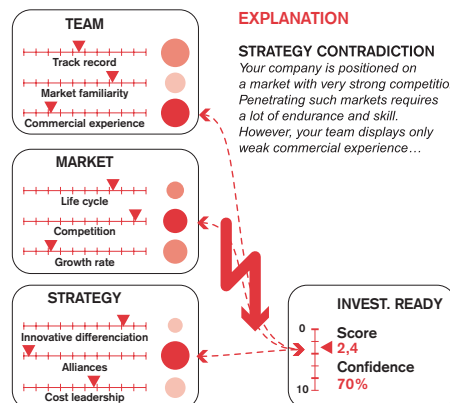


THE VENTURE COACH

Assessing High-Tech start-ups

The goal of the Venture Coach is to provide a European diagnostic tool that corresponds well to entrepreneurs' needs.

Sample explanation given by 



EXPLANATION

STRATEGY CONTRADICTION
 Your company is positioned on a market with very strong competition. Penetrating such markets requires a lot of endurance and skill. However, your team displays only weak commercial experience...

WHY A VENTURE COACH?

The creation and development of high-tech start-ups is widely recognized as a significant factor of innovation and technological progress in society.

They raise the productivity level of an economy and constitute a driving force of job creation.¹ In spite of their importance, the survival rate for high-tech Start-Ups is alarmingly low.² Especially for the high-tech segment, these difficulties can be partly attributed to:

- a lack of managerial abilities of the founders (who often stem from a technological background, such as a university),
- and a lack of financial resources.

However, the entrepreneur is very much ill-supported with respect to these difficulties. Existing tools consist of mere check lists and thus fail to address the entrepreneur's needs of a diagnostic of his company, or they imply human coaching which makes them very expensive and often unaffordable for fledgling start-ups.

WHAT IS THE ADDED VALUE?

The Venture Coach is the only validated assessment tool that represents a human expertise on high-tech start-ups. Thanks to cutting edge model generation algorithms,³ the Venture Coach comprises 2144 expert scores on real business cases. The Venture Coach will draw on this rich expertise to make a bespoke diagnostic for every particular project. It will consider that there are different ways to success and to failure, as there are different successful business models.

The Venture Coach will provide three levels of feedback:

- The global evaluation takes into account relevant input variables from all start-ups domains to give a single score on the new venture on "global prospects" and on "investment readiness",
- Subsequently, the evaluation will be explained to the user. Factors with greater influence on the result will be highlighted and pertinent relations or contradictions among input variables will be shown (see Figure),
- As a third feedback phase, the Venture Coach proposes suggestions of how the start-up could improve. Thus, it acts as a benchmark and identifies strengths and weaknesses of the new venture.

The Venture Coach goes far beyond any existing service, or even cutting-edge scientific work. It brings together different branches of expertise to provide real added value to the entrepreneur.

WHO CARES?

Dissemination of a demonstration of the Venture Coach among 277 actors of the European innovation and start-up community showed a strong interest in the proposed service.⁴ Two thirds of the potential users were either "very interested" or "fairly interested" in using the Venture Coach.

There is a real need and market for a service like the Venture Coach. The Venture Coach appears to correspond well to real life problems.

USING THE VENTURE COACH?

The Venture Coach is still in its prototype stage. Beta-testing is planned to be carried out until end 2006. After the testing, potential users - like start-up providers, investors or entrepreneurs - will be able to buy a license for the Venture Coach and use it online for one year for an unlimited number of cases. The price of a licence will be determined at the end of the beta-testing.

For more information:
**Centre de Transfert
 Université de Technologie
 de Compiègne**
 Joseph Orlinski
 00 33 3 44 23 45 94
 joseph.orkinski@utc.fr



1 OECD, "The policy agenda for growth", 2003.

2 For the first year after creation, the survival rate is estimated at 60% and after 10 years at only 10%.

3 The Venture Coach expertise models were generated by xtractis @ GENERATE by intellitech [intelligent technologies].

4 The survey included people from the SUN&SUP networks, from PROTON Europe, from the Gate2Growth IncubatorForum, high-tech entrepreneurs, and members of various European entrepreneurship projects (e.g. ET Net, TEEE Inn, Achieve).

FAME

Find the Appropriate Mentor or non-Executive director

Entrepreneurs and start-up support organisations are unanimous: the experience, contacts and insights brought by an outside expert – as mentor or non-executive director – are a key success factor in reaching sustainability and maintaining the enterprise on a trajectory of growth.

The FAME service helps entrepreneurs throughout their development cycle, by matching seasoned professionals able to furnish a wealth of know-how and contacts, to entrepreneurs in search of the advice, support and stimulation they need to confidently develop their business.

WHY FAME?

Professionals with long-time experience – whether via a mentoring relationship, or via a more formal commitment as a non-executive director serving on the Board of the enterprise – are vital for the successful development and growth of European start-ups.

Statistics gathered from a number of start-up support organisations in Europe, India and China, show that absolutely **100% of high-technology enterprises** – at whatever their stage of development – are considered to benefit from the experience, contacts and insights brought by an outside expert.

Today's situation however falls drastically short of that target. Findings show that only 30% of enterprises currently engage the services of a mentor. The situation is just as drastic among companies in their market development phase. Such companies represent around 29% of enterprises registered with enterprise support agencies. Companies in later development stages are considered to benefit from engaging a non-executive director (an advisor who is a member of the Board of Directors and therefore shares legal responsibility for all issues of compliance). However, only 8% of such enterprises have done so.

Providing a mentor according to the stage of enterprise development is not enough. **Each case of engaging an outside expert merits individual consideration**, taking into account the entrepreneur's business aptitude, past experience, type of product or service – and so on.

EUROPEAN ADDED VALUE OF FAME

Services finding and matching non-executive directors and mentors to enterprises already exist in Europe, but have very limited visibility & access.

A main objective for FAME is to create a **European network of mentors based in Science Parks and Business Resorts**, with a European label and visibility. FAME will enhance the attractiveness of Science Parks and regions around Europe to innovative start-ups.

FAME is designed as a program that provides services for entrepreneurs at every stage of start-up development. No programme in Europe is currently known to provide such a complete service.

A FAME pilot will also be proposed within the **Inno-Action Euro-office Services to open-up European markets** and help start-ups achieve internationalisation. Start-ups looking to set up subsidiary operations outside their home territory will have the opportunity to work with a mentor who knows well the industry and market in the targeted locality, and has the right contacts in the area.

HOW TO IMPLEMENT FAME?

First, to develop such a service at the local level, it is vital to form a **committed network of competent, experienced professionals** who can act as mentors and non-executive directors.

The FAME process also calls for constitution of a **5-member Advisory Board**, drawn from the local business community. Their role is to validate the matching of mentors to entrepreneurs proposed by the local start-up support organisation.

Network management can be achieved either manually, in its early stages, or by a **web database** platform, as the number of registrations - entrepreneur requests and prospective mentors - increases. In the first instance, the local support service organisation proposes the match of an entrepreneur to prospective mentors, and subsequently submits the proposal to the Advisory Board for approval.

The financial resources required to implement the FAME service are considered as minimal.

Key to success is competent matching of entrepreneurs to mentors - underpinning a successful and fruitful relationship. Follow-up meetings can be organised between the FAME Organisation, the mentor and the entrepreneur to anticipate and work around any emergent issues.

For more information:
Focussed Development Alliance (FSDA) Ltd.
George Duncan
00 33 1 64 01 03 79
george.duncan@fsda.co.uk

CICOM Organisation
Alix de Bressy
00 33 4 93 00 60 11
debressy@cicom.fr

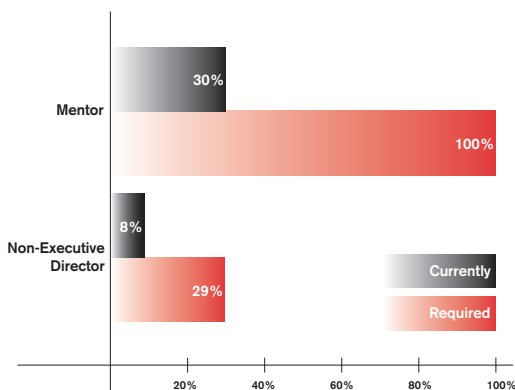
Dissemination results

The FAME pilot service proposal was disseminated to incubators in Europe, China and India.

"In general, the FAME system seems professional and interesting"
Pertti Vuorela
Technopolis Ventures, Finland

"The FAME document looks very professional, well-structured and informative. Especially from the information and guidance attachments, some incubators could benefit a lot. Congratulations for the good job."
Robert Luedi
Swissparks, Switzerland

Coverage
% of enterprises benefiting from the engagement of an outside expert



Start-up support organisations, entrepreneurs and prospective mentors are invited to experience a pilot version of the service by registering on the FAME webpage: www.cicom.fr/fame

THE SME PACT

Increasing the sales of products and services by innovative SMEs to large companies and large public procurement agencies

The growth of European SMEs is blocked by a glass ceiling preventing them to grow and become global players. The aim of the SME Pact is to overcome barriers limiting the access of innovative SMEs to their markets.

Analysis Survey Questionnaire "Listening to start-ups", SUN&SUP analysis brochure, www.sunsup.org



WHY AN SME PACT?

The actual policies on competition rules favour already established enterprises against newcomers regardless of the quality of their offer. In some cases, contracts which could have been executed equally as well or better by innovative SMEs, were not awarded to them because of biases based on their size and age.

Innovative SMEs are suffering this discrimination not only when they compete for markets but also in their accessing to resources (human or financial resources, public support, etc.). A vicious circle has been installed, in which all stakeholders (clients, investors, banks, public authorities and even potential employees) seldom choose innovative SMEs.

The aim of the SME Pact is to overcome the barriers hampering the access of innovative SMEs to their markets. The SME Pact is proposed to large companies and large public procurement agencies. By signing the SME Pact, these organisations commit to reinforcing their relationship with the best innovative SMEs in a context of reduction of acquisition costs, globalization of demand and open innovation.

The SME Pact, focused on SMEs with a strong growth potential, is a voluntary commitment from large accounts, either public or private.

AN SME PACT FOR THE ADVANCEMENT OF EUROPE

The SME Pact is beneficial for all of the involved players:

- the SME Pact allows **SMEs** to access a better share of large customers' purchases and opens the possibility of RTD partnerships with large organisations,
- the SME Pact aims at reinforcing the access for the highest possible number of **large companies and large public procurement agencies** to innovative SMEs,
- by committing to the SME Pact, today's leading large companies open the path for the emergence of new global players to the benefit of the **European community** through economic growth and employment creation.

Last but not least, the small number of large companies performing RTD in Europe has a direct negative impact on the Lisbon Agenda objectives. What Europe needs is to foster the emergence of new large companies.

	Europe	United States
RTD expenditure per company (average)	651 M€	646 M€
Number of enterprises	132	208

European Commission "Third European Report on Science & Technology" Indicators 2003

STAKES OF THE SME PACT

The potential of the SME Pact is 100 billion € in supplementary contracts for innovative SMEs generated from the 1500 billion € annually spent in Europe through public procurement. By facilitating the access of innovative SMEs to markets in the whole European Union, the SME Pact supports the emergence of the 1000 new large enterprises necessary to take up the challenges of globalization.

HOW TO IMPLEMENT THE SME PACT?

The participating organisations are:

- large companies and large public procurement agencies** voluntarily committing to enhance their relationship with innovative SMEs,
- bodies representing the interests of innovative SMEs**, these bodies having to be independent from large companies,
- innovation agencies** being in a position to support the implementation of the SME Pact programmes.

The SME Pact implements the following four programmes:

SMEsearch

Technical presentations of innovative SMEs to customers,

SMEadvocate

Individual, juridical and contractual support to SMEs,

SMEtool

Thematic working groups involving SMEs and customers with the aim of identifying best practices and devising new schemes,

SMEwatch

Impact analysis and annual report, including indicators on the share of large organisations purchases benefiting to SMEs.

The SME Pact aims to be implemented throughout the European Union. An additional programme, **SMEteam**, facilitates the setting-up of partnership among European SMEs.

The level of resources required on a national or a regional basis is very low. The extension of the SME Pact on a European scale could be stimulated by a financial support from the European Union.

For more information:
Pacte PME
 Eric Jourdain
 00 33 1 45 23 09 39
 jourdain@pactepme.org

Le Pacte PME

A pilot action for the SME Pact has been implemented in France since 2005. As of today 420 French innovative SMEs are participating.

24 French large companies and public procurement agencies have signed the SME Pact:
 Alcatel CIT
 Alstom
 Arkema
 CEA (nuclear agency)
 CNES (space agency)
 DCN (French naval agency)
 DGA (French armament agency)
 EDF (electricity board)
 IFP (French oil Institute)
 Ingenico
 La Poste (French postal services)
 MBDA
 Microsoft France
 Ministry of Economy, Finance & Industry
 Ministry of Homeland Security & Regional Development
 Ministry of Research
 Ministry for Transport Infrastructure, Tourism & the Sea
 Renault
 RATP
 Rhodia
 Schneider Electric
 Siemens France
 SNCF (railway company)
 Thales

The French SME Pact has the potential to generate an increase of 15 billion € for innovative SMEs, in view of enabling the emergence of 150 new French leading companies.

A memorandum of understanding has been signed in April 2006 to widen the scope of the French SME Pact to include Norwegian companies.



SUN&SUP

Meetings and Members

EUROPEAN ADDED VALUE OF THE SUN&SUP PROJECT

The SUN&SUP network brought together representatives from 17 European countries. One of the unique features of this network was having start-ups and service providers working together on common propositions.

Commitment to the project remained strong with high attendance to the meetings over the three years of the project. Motivated to go even further than the planned objectives, the network presented a policy recommendation to the European Commission for the creation of a European Small Business Act.

METHODOLOGY

The methodology of the SUN&SUP project was based on 5 main steps:

- feasibility study of the networks,
- creation of the two networks,
- establishment of a forum through six General Meetings,
- analysis of the needs of European start-ups in terms of services,
- development of new services through three Task Force Meetings.

The development of the services during the Task Forces meetings was facilitated by LOGOS. During the first phase, members of each group listed gaps they perceived as needing to be overcome by new services or improvements to existing services, based on their own experience.

The identified gaps were clarified, prioritized and selected in order to generate an "influence map". The aim of this influence map was to separate causes from symptoms. The most important gaps in the European offer of services were then prioritized and selected. The following clusters of ideas became the basic definition of the SUN&SUP services.

The definition process included a state-of-the-art survey of the existing European offer of services in the relevant domains, including the identification of good practices in the United States, Canada and Israel.

The drafted services were then either tested through questionnaires or piloted outside of the SUN&SUP network in order to set expectations and identify measures needed to be undertaken for their implementation.



General Meetings

- GM1 Paris (France)
- GM2 Verona (Italy)
- GM3 Vienna (Austria)
- GM4 Barcelona (Spain)
- GM5 Dublin (Ireland)
- GM6 Brussels (Belgium)

Task Force Meetings

- TF1 Riga (Latvia) / London (United Kingdom)
- TF2 Vienna (Austria)
- TF3 Paris (France)

SUN NETWORK

Representatives of European start-ups



Jan Bohl
Ableton AG
Berlin, Germany
bohl@ableton.com
www.ableton.com



Kevin Corti
PIXELearning Limited
Coventry, UK
kevin@pixelearning.com
www.pixelearning.com



Wouter Deelman
Qelp
Houten, the Netherlands
deelman@qelp.com
www.qelp.com



Fernando Baztan
CEIN S.A.
Noain, Spain
fbaztan@cein.es
www.cein.es



Uffe Bundgaard Joergensen
Mermaid Venture
Klampenborg, Denmark
uffe.bundgaard@gate2growth.com
www.gate2growth.com



Martin Carr
Exemplas
Business Link
Saint Albans, UK
martinc@exemplas.com
www.exemplas.com



Andy Hayler
Kalido Ltd
London, England
andy.hayler@kalido.com
www.kalido.com



Guy-Michel Hustinx
Optrion S.A.
Leuven, Belgium
gmhustinx@optrion-tech.com
www.optrion-tech.com



Pierre-Paul Jobert
DGTec
Moirans, France
pierre-paul.jobert@dgtec.fr
www.dgtec.fr



Grzegorz Gromada
Wroclaw Centre
for Technology Transfer
Wroclaw, Poland
g.gromada@wctt.pl
www.wctt.pl



Jens Hoffmann
berlin*startup GmbH
Berlin, Germany
webmaster@berlinstartup.de
www.berlinstartup.de



Arne Hostrup
F.U.N. netzwerk
nordbayern GmbH
Nurnberg, Germany
hostrup@netzwerk-
nordbayern.de
www.netzwerk-nordbayern.de



Matthias Kunze
Licenturion GmbH
Berlin, Germany
mkunze@licenturion.com
www.licenturion.com



Atte Miettinen
End2End
Aalborg, Denmark
atte.miettinen@end2endmobile.com
www.end2endmobile.com



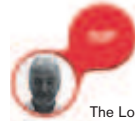
Erki Molder
Quattromed AS
Tartu, Estonia
erki.molder@quattromed.com
www.quattromed.com



Risto Kalske
SITRA,
Helsinki, Finland
risto.kalske@sitra.fi
www.sitra.fi



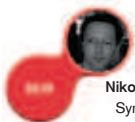
Dominique Le Roux
Centrale Start-Up
Paris, France
dleroux@oxymel.com
www.oxymel.com



Mike Matfin
The London Institute
London, England
m.matfin@linst.ac.uk
www.linst.ac.uk



Regis Morel
ExoSonic
Geneva, Switzerland
regis.morel@exosonic.com
www.exosonic.com



Nikos Pantelelis
Synthesites SA
Athens, Greece
pande@freemail.gr



Alberto Pistocchi
Gecosistema
Cesena, Italy
alberto.pistocchi@gecosistema.it
www.gecosistema.it



Bridget Noone
Trinity College
Enterprise Centre
Dublin, Ireland
nooneb@indigo.ie
www.tcd.ie/research_innovation



Janis Smilga
LEBIC
Riga, Latvia
jsmilga@ebic.lv
www.lebic.lv



Mary Spaeth
Transmera AB
Linköping, Sweden
mary.spaeth@transmera.com
www.transmera.com



Christian Russ
Configworks
Klagenfurt, Austria
cruss@configworks.com
www.configworks.com



Helder Silva
Actigenics
Ramonville Saint-Agne
France
www.actigenics.com



David Vilanova
Sputnik
Software e Tecnologias
Lda
Lisbon
www.sputnikspace.com



Juergen Marchart
Austrian Research
Promotion Agency
Vienna, Austria
www.ffg.at



Rene Tõnnisson
Tartu Science Park
Tartu, Estonia
rene@ibs.ee
www.park.tartu.ee

SUP NETWORK

Representatives of European service providers

THE SUN&SUP PROJECT

COORDINATION

European Federation of high tech SMEs

(Belgium)
www.hitech-sme.com
Violaine Menant
menant@hitech-sme.com
Eric Jourdain
jourdain@hitech-sme.com

Logos

(Belgium)
www.logos-eu.com
Frédéric Soudain
FredSoudain@logos-eu.com

FocuSsed Development Alliance

(United Kingdom)
www.fsda.co.uk
George Duncan
george.duncan@fsda.co.uk

CICOM Organisation

(France)
www.cicom.fr
Gérard Bonnes
bonnes@cicom.fr
Alix de Bressy
debressy@cicom.fr

European Association of Development Agencies

(Belgium)
www.eurada.org
Claire Munck
claire.munck@eurada.org

Université Technologique de Compiègne

(France)
www.utc.fr
Joseph Orlinski
joseph.orlinski@utc.fr
Florian Kuhn
florian.kuhn@utc.fr

