

Start-up Initiative

Fields marked with * are mandatory.

Introduction

Please read the introductory page, where you will also find the glossary, before you complete the questionnaire.

[Link to the introductory page](#)

1 - About you/respondent identification

*

1.1 - Are you replying as/on behalf of:

- A citizen
- A potential entrepreneur
- A company
- An incubator/accelerator programme
- A business support provider (public or private)
- A European business organization
- A national business organization
- A trade union
- A national authority
- A regional/local authority
- Financial institution/Finance provider
- Academia/Entrepreneurship research centres
- Research institution
- Other

*

1.2 - Are you registered on the Transparency Register?

Yes

No

*

1.3 - Please provide your name/the name of the company/organization/authority.

Text of 1 to 200 characters will be accepted

DIGITALEUROPE

*

1.4 - Please provide your e-mail address.

Text of 1 to 200 characters will be accepted

info@digitaleurope.org

*

1.5 - Your country

- Austria
- Belgium
- Bulgaria
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Croatia
- Latvia
- Lithuania
- Luxembourg
- Malta
- Netherlands
- Poland
- Portugal
- Romania
- Slovakia
- Slovenia
- Spain
- Sweden
- United Kingdom
- Non-EU country

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1.6 - Received contributions may be published on the Commission's website, with the identity of the contributor. Please state your preference with regard to the publication of your contribution (please note that regardless the option chosen, your contribution may be subject to a request for access to documents under Regulation 1049/2001 on public access to European Parliament, Council and Commission documents. In this case the request will be assessed against the conditions set out in the Regulation and in accordance with applicable data protection rules):

- My contribution may be published under the name indicated**; I declare that none of it is subject to copyright restrictions that prevent publication.
- My contribution may be published but should be kept anonymous**; I declare that none of it is subject to copyright restrictions that prevent publication.
- I do not agree that my contribution will be published at all.**

2 - Boosting entrepreneurial attitudes and skills - stand-up phase

2.1 - In your view, how important are the following policies/actions to support potential entrepreneurs in Europe? Please rank each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Introducing entrepreneurship education in all levels of formal education (from primary and secondary school to vocational education and university)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Providing local support and advice structures to encourage entrepreneurial activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Encouraging higher education institutions to establish programmes and services to support entrepreneurship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Introducing 'in company' training in initial vocational education (apprenticeships)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Promoting dedicated digital entrepreneurship programmes, including digital economy business models	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Developing digital learning materials, courses or apps to teach entrepreneurship, including a 'lean start-up' methodology	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Organising regular competitions for new business ideas at regional/national/EU level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Organising regular Europe-wide events to promote entrepreneurship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 1000 characters will be accepted

In the “start-up” phase the most important point is to support universities and research institutes (including students & researchers) to start companies by matching them with entrepreneurs. It is important to state that most successful start-ups are founded by persons in the age of 35-40 (not by students between age 18-29). Multidisciplinary studies combined with different nationalities and backgrounds play a very important role. Start-up visas, cross-border collaboration (e.g. upscale Erasmus for entrepreneurs and/or introduce and entrepreneurial exchange programme) are huge opportunities.

Europe has a strong research (good universities) infrastructure and as such programmes need to be built on commercialising these opportunities. Europe is traditionally strong in technological research (the U.S. is more advanced in marketing/sales, new business models, etc.), and as such the EU must focus on developing new products.

*

2.2 - In your experience, what else could be done to encourage entrepreneurial attitudes and support those who would like to become entrepreneurs in Europe?

Text of 1 to 1000 characters will be accepted

1. Build closer links to Silicon Valley and the U.S. generally. We suggest to set up systematic transatlantic value chains to tap into the more advanced U.S. ecosystem to bring results to Europe.
2. Educate the political elite (MEPs, Commission, Member State politicians) on the power of start-up/ecosystem innovation
3. Encourage venture capital and angel investment (via tax exemptions)
4. Create EU start-up visa (EU must allow IT skills to flow into Europe)
5. Promote internal entrepreneurship activities (via intra-preneurship)
6. Set up Horizon 2020 programmes to encourage EU corporations to set up accelerator/innovation programmes
7. Support existing structures (i.e. accelerators, incubators, co-working spaces, etc.)
8. Support the Central and Eastern Europe (CEE) ecosystem to connect with Western European ecosystems

2.3 - If you have any additional comments/observations/additions relating to any question of the section on Boosting entrepreneurial attitudes and skills - stand-up phase, please provide them below.

Text of 1 to 1000 characters will be accepted

It is important to celebrate entrepreneurs and an attractive environment for those wishing to seek an 'entrepreneurial lifestyle'. This action must begin in primary school and extended to the university landscape so that a clear and developed path can be attained.

Furthermore, the political elite must continue to be educated on the value of entrepreneurship and the true barriers facing European entrepreneurs. Lastly, we believe that digital technologies must continue to be promoted particularly increasing the understanding of how the digital transformation of conventional industries will not only change the way we live and work, but how it will provide new business opportunities for aspiring entrepreneurs.

3 - Creation of a company - start-up phase

*

3.1 - Are you facing/did you face any obstacles to set up your company?

- Yes
- No
- I do not know/ N/A

*

**3.1 a - What were the main obstacles that you encountered when establishing your company?
How did you manage to overcome them?**

Text of 1 to 1000 characters will be accepted

DIGITALEUROPE frequently receives information from SME members of our national trade associations on the obstacles of running an Europe start-up. We wish to note that most Member States use the metric of ‘time to set up a company’ as a way to measure the difficulties facing companies. We believe that on average it is relatively easy to set up a company in Europe, although we clearly see differences amongst Member States (i.e. Estonian companies consistently note the ease of company creation). We believe that there are at least 10 other factors which play a bigger and more important role in the “start-up” phase. These include motivation, education/skills, funding, support facilities, etc. The EU should focus on Member State cooperation by providing information exchange and best practices for those Member States with successful start-up ecosystems. A more ambitious approach would focus on the creation of a single European legal format for start-ups.

**3.2 - In your experience, to what extent is each of the following an obstacle to start a company?
Please rank each option below from 1 being a minor obstacle to 5 being a major obstacle.**

	1	2	3	4	5	I do not know/ N/A
*Resources required to navigate overall regulatory complexity	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Registration cost	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Registration time	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Minimum legal capital requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Legal and/or notary fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*The number of operational permits and licences needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Time to obtain operational licences and/or permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Costs of obtaining operational licences and/or permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Lack of single entry point (one-stop-shop) for start-up procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Lack of e-governance for administrative procedures	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Tax compliance costs (filing and paying taxes)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Rules and cost of hiring workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Proceedings for contract enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Cost to access industrial and/or intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Procedures to access industrial and/or intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Unpredictable and instable legal framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Access to finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Others, please specify.

Text of 1 to 200 characters will be accepted

We believe the two most important obstacles facing those who wish to start a company are the lack of a single entry point in Europe (standard EU creation procedures) and access to finance & mentors.

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3.3 - Is there any specific action at EU level needed to facilitate the creation of a company?

Text of 1 to 1000 characters will be accepted

The EU Institutions should investigate the viability of a single European legal format for start-ups which could be valid in all Member States (i.e. an entrepreneur could register a company online and select the location and be provided information on local legal requirements, registration fees, etc.). The EU should seek to create standard procedures for the creation of companies, which could be used across the Union. This could be done through an EU start-up registry, which would likely reduce costs and complexity for entrepreneurs.

3.4 - In your experience, what sources of funding are mostly used to start a company (initial capital)? Please rate each option below from 1 being used least often to 5 being used more often.

	1	2	3	4	5	I do not know/ N/A
*Own savings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Family and friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Micro-loans	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Bank loans	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Public (national) grants	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*European grants	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Funds from business incubators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Innovation vouchers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Business angels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Venture capital	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Peer-to-peer lending	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Family offices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Crowd-funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

Business angels could play a larger role in the initial stage. We recommend investigating 'investor clubs'. Venture capital is crucial for scaling up, but is not as important at the creation stage.

3.5 - In your experience, how important are the following policies/support measures for start-ups? Please rate each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Encouraging all EU Member States to create national Startup Manifestos consistent with the EU Startup Manifesto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Supporting the creation of incubation centres, accelerator programmes and co-working spaces for start-up projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Connecting incubation centres, accelerator programmes and co-working spaces across the EU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Establishing exchange schemes between incubators/ accelerators across the EU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Creating and connecting networks of alumni/experts (tech/engineering) to help assessing the viability of start-up business ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Enabling links between source of knowledge (tech/engineering centres) and source of finance to facilitate access to finance for viable start-up projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Establishing matchmaking platforms for exchange of ideas and information on cooperation possibilities between start-ups, medium sized and large companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Helping to secure intellectual property (IP) in the early stages of a company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Providing training/advisory/mentoring services to young start-ups to prevent early failures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>*Creating a European Network for Early Warning and Support to Second Starters to ensure cooperation and best practices sharing across the EU</p>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>*Promoting exchanges between new and experienced entrepreneurs (such as Erasmus for Young Entrepreneurs) within the EU</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<p>*Promoting exchange schemes between new and experienced entrepreneurs with non-EU countries</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<p>*Promoting schemes to attract talented entrepreneurs from third countries, e.g. start-up visa schemes</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<p>*Ensuring better cohesion and transparency of the available support schemes at EU level</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

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3.6 - In your view, what else could be done at EU level to foster the creation and survival of start-ups in the EU?

Text of 1 to 1000 characters will be accepted

We believe the EU should focus on connecting existing initiatives (i.e. accelerators, incubators, entrepreneurs, start-up corporates, etc.). As previously mentioned, we believe the EU should explore the idea of a 'start-up visa' so that Europe can take advantage of skilled individuals from outside the EU. Overall, more exchange programmes are needed as internal EU links could increase entrepreneurial efficiency. This should also be extended to angel investors through the creation of 'investor clubs'. When small angels can pool their money online, they can have a bigger impact. Lastly, consistent review and synchronisation of Member State efforts is needed so that specialised start-up ecosystems can be created (i.e. Berlin - automotive & Stockholm - design, etc.). Central and Eastern European countries should be connected with more developed ecosystems.

3.7 - In your experience, to what extent is each of the following important to boost innovation? Please rate each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Supporting universities in establishing services to promote entrepreneurship (internship schemes with businesses, business-creation trainings, organising access to business incubation, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Promoting innovation through a European award for young innovators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Providing support from public sources to incubators, university R&D and technology transfer programmes to increase their capacity to boost innovative solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Promoting the 'outsourcing' of R&D, e.g. through tax incentives related to outsourced R&D expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

*Promoting partnerships between start-ups and medium sized companies to facilitate access to innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Establishing and supporting long term partnerships of business, research and higher education institutions to strengthen EU innovation capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Supporting ad hoc partnerships of business, research and higher education to implement specific projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Supporting access to innovation and value chains, e.g. through clusters	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Connecting European research and innovation centres with similar ones outside the EU to support European researchers and entrepreneurs globally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Promoting schemes to attract innovators from non-EU countries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

We believe the most important is the establishment of connections between start-ups, universities, SMEs and corporates.

3.8 - If you have any additional comments/observations/additions relating to any question of the section on Creation of a company - start-up phase, please provide them below.

Text of 1 to 1000 characters will be accepted

The EU remains fractured as different regions provide different opportunities. Start-up strategies must be aligned by the S3 strategies. We believe countries/regions/cities should specialise and provide entrepreneurial hubs which focus on specific topics. Existing M/S connections must be strengthened across the Union and supported via universities/research institutes, incubators, accelerators, etc.

Entrepreneurs' ability to start and grow a company are impacted by the regulatory framework and any uncertainty to that framework. Policymakers must consider the impact of policy changes on start-ups as action to address one issue may cause negative unforeseen consequences for start-ups. The European Commission should examine in detail the potential impact on start-ups when preparing the proposals of the DSM strategy. For example in copyright reform it's important to recognise that start-ups (from coders, infographics, app developers) are drivers of the new digital creative economy.

4 - Expansion of a company - scale-up phase

*

4.1 - Do you envisage expanding/did you expand your company cross-border?

- Yes
- No
- I do not know/ N/A

*

4.1 a - To what geographical area did you expand your company?

- Within the EU
- Outside the EU

*

Please specify the country.

Text of 1 to 200 characters will be accepted

EU start-ups have ambitions beyond Europe. This is because the economy is global in nature and aspirations reflect this.

*

4.1 b - How difficult was it to expand your company?

- It was as difficult as I expected
- It was much more difficult than I expected
- It was slightly more difficult than I expected
- It was not as difficult as I expected
- It was much less difficult than I expected
- I do not know/ N/A

*

4.1 c - In what way have you expanded your company? Please select the answer that best describes the way you expanded your company.

- Establishing a joint-venture with a foreign partner
- Setting up a subsidiary
- Setting up a branch
- Registering a private limited company
- Establishing a partnership with a local company
- I do not know/ N/A
- Other

4.2 - In your experience, to what extent is each of the following an obstacle to expand (scale-up) a company within the EU? Please rate each option below from 1 being a minor obstacle to 5 being a major obstacle.

	1	2	3	4	5	I do not know/ N/A
*Uncertainty about regulatory requirements to start operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Costs to start operation (translations, registration fees, legal fees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Uncertainty about regulatory environment for daily operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Cost of complying with different tax regulations other than VAT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

*Cost of complying with different VAT regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Understanding and complying with employment law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Understanding and complying with contract and marketing law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Complying with technical regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Complying/adapting your service/product to mandatory standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Complying/adapting to voluntary standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Securing intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Enforcing intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding workers with the right set of skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Recruiting local employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Attracting best talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Adapting your product/service to local preferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding new markets/distribution channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Securing financing for expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Accessing entrepreneurial ecosystems	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Risk of corruption and fraud	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Language barrier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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Other, please specify.

Text of 1 to 200 characters will be accepted

The largest obstacles remain risk mitigation and the financing of expansion. Language barriers and the lack of standardisation for company creation remain large obstacles as well.

4.3 - In your experience, to what extent is each of the following an obstacle to expand (scale-up) a company outside the EU? Please rate each option below from 1 being a minor obstacle to 5 being a major obstacle.

	1	2	3	4	5	I do not know/ N/A
*Uncertainty about regulatory requirements to start operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Costs to start operation (translations, registration fees, legal fees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Uncertainty about regulatory environment for daily operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Cost of complying with different tax regulations other than VAT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Cost of complying with different VAT regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Understanding and complying with employment law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Understanding and complying with contract and marketing law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Complying with technical regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Complying/adapting your service/product to mandatory standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Complying/adapting to voluntary standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Securing intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Enforcing intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding workers with the right set of skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Recruiting local employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Attracting best talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Adapting your product/service to local preferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Finding new markets/distribution channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Securing financing for expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Accessing entrepreneurial ecosystems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Risk of corruption and fraud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Language barrier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

It is difficult to fully answer this question as factors depend very much on the specific company/product and the specific target market (US, China, EU M/S and Brazil have different market barriers)

***4.4 How did you overcome the obstacles related to the expansion (scaling-up) of your company? What else could be done to make it easier at EU level?**

Text of 1 to 1000 characters will be accepted

N/A

4.5 - In your experience, what kind of funding source(s) are mostly used for financing the expansion (scaling-up) of a company? Please rate each option below from 1 being the least used to 5 being the most used.

	1	2	3	4	5	I do not know/ N/A
*Credit line, bank overdraft or credit cards overdraft	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Grants or subsidised bank loan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Bank loan (excluding subsidised bank loans, overdrafts and credit lines)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Trade credit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Leasing or hire-purchase	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Debt securities issued	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Equity capital, including venture capital or business angels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Factoring	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Retained earnings or sale of assets (internal funds)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Subordinated debt instruments	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Participating loans	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Peer-to-peer lending	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Crowdfunding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

The most important (yet scarce) funding sources are business angels & venture capitalists. Unfortunately, their volume is low. EU support mechanisms for these could be explored.

4.6 - In your experience, how important are the following policies and support measures for the expansion (scaling-up) of a company? Please rate each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Developing tailor-made support measures for rapidly growing scale-ups, e.g. mentoring on how to manage change	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Creating network of regional support centres for scale-ups	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Providing financial support for the acquisition of capacity-boosting services from both public and private providers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Supporting the uptake of resource efficient solutions to reduce production costs	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Developing intellectual property (IP) valuation models to better assess the value of intangible assets	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Facilitating links between large corporations and start-ups to unleash the scale-up potential through collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

We believe the critical factor is to provide financial support for scale-ups (SME instrument is a good example) along with increasing links between corporates and start-ups.

4.7 - In your experience, is there a need for ecosystem-level policies for start-ups and scale-ups?

- Yes
- No
- I do not know/ N/A

4.7 a - In your experience, what type of ecosystem-level policies would you consider the most useful for start-ups and scale-ups? Please rate each option below from 1 being the least useful to 5 being the most useful.

	1	2	3	4	5	I do not know/ N/A
*Supporting the creation of local/regional/national entrepreneurial ecosystems	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Integrating entrepreneurial ecosystems with the Smart Specialisation Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Creating EU networks of investors, entrepreneurs, universities, accelerators and co-working spaces to increase synergies and facilitate access to venture capital, new markets, talents and skilled employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Connecting start-up ecosystems across the EU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Creating European centres outside the EU to promote EU start-ups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

Scale-ups and start-ups have very different needs. Scale-ups need specific support and financing for international expansion. This includes different needs based on the industry, target market, etc.

*

4.7 b - What else should be done at EU level to strengthen ecosystem level policies?

Text of 1 to 1000 characters will be accepted

The EU must continue to bring the market closer to start-ups and scale-ups. We note that a publically financed mentor, even if skilled and experienced, likely has no direct incentive in the success of a given entity whereas an angel investor has a direct motivation. Bringing these investors closer to start-ups & scale-ups is critical. Moreover, EU start-ups need a clear (ideally EU wide) methodology for company creation as rapid and easy market validation/entry is necessary. We also believe export activities for scale-ups must be supported so that start-ups can navigate on international markets.

4.8 - If you have any additional comments/observations/additions relating to any question of the section on Expansion of a company - scale-up phase, please provide them below.

Text of 1 to 1000 characters will be accepted

There is a need to support scale-ups both in terms of financial and environmental support. We believe there already exists good measure in Europe and these must be utilised rather than reinventing existing practices. We urge caution of public support for specific companies as we see no need for state-funded networks. EU Governments should instead support existing stakeholders such as SEIS in the UK. Such a model across the EU would boost investment. Moreover, Silicon Valley should be viewed as model, but EU Governments should refrain from attempting to recreate Silicon Valley as Europe must focus on its own strengths (i.e. automotive, banking, manufacturing, biotech, etc.) based on S3 strategies. The role of regions/cities should be enhanced as they can be used to coordinate and mobilise local actors to engage across borders.

5 - Capital replacement - "exit" opportunities/strategies

*

5.1 - In your view, what measures could enhance the exit opportunities for companies in the growth/expansions phases?

Text of 1 to 1000 characters will be accepted

We wish to note that Europe has a high number of quality start-ups, but many of these companies must turn to Silicon Valley to obtain appropriate levels of venture capital and network contacts. Europe needs to curtail this trend and upscale programmes such as the 'Jeremie scale-up financing programme' in order to support/incentivise exits. Tax reliefs is an example of an avenue to be explored by Member States.

*

5.2 - In your view, what would need to be considered in terms of support schemes to help entrepreneurs carrying out a valuation of their company in preparation for exit?

Text of 1 to 1000 characters will be accepted

The concept of valuation as a whole must first be promoted before it can be sufficiently improved. European entrepreneurs tend to wait for the state to create market demand for a product. This distorts valuation. Entrepreneurs must first find market demand without state aid to achieve proper valuation. We believe close cooperation with Silicon Valley is important in this sphere so that entrepreneurs can learn from previous valuation successes and failures. This will aid in global aspirations and business strategy creation.

*

5.3 - In your view, what measures could enhance the exit opportunities for venture capital investors?

Text of 1 to 1000 characters will be accepted

Financial investment remains at the heart of exit opportunities. Ideas such as tax reliefs, stock options, minimal taxes on income generated by ownership, etc. must be explored. We encourage the Commission and Member States to examine the best practices in the UK notably those of SEIS.

5.4 - If you have any additional comments/observations/additions relating to any question of the section on Capital replacement - exit opportunities/strategies, please provide them below

Text of 1 to 1000 characters will be accepted

6 - Definitions

6.1 - In your view, what are the main features of a start-up? Please rate each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Being newly created	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Being young (less than 5 years) and independent	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Testing new business ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Searching for scalable business model	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Being strongly growth oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Focusing on technology development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Focusing on innovation development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Being born global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

6.2 - In your view, is it important to have an agreed EU-wide definition of a start-up?

- Very important
- Important
- Not very important
- Not important at all
- I do not know/ N/A

6.2 a - How would you assess the following options for a working definition of a start-up?

	Very useful	Useful	Not very useful	Not useful at all	I do not know/ N/A
*A start-up is an unlisted, small enterprise up to 5 years following its registration, which has not yet distributed profits and has not been formed through a merger (EC - state aid definition)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*A start-up is a growth-oriented small enterprise, up to 5 years old, searching for a scalable business model or innovative product/service, and open for alternative financing	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*A start-up is a temporary organization designed to search for a repeatable and scalable business model (Steve Blank)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If none of the proposed options of a start-up definition is in your view pertinent, please provide your own suggestions.

Text of 1 to 500 characters will be accepted

In this respect, Europe must invent the 'European' view of a start-up. We believe a start-up is a technology and knowledge drive, growth orientated company, with potential for global expansion. It must consist of 2 founders/owners, must have (be building) an international network and prove to be multidisciplinary. Start-ups should also be close to research universities.

6.3 - In your view, what are the main features of a scale-up? Please rate each option below from 1 being the least important to 5 being the most important.

	1	2	3	4	5	I do not know/ N/A
*Focused on rapid growth in terms of turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Focused on rapid growth in terms of employment	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Already attracted finance from third parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Focused on attracting more rounds of equity funding from third parties to finance expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Focused on technology development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Focused on innovation development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Having already gained a significant market share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Seeking further expansion to foreign markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Being born global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
*Looking for a fast capital replacement - 'exit'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other, please specify.

Text of 1 to 200 characters will be accepted

*

6.4 - In your view, is it important to have an agreed EU-wide definition of a scale-up?

- Very important
- Important
- Not very important
- Not important at all
- I do not know/ N/A

6.4 a - How would you assess the following options of a working definition of a scale-up?

	Very useful	Useful	Not very useful	Not useful at all	I do not know / N/A
*A scale-up is a growth-oriented company that has already tested a scalable business model, gained market position and seeks investment to finance expansion	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
*A scale-up is an enterprise with the average annualised growth in turnover or employees greater than 20% per annum over a three year period with the more than 10 employees at the beginning of the observation period (OECD definition)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If none of the proposed options of a scale-up definition is in your view pertinent, please provide your own suggestions.

Text of 1 to 500 characters will be accepted

We believe a scale-up is a growth orientated, knowledge based company, which has achieved 20% or more revenue growth in the past 3 years, with minimum of EUR 1mil in revenue, has minimum 2 founders/owners and has achieved external financing (min EUR 750k).

6.5 - If you have any additional comments/observations/additions relating to any question of the section on Definitions of a start-up and scale-up , please provide them below.

Text of 1 to 1000 characters will be accepted

Despite the attempts to classify companies as 'stand-ups', 'start-ups', and 'scale-ups' we believe that the age of a company is not an overly relevant classification. Prior to the setting up of a 'start-up' a preparation time must occur which can range from weeks to years. This wide disparity makes the lifetime of a company in some cases unimportant.

Instead, we believe the Commission should focus on promoting those companies classified as 'knowledge intensive with a high growth potential'. We believe that this classification will help European Governments identify those companies which will likely drive future revenue and job creation.

Classification should be based on the following:

1. Revenue growth of 20% over 3 years (minimum revenue of EUR 0,5)
2. Revenue comes from 2 Member States
3. Minimum 5 employees
4. Existence of web and social media in English

Contact

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