



**Research-based spin-off creation:
VIADUCT REGIONAL STUDY REPORT
2023**

VENETO REGION (Italy)

Date: November 2023

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1 Introduction to VIADUCT project

“Valorising public research to drive technology transfer and commercialisation through the creation of spin-off companies (VIADUCT)” is an international project financed by the Interreg Europe programme, with the contribution of the member states.

The VIADUCT project aims to promote knowledge transfer and commercialisation of public research by addressing key barriers related to the creation and establishment of spin-off companies through the improvement of regional policy instruments. This ambitious goal will be achieved through targeted actions for improving research infrastructure, promoting exchange of experiences, innovative approaches, and capacity building to identify, disseminate, and transfer good practices among regional policy actors.

Spin-off companies are a significant source of innovation, facilitating increased knowledge transfer between quadruple helix actors (universities, research centres, public and private sectors). Furthermore, spin-off companies can provide high-quality jobs and high-value-added products and services, forming a crucial part of mobilising science, technology, and innovation, thus driving regional cohesion and development. Nonetheless, their creation faces significant challenges related to research commercialisation, including:

- Low entrepreneurship culture among researchers, where career orientation favours research and academic careers.
- Difficulty in identifying research results that can be turned into business ideas.
- Lack of business skills among researchers and research managers.
- Regulations that do not support knowledge transfer through spin-off companies.
- Limited access to funding due to a lack of tangible evidence for securing financing.
- High business risk and market uncertainty due to the disruptive nature of products or services.

The project consortium consists of seven project partners: University of Zaragoza (ES), West Regional Development Agency (RO), SATT Conectus Alsace (FR), Kaunas Science and Technology Park, Public Institution (LT), Western Development Commission (IE), Municipality of Pieve di Soligo (IT), Council of Tampere Region (FI), and ASTP (NL). The total budget for the project is almost 1.8 million euros, and the project will be carried out from March 2023 to May 2027.

2 Objectives and methodological approach

2.1 Introduction to the territorial analysis

One of the first steps of the learning process carried on in VIADUCT is to analyse how is each region dealing with the commercialisation of public research through spin-off creation. The objective of this analysis is to assess if the current methodologies and support measures are working well, and to identify in which areas each region could improve by learning from others.

This analysis consists of three activities: a joint thematic survey, a regional study report, and an interregional analysis report. Both the survey and the regional report will be conducted by 7 partners in their regions. The interregional report will compile the regional results at project level in a comparative way, in order to find synergies among regions that may have emerged from the survey and regional reports.

2.2 Introduction to the VIADUCT Joint Thematic Survey

The joint thematic survey on Research-based Spin-off Creation, conducted as a part of the VIADUCT project, aimed to gather valuable information to facilitate the improvement of the support and promotion measures addressed to spin-off companies in different European regions, thus contributing to their growth and success.

The survey was jointly designed by project partners and intended for the following target groups:

- **Spin-off Companies:** The survey was aimed at companies originally established to bring innovations from public research laboratories or centres to the market. This includes both already established spin-off companies and those in the planning or development phase.
- **Researchers and Business Founders:** The survey was also intended for researchers and business founders who have potential or are interested in establishing spin-off companies or already had experience in this process.
- **Stakeholders and Supporters:** The survey was open to other stakeholders, such as regional development agencies, research institutions, universities, funders, and others who support and promote the creation and growth of spin-off companies.

With this diverse range of participants, the survey aimed to provide a comprehensive perspective on research-based spin-off creation and related development issues, which can further support to foster collaboration and the sharing of good practices in these areas among seven European regions.

The survey consisted of six separate sections, each of which assessed one of the main barriers of the spin-off creation process: lack of entrepreneurial culture, difficulties to find potentially transferable research results, lack of business management skills of researchers, difficulties to access to funding, legal procedures not conducive to create a spin-off company, and difficulties to consolidate already existing spin-offs businesses. Besides, an extra question intended to assess if there is any relation in the success of a spin-off company with the smart specialisation strategy of the region.

2.3 Objective of the regional study report.

The objective of the regional study report is to compile the answers to the survey at a regional level, in order to draw some conclusions on how effective are current measures / methodologies on each region.

The results of the survey are shown in a visual format (section 3) in order to ease their interpretation. Besides, they are divided in sections, as the survey was designed, to facilitate their comprehension.

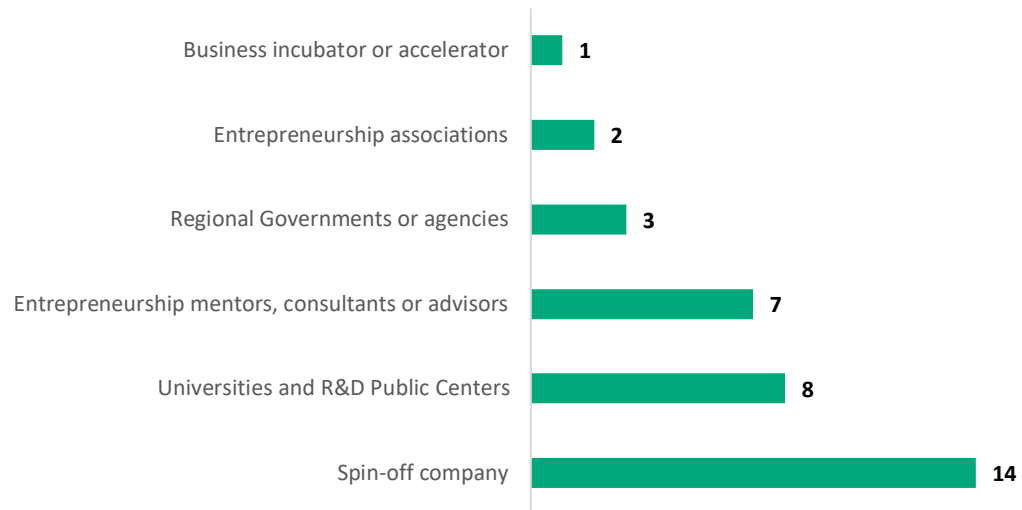
2.4 Methodological approach

In Veneto Region the survey was carried out between 30.07.2023 and 15.10.2023. Altogether 35 answers were gathered, in the following figures, the responses are presented by type of organization and by position of the respondent.

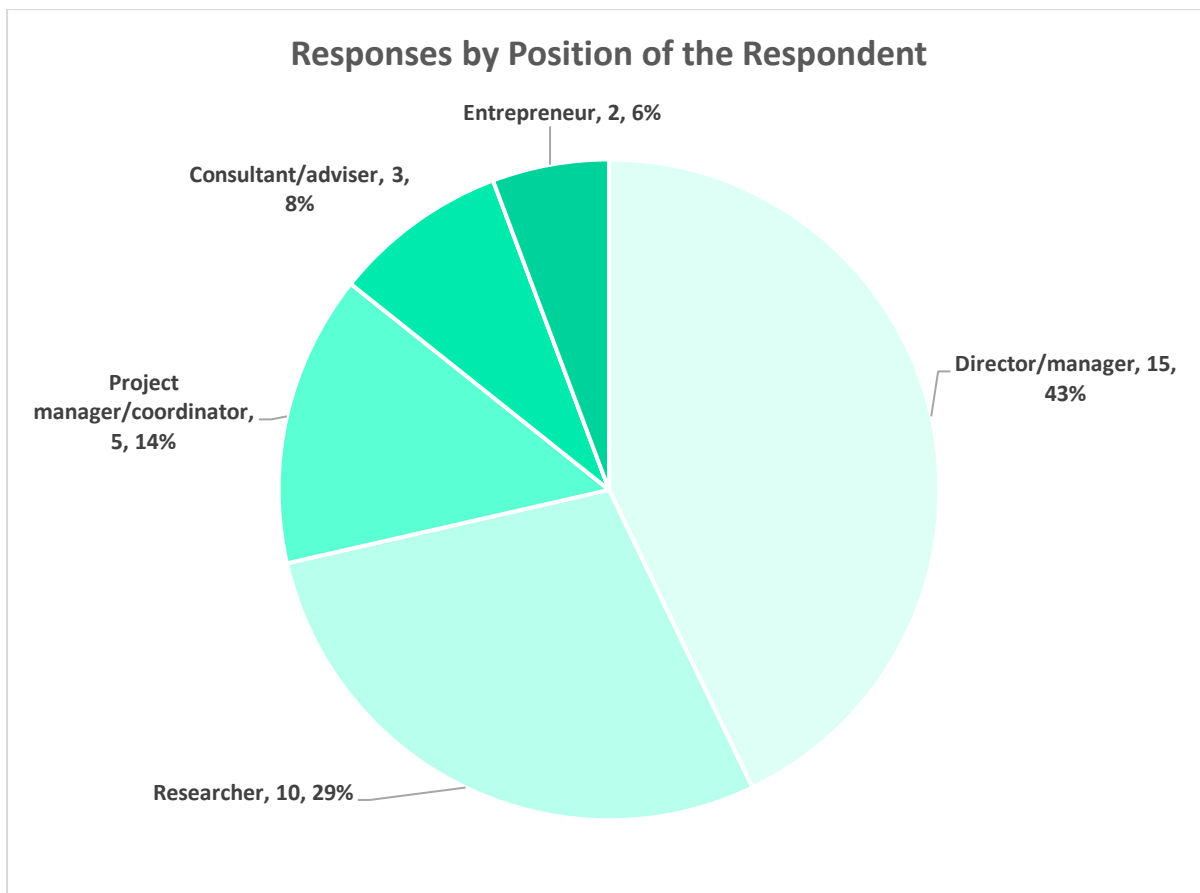
The types of organisations take in consideration were: Regional Governments or agencies; Universities and R&D Public Centers; Public financing entities; Business incubator or accelerator; Business support organizations; Entrepreneurship associations; Entrepreneurship mentors, consultants or advisor; Bank and investors, Spin-off company.

Responses collected within the Veneto Region consisted of only few categories: , enunciating a lack of participation by Public financing Entities, Bank and Investors and Business support organizations.

Responses by Type of Organisation



As shown in the figures, most of the responses come from people working in spin-off companies (40%), followed by the ones that works at Universities and R&D Public Centers (22,86%), at Entrepreneurship mentors, consultants or advisor (20%), at Regional Governments or agencies (8,57%), at Entrepreneurship associations (5,71%), and at Business incubator or accelerator (2,86%). Regarding the position of the respondent, it reflects the interest of spin-off directors/manager to take part in the survey and to discuss Viaduct's thematic.



In the case of Veneto Region there is not much of a risk of overlapping positions among spin-off founders/directors and researchers as they usually taking care of different tasks and activities. As shown in the figure, most of the responses come from director/manager (43%), followed by researcher (29%), Project manager/coordinator (14%), Consultant/adviser (8%) and Entrepreneur (6%).

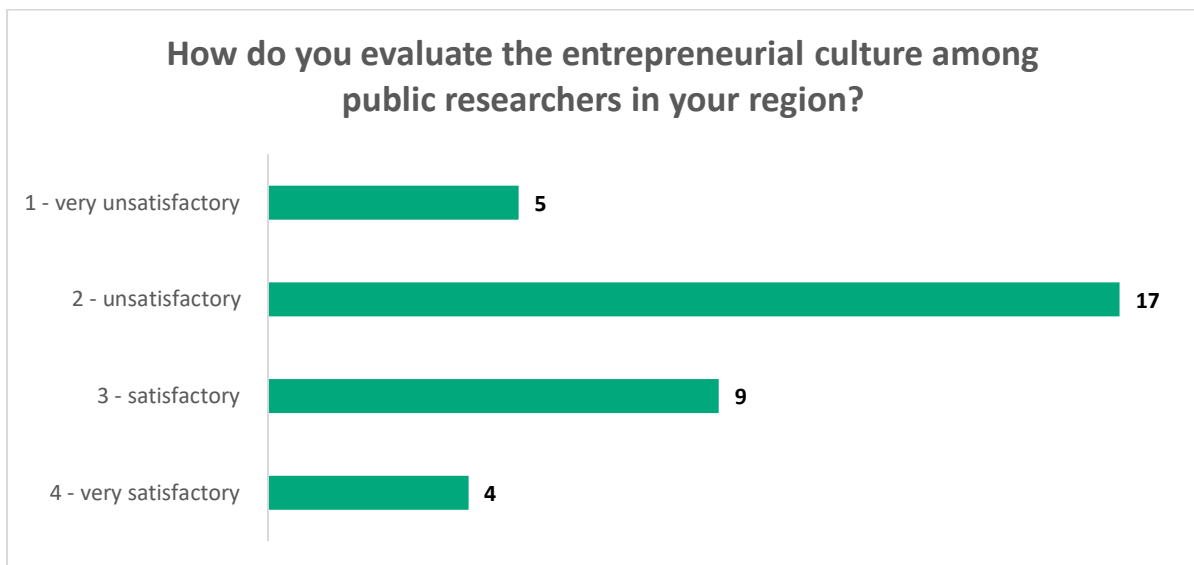
3 Analysis of Veneto Region

3.1 Survey Results

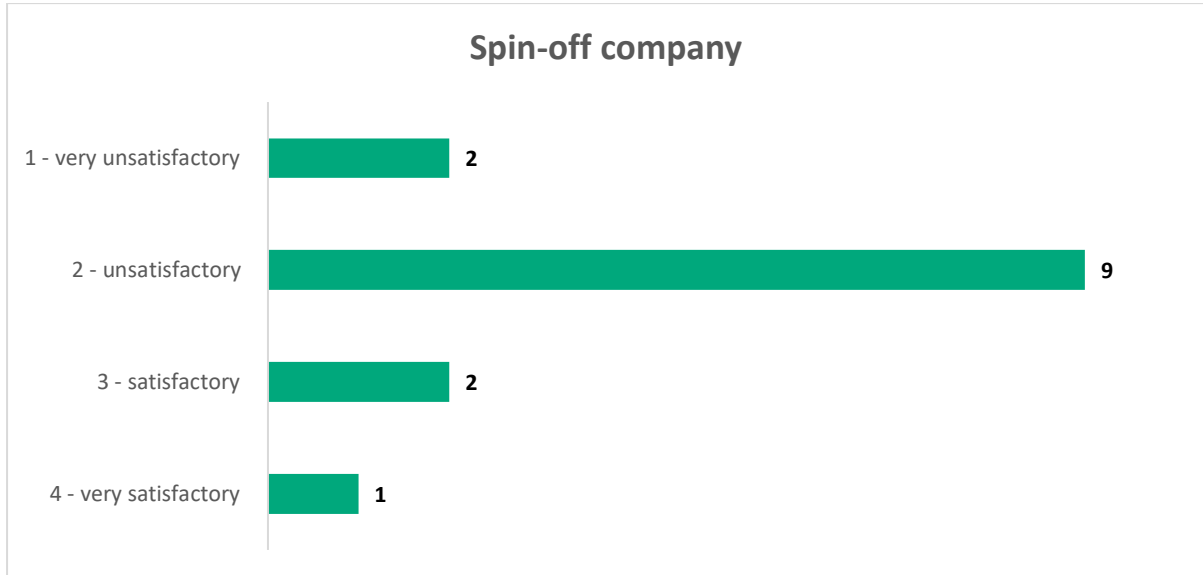
3.1.1 Promotion of entrepreneurial culture

- **How do you evaluate the entrepreneurial culture among public researchers in your region?**

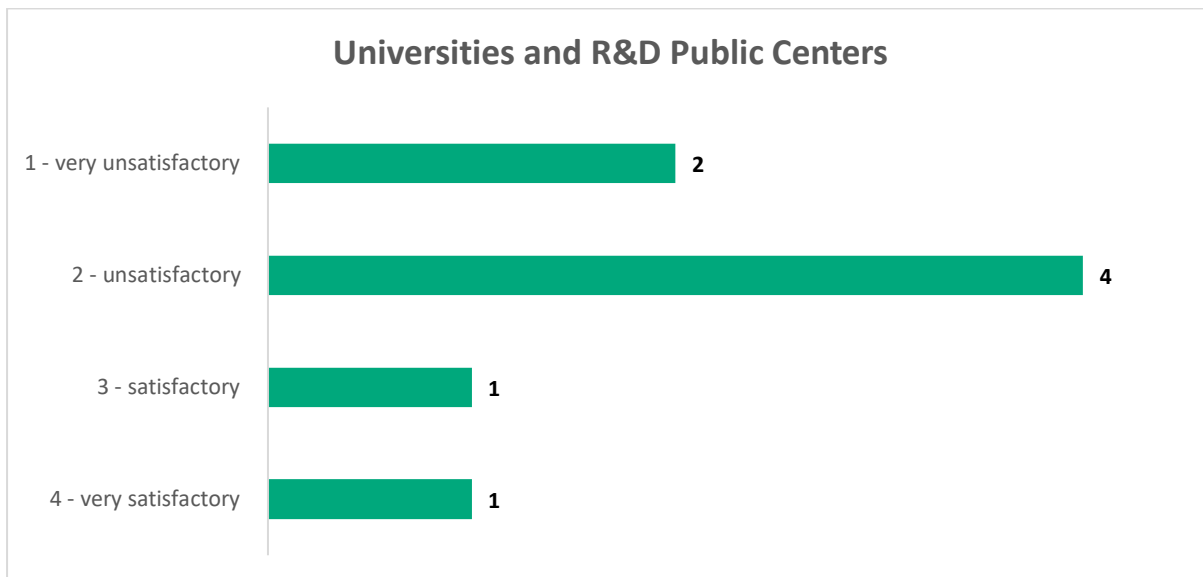
In this question, respondents were asked to rate the entrepreneurial culture among public researchers on a scale of 1 (very unsatisfactory) to 4 (very satisfactory). On average, in Veneto Region, relevant stakeholders found that the entrepreneurial culture among public researchers was not satisfactory with a comprehensive 62,86% of unsatisfaction (composed of 48,57% of unsatisfied and 14,29% very unsatisfied) against 37,14% (composed of 25,71% satisfied and 11,43% very satisfied).



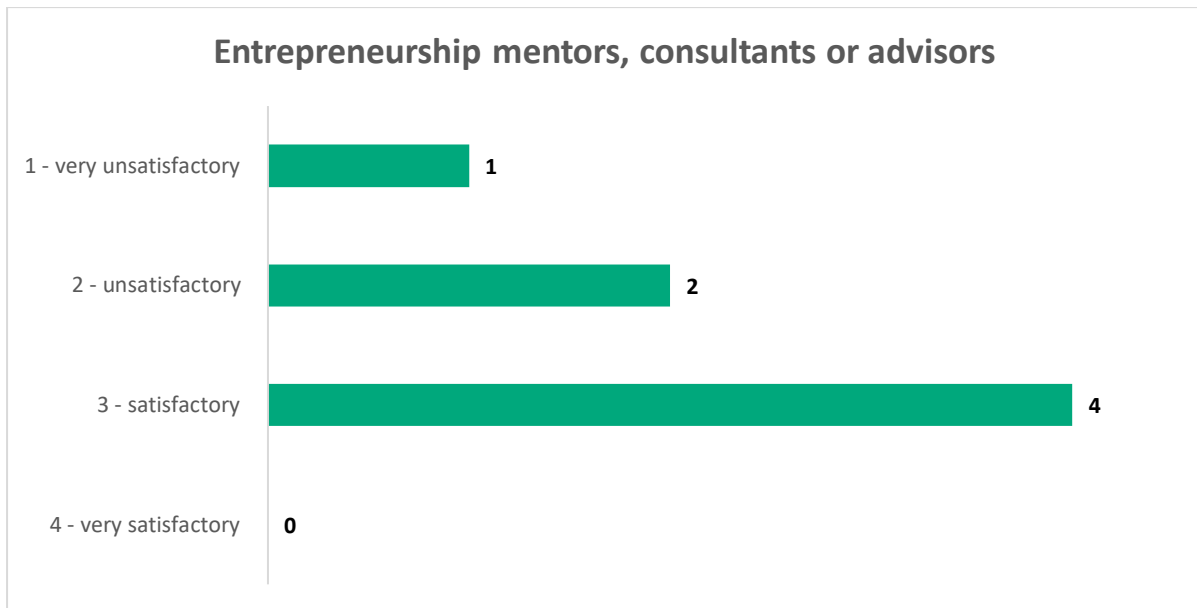
It is interesting to observe the varying perspectives on this matter among professionals working in different types of organizations. Regarding the main organizations taken in consideration the Veneto Region presents an overall critical opinion of the directors and managers of the spin-off companies with a comprehensive 78,57% of unsatisfaction (composed of 64,29% of unsatisfied and 14,29% very unsatisfied) against 21,43% (composed of 14,29% satisfied and 7,14% very satisfied).



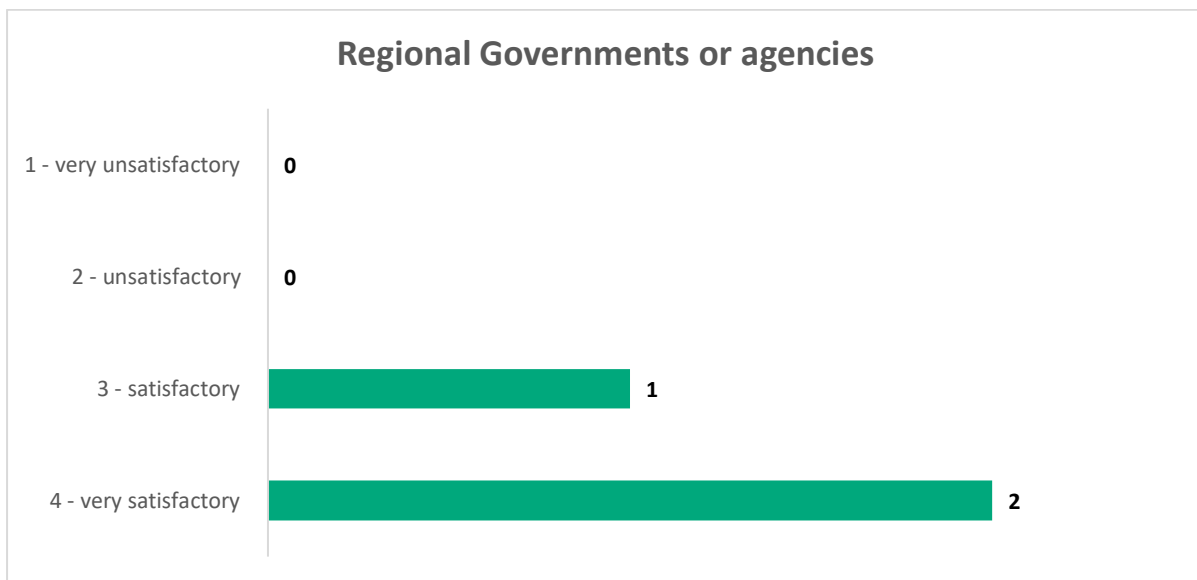
Regarding the Universities and R&D Public Centers the Veneto Region presents an overall critical situation with a comprehensive 75% of unsatisfaction (composed of 50% of unsatisfied and 25% very unsatisfied) against 25% (composed of 12,50% satisfied and 12,50% very satisfied).



Regarding the Entrepreneurship mentors, consultants or advisors the Veneto Region presents an overall satisfied situation with a comprehensive 42,86% of unsatisfaction (composed of 28,57% of unsatisfied and 14,29% very unsatisfied) against 57,14% (composed of 57,14% satisfied and 0% very satisfied).

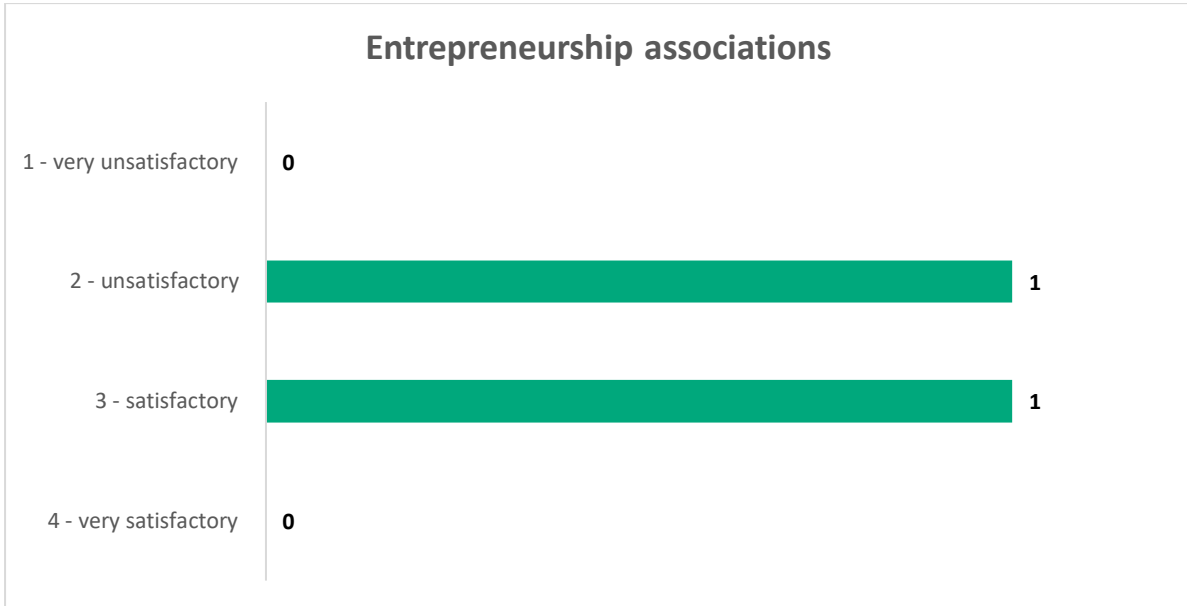


Regarding the Regional Governments or agencies the Veneto Region presents an overall satisfied situation with a comprehensive 0% of unsatisfaction (composed of 0% of unsatisfied and 0% very unsatisfied) against 100% (composed of 33,33% satisfied and 66,67% very satisfied).

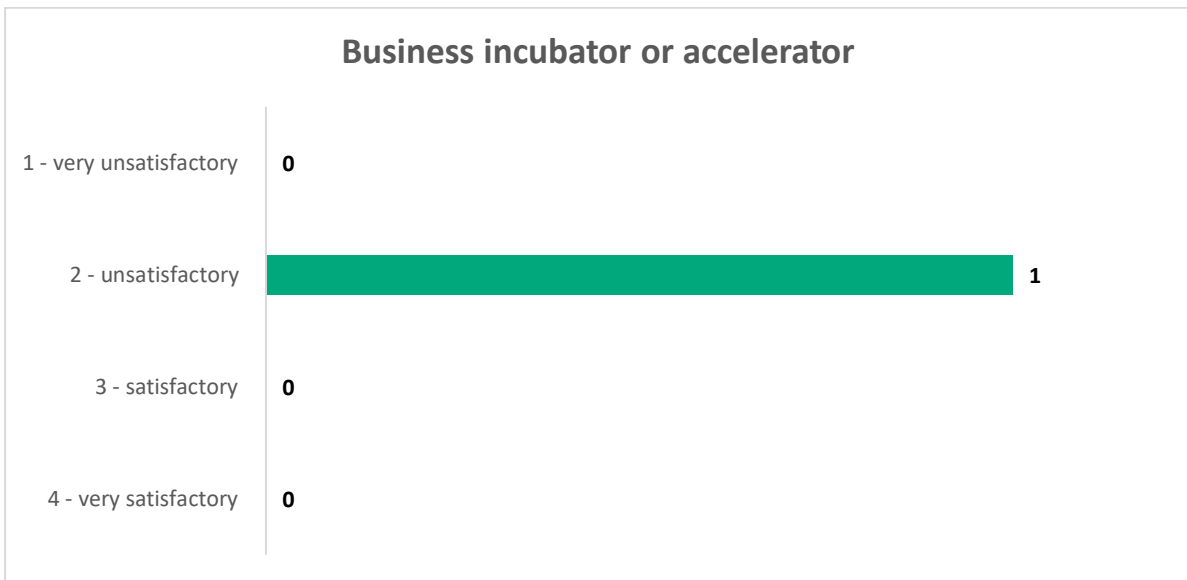


Regarding the Entrepreneurship associations the Veneto Region presents a divided situation with a comprehensive 50% of unsatisfaction (composed of 50% of unsatisfied and 0% very unsatisfied) against 50% (composed of 50% satisfied and 0% very satisfied).

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Regarding the Business incubator or accelerator the Veneto Region presents unsatisfied situation with a comprehensive 100% of unsatisfaction (composed of 100% of unsatisfied and 0% very unsatisfied) against 0% (composed of 0% satisfied and 0% very satisfied).



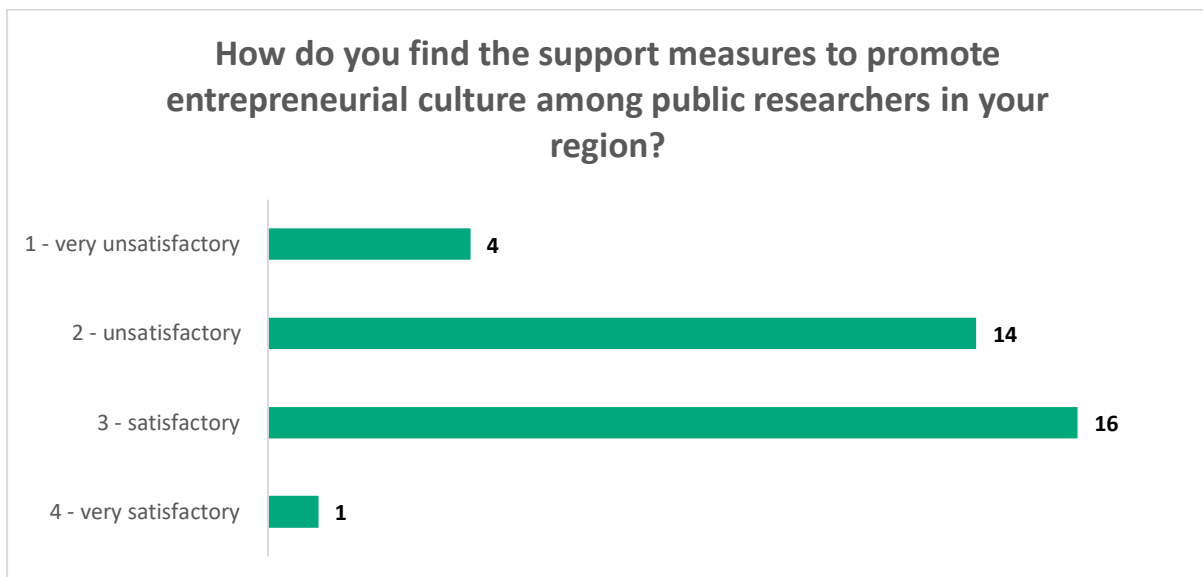
Analysing the data, it can be observed that only spin-off companies are very unsatisfied (scale 1). The level of satisfaction in the Universities in the is slightly more respect the one of the spin-off companies, but overall the situation is not satisfactory to none of the organizations respondent. Entrepreneurship mentors, consultants and advisors instead are satisfied of the actual situation. The reason for this difference could be that mentors, consultants and advisors are in contact with different and more successful project, as they work both with spin-off companies and Universities and R&D Public Centers. Another reason could be that mentors, consultants and advisors are usually working for

already established projects, this could be also due to different budget allocations in established projects and new projects.

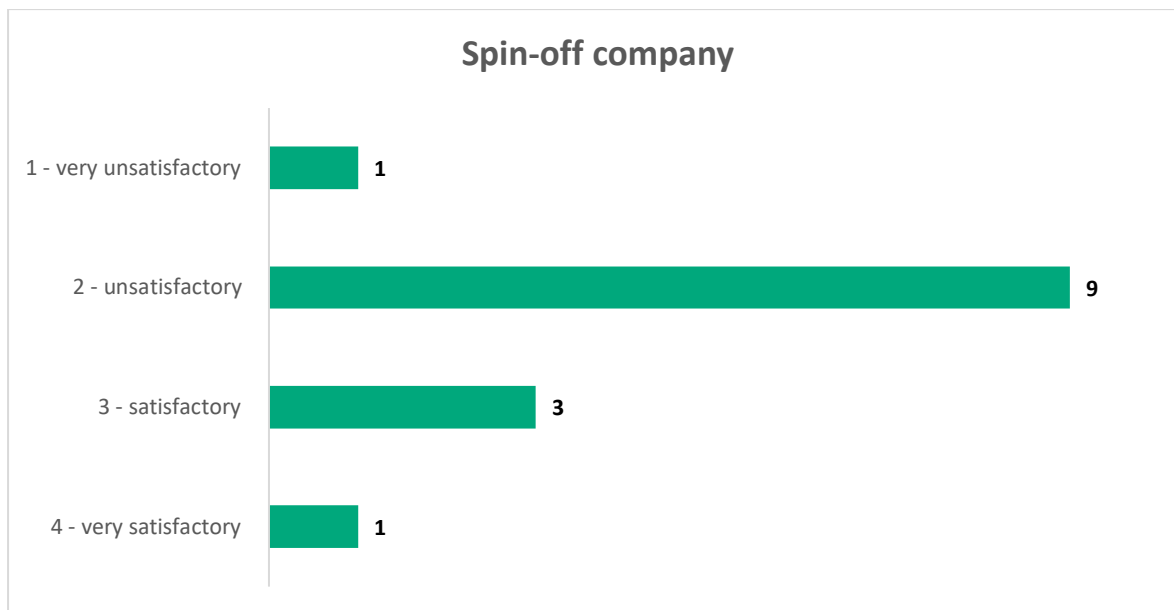
- **How do you find the support measures to promote entrepreneurial culture among public researchers in your region?**

This question follows a similar structure to the one mentioned earlier, utilizing a ranking system from 1 (very unsatisfactory) to 4 (very satisfactory). Also in this case the general feeling is mostly unsatisfied.

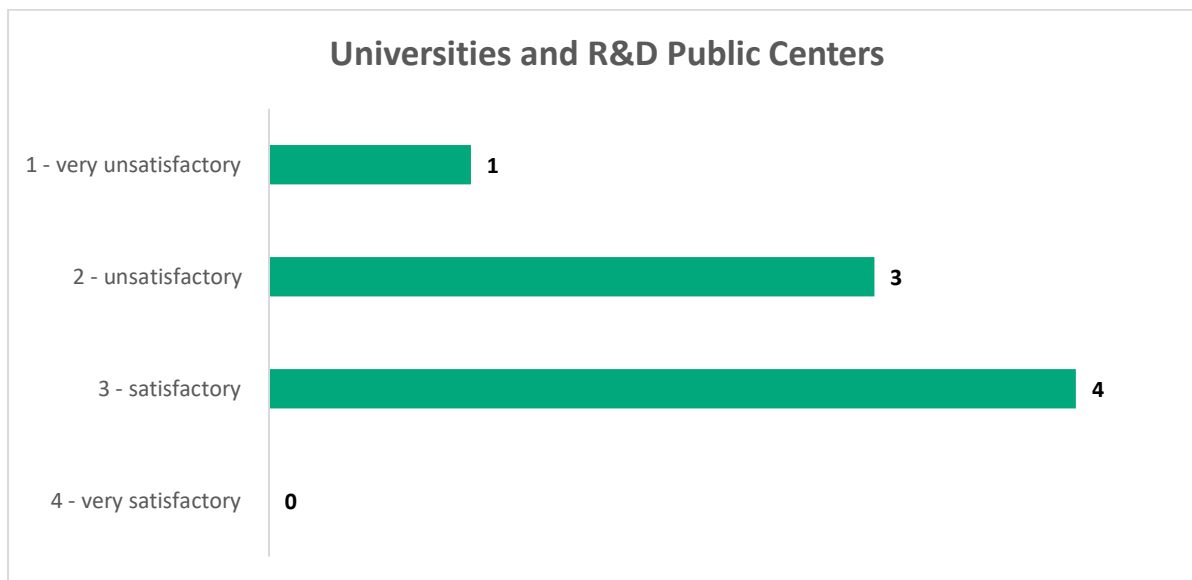
On average, in Veneto Region, relevant stakeholders found that the support measures to promote entrepreneurial culture among public researchers are currently not enough satisfying, with a comprehensive 51,43% of unsatisfaction (composed of 48,57% of unsatisfied and 14,29% very unsatisfied) against 48,57% (composed of 25,71% satisfied and 11,43% very satisfied). Compared to the previous question, the unsatisfaction level was a bit closer to the satisfaction level (51,43% of unsatisfaction regarding the support measures, against 62,86% of unsatisfaction regarding the evaluation of entrepreneurial culture).



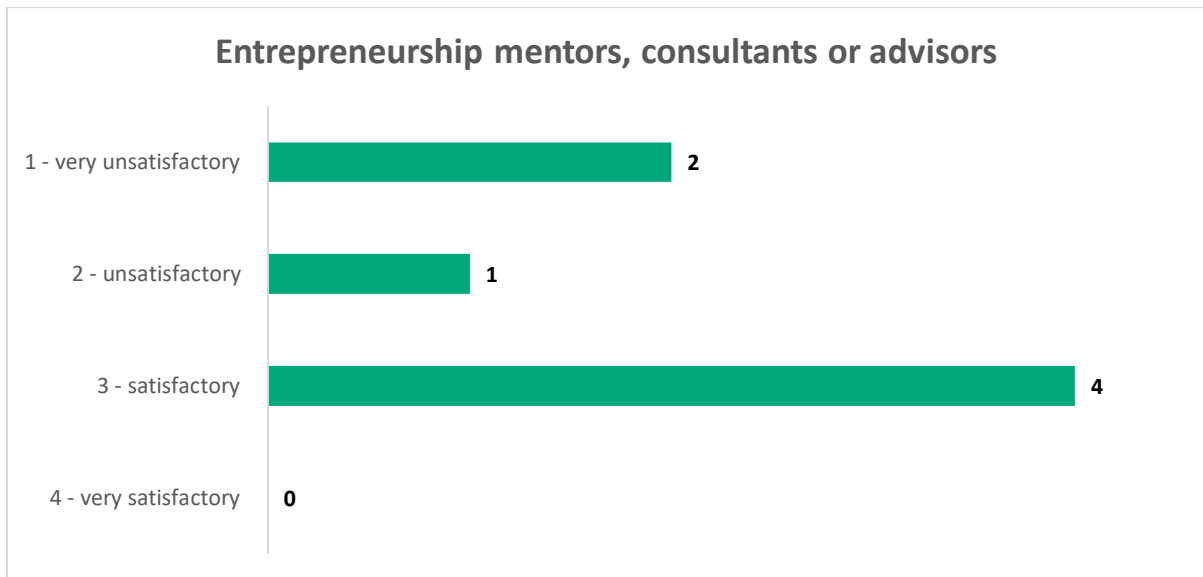
Regarding the Spin-off companies the Veneto Region presents an overall critical situation with a comprehensive 71,43% of unsatisfaction (composed of 64,29% of unsatisfied and 7,14% very unsatisfied) against 28,57% (composed of 21,43% satisfied and 7,14% very satisfied).



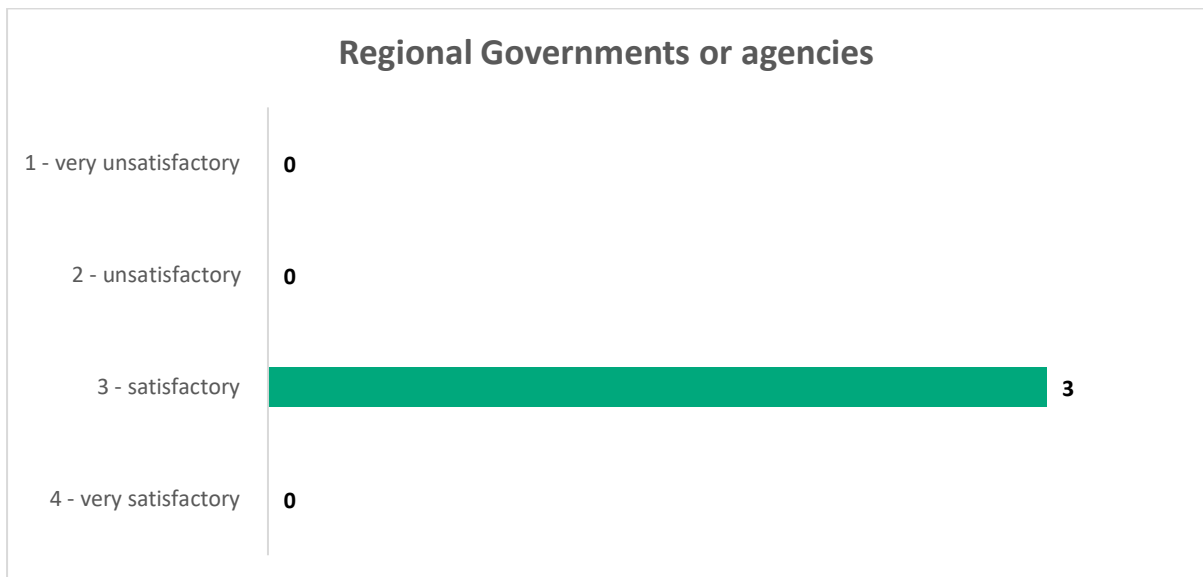
Regarding the Universities and R&D Public Centers the Veneto Region presents an overall balance situation with a comprehensive 50% of unsatisfaction (composed of 37,5% of unsatisfied and 12,50% very unsatisfied) against 50% (composed of 50% satisfied and 0% very satisfied).



Regarding the Entrepreneurship mentors, consultants or advisors the Veneto Region presents an overall a satisfied situation with a comprehensive 42,86% of unsatisfaction (composed of 14,29% of unsatisfied and 28,57% very unsatisfied) against 57,14% (composed of 57,14% satisfied and 0% very satisfied).

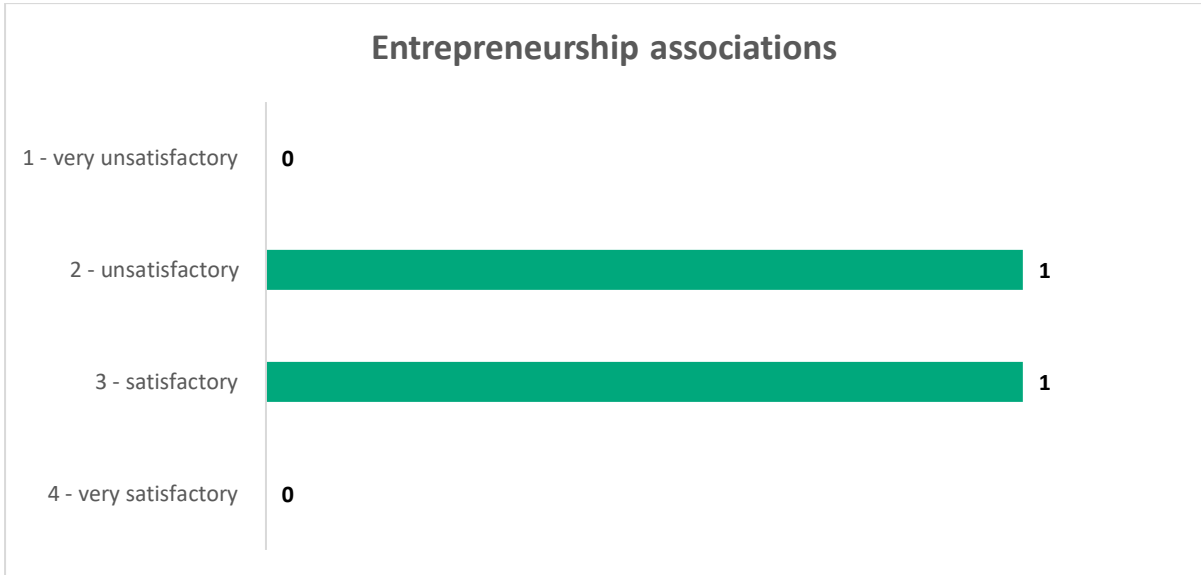


Regarding the Regional Governments or agencies the Veneto Region presents an overall a satisfied situation with a comprehensive 0% of unsatisfaction (composed of 0% of unsatisfied and 0% very unsatisfied) against 100% (composed of 100% satisfied and 0% very satisfied).

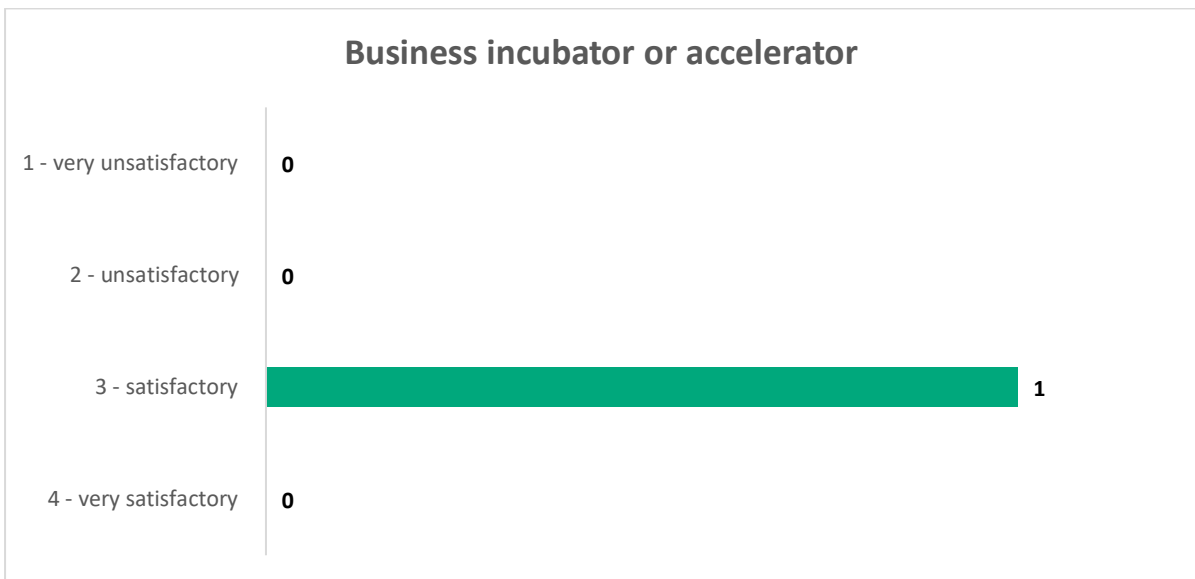


Regarding the Entrepreneurship associations the Veneto Region presents an overall a balance situation with a comprehensive 50% of unsatisfaction (composed of 50% of unsatisfied and 0% very unsatisfied) against 50% (composed of 50% satisfied and 0% very satisfied).

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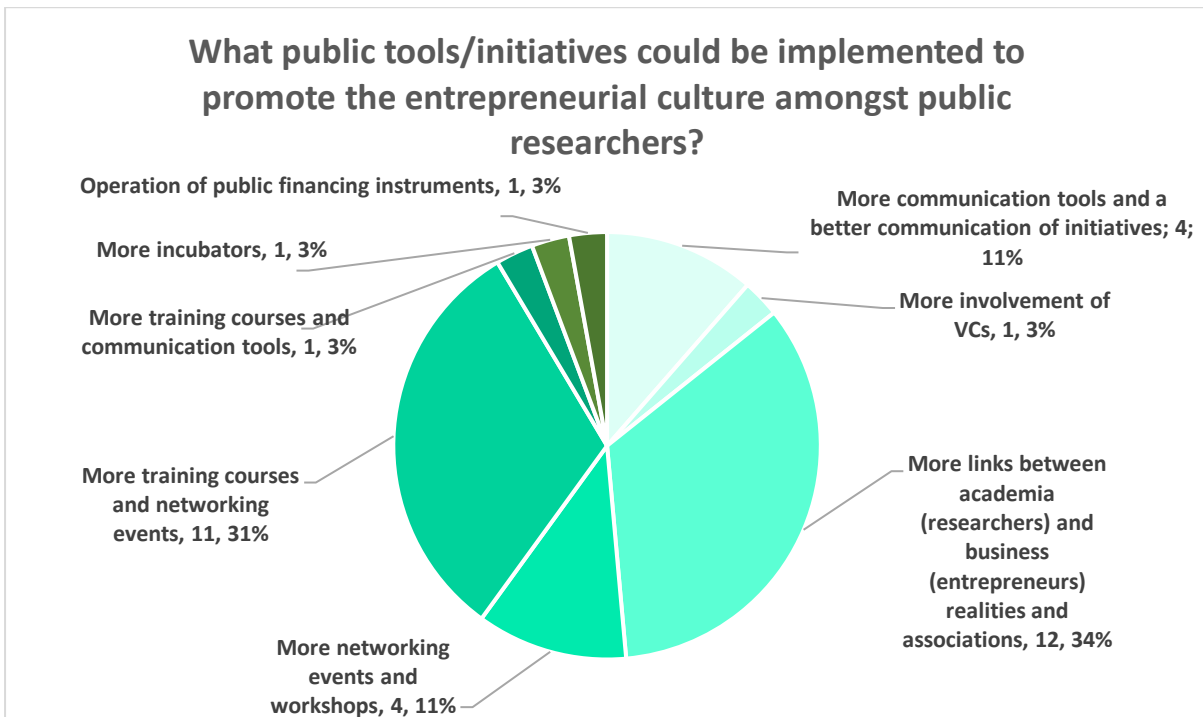
Regarding the Business incubator or accelerator the Veneto Region presents an overall a satisfactory situation with a comprehensive 0% of unsatisfaction (composed of 0% of unsatisfied and 0% very unsatisfied) against 100% (composed of 100% satisfied and 0% very satisfied).



It's clear that the current measures in the Veneto Region are not sufficient to meet the expectation of the relevant stakeholders. These types of measure are typically led by the government and public organizations, and it is noteworthy that respondents from Regional Governments or agencies and Universities and R&D Public Centers find support measures slightly satisfactory. These results indicate that there is still room for improvement both on the public and on the private side.

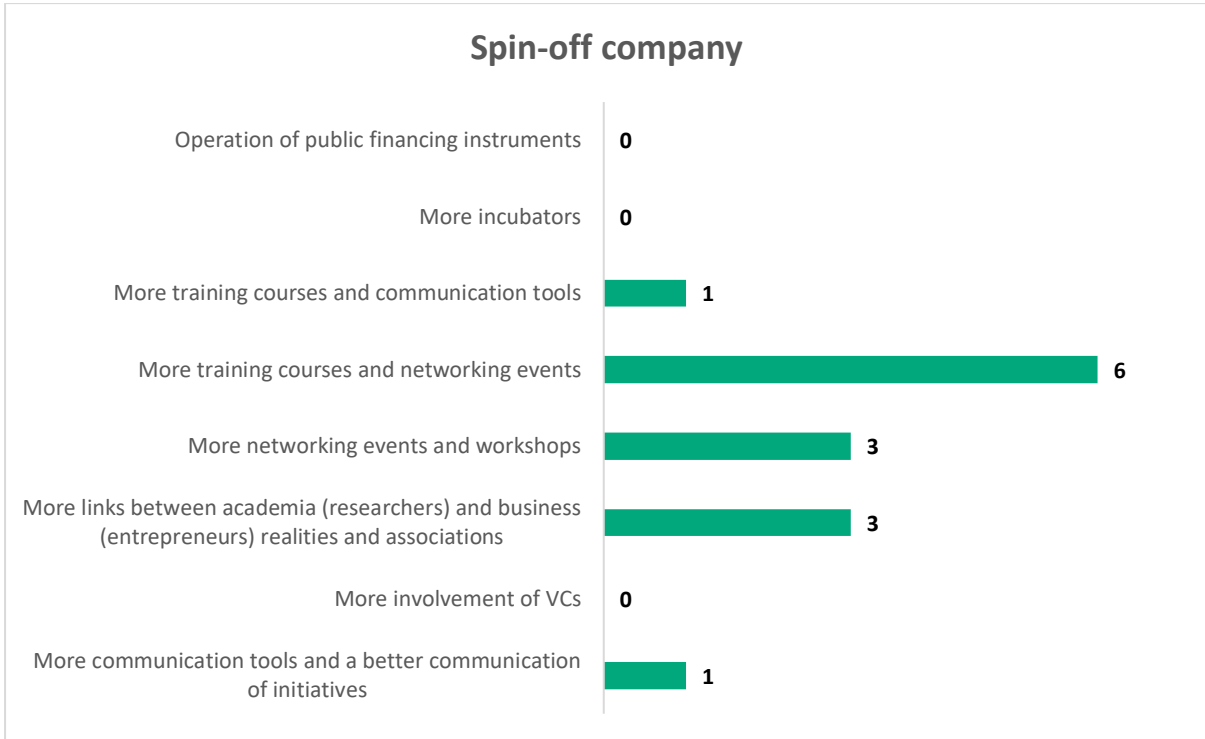
- **What public tools/initiatives could be implemented to promote the entrepreneurial culture amongst public researchers?**

Among 35 respondents the answers were grouped into 8 macro groups of responses. As can be seen, as many as 34% of stakeholders believe it is of paramount importance to create more relationships between academia and business in order to foster not only greater collaboration between the two worlds but more importantly to enable the sharing of knowledge and expertise in order to innovate the market. Follows with 31% the need to create new ad hoc courses and networking events, with 11% the need to create more networking events and workshops, also with 11% the need to create more communication tools and to better communicate the ones already existing.

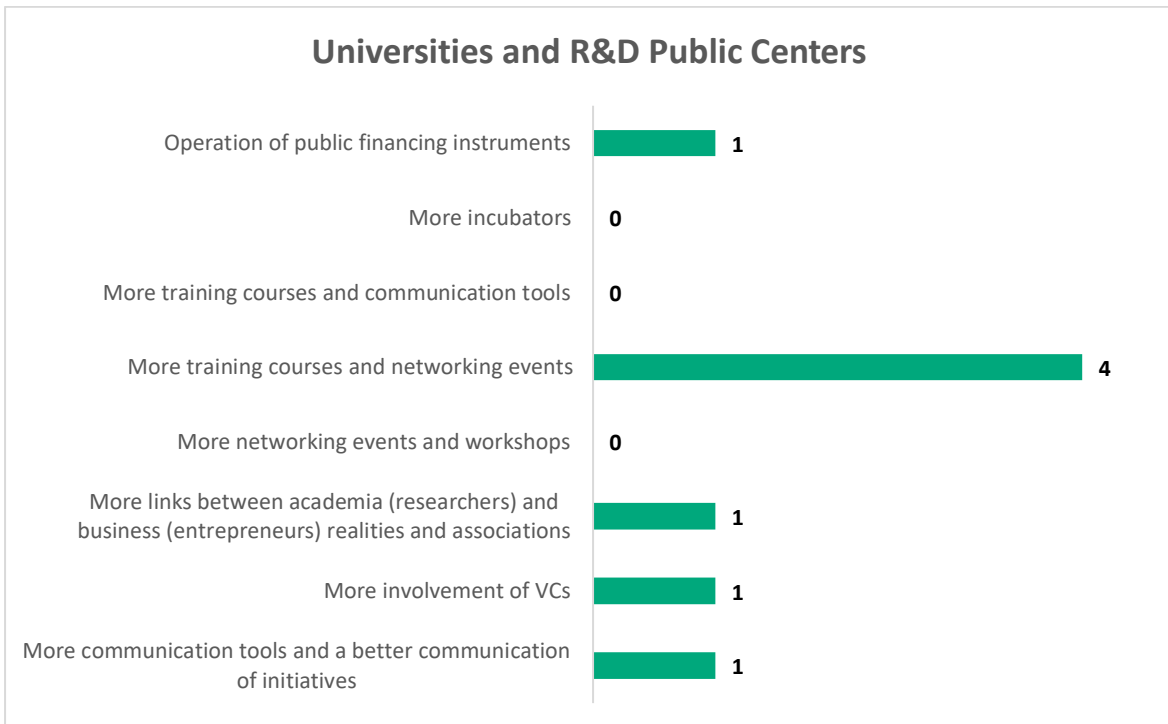


In the Veneto Region, the Spin-off companies stated that are needed more training courses and networking events (42,86%), more networking events and workshops (21,43%), more links between academia and business realities (21,43%), more training courses and communication tools (7,14%) and more communication tools and a better communication of initiatives (7,14%).

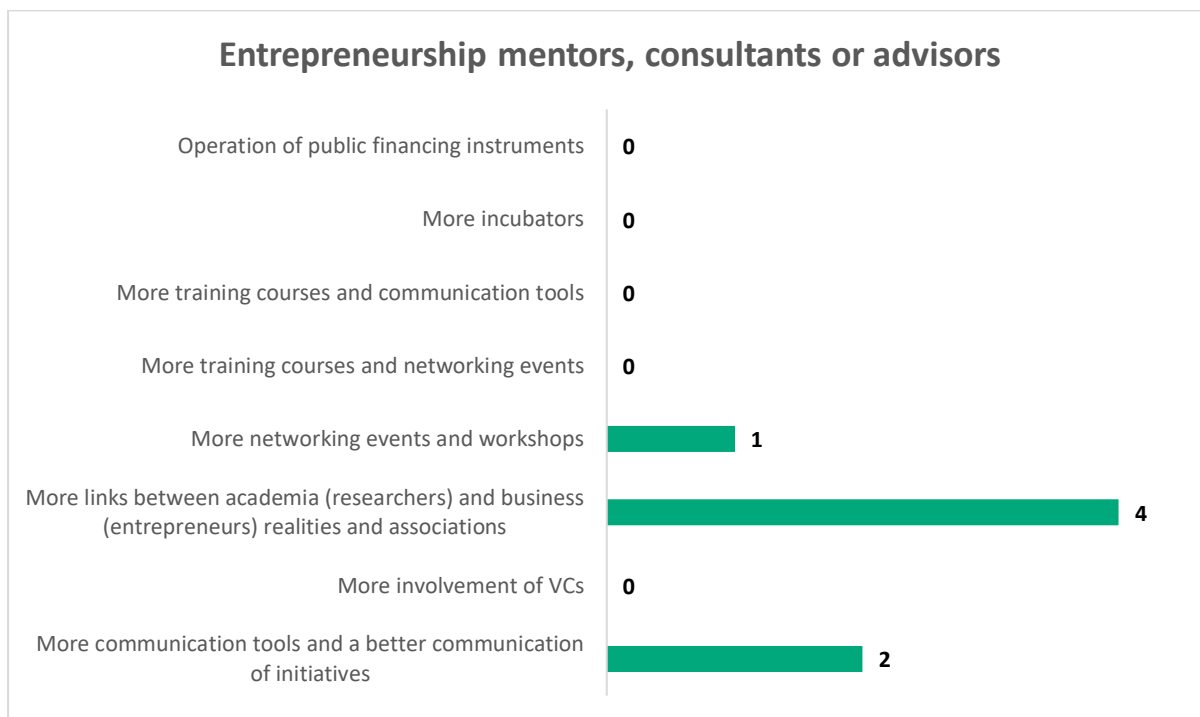
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In the Veneto Region, the Universities and R&D Public Centers stated that are needed more training courses and networking events (50%), more links between academia and business realities (12,50%), more involvement of VCs (12,50%), more communication tools and a better communication of initiatives (12,50%) and operation of public financing instruments (12,50%).

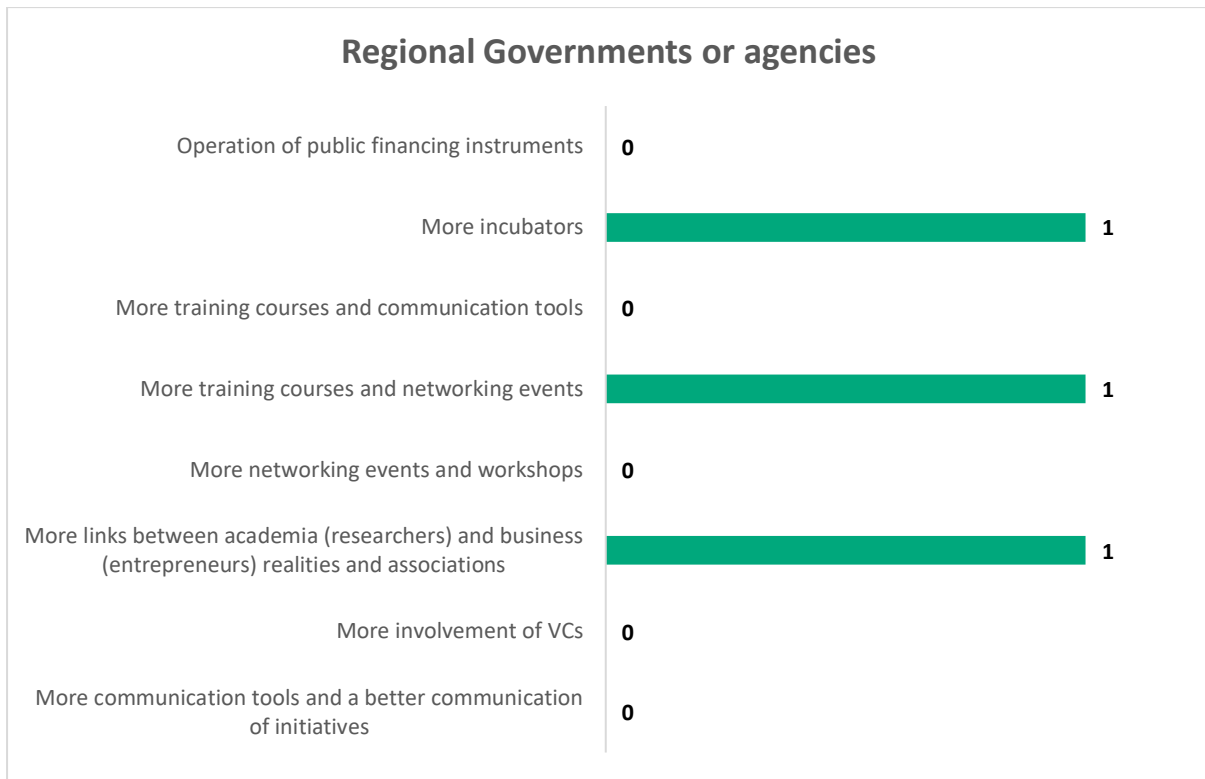


In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that are needed more links between academia and business realities (57,14%), more communication tools and a better communication of initiatives (28,57%), more networking events and workshop (14,29%).

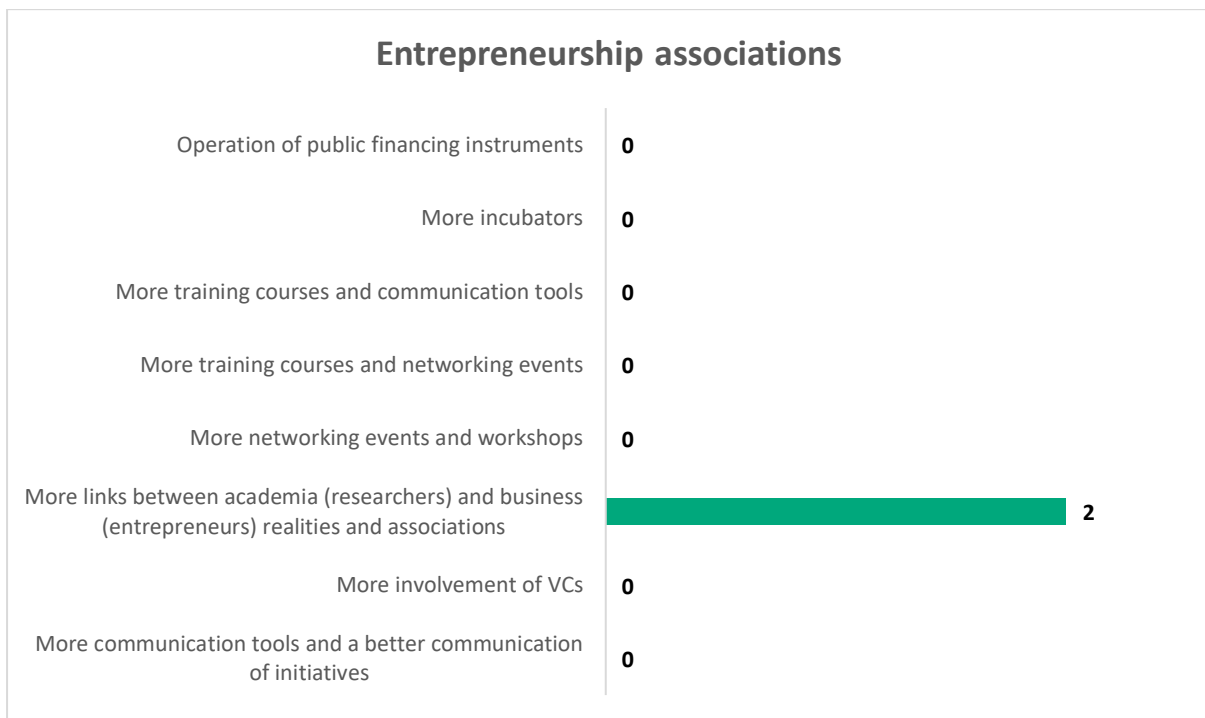


In the Veneto Region, the Regional Governments or agencies stated that are needed more incubators (33,33%), more training courses and networking events (33,33%) and more links between academia and business realities (33,33%).

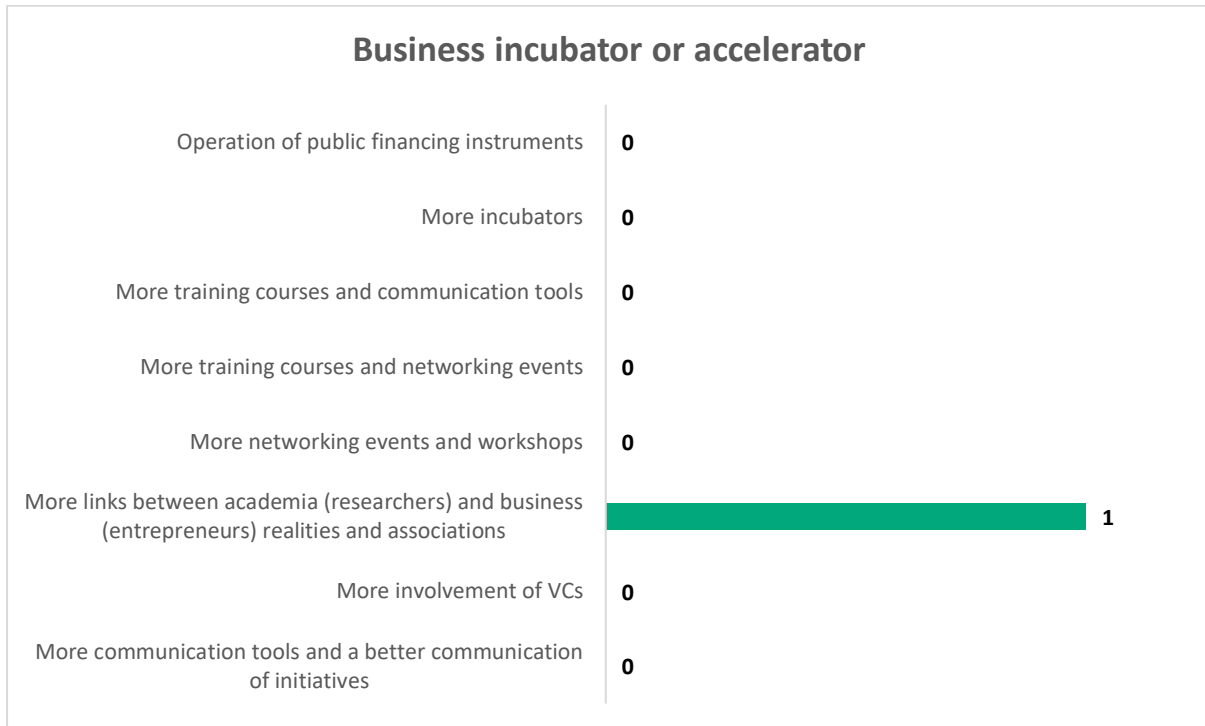
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In the Veneto Region, the Entrepreneurship associations stated that are needed more links between academia and business realities (100%).



In the Veneto Region, the Business incubator or accelerator stated that are needed more links between academia and business realities (100%).



Conclusions for this section

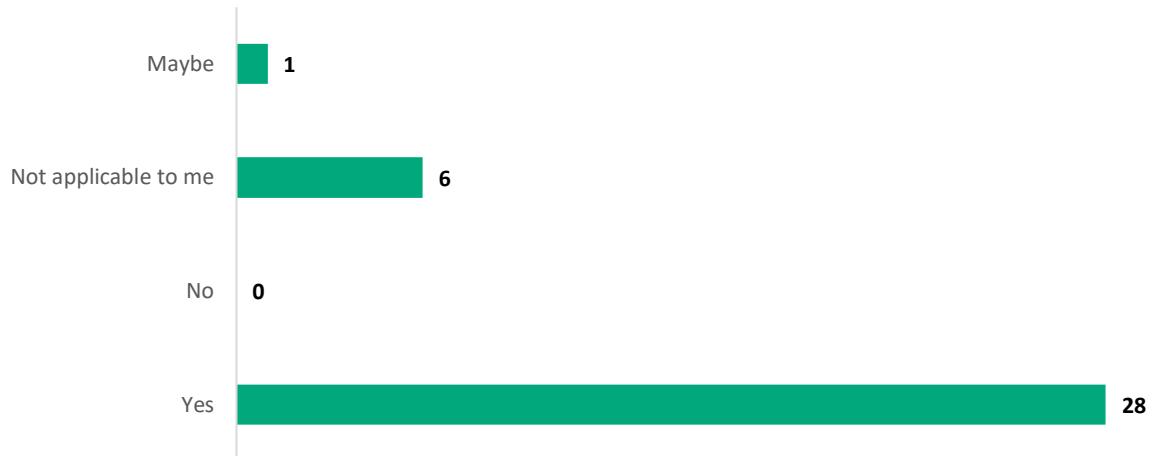
In conclusion the Veneto Region in the future should look forward to more communication and information regarding the public tools to promote entrepreneurial culture both among public researchers and private entities coming from the public branch such like spin-off companies. Currently there is room to improve for the public entities of the Veneto Region, at the same time are lot of expectations from spin-off companies and managers that the Region needs to improve its tools for the future.

3.1.2 Search and valorisation of research results

- **Do you know who to turn to within your organisation and/or region if you identify a research result that could be brought to market?**

The following question had for options: yes, no, not applicable to me, maybe. In the Veneto Region 80% of the stakeholders know who to turn to within their organisation and/or region if they identify a research result that could be brought to market. No one stated the option “no”, just 1 (2,86%) stated that maybe they know who to turn to and the rest 17,14% said that the question was not applicable to them.

Do you know who to turn to within your organisation and/or region if you identify a research result that could be brought to market?



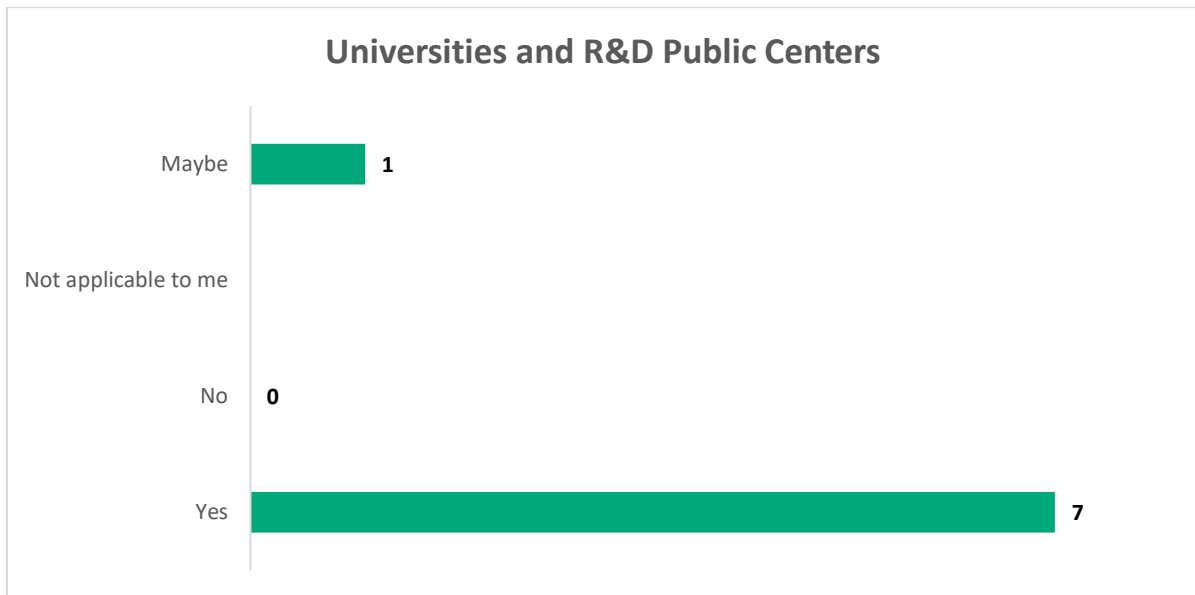
In the Veneto Region, the Spin-off companies stated that 92,86% knows who to turn to within their organisation and/or region, just the 7,14% stated that it was not applicable to them.

Spin-off company

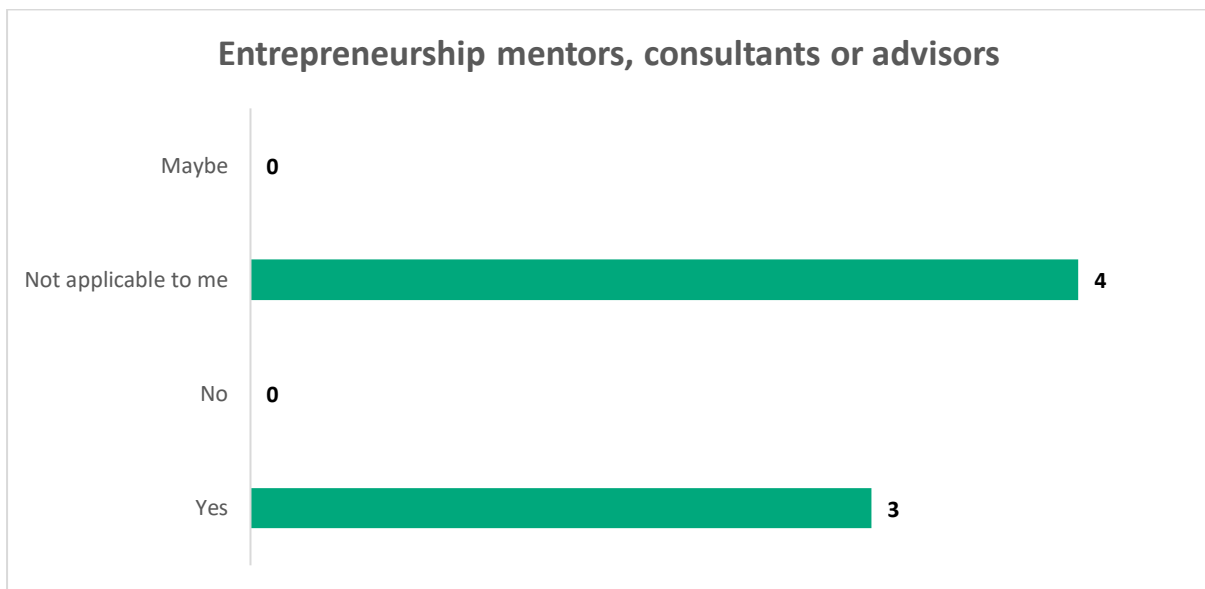


In the Veneto Region, the Universities and R&D Public Centers stated that 87,50% knows who to turn to within their organisation and/or region, just the 12,5% stated that maybe they know it.

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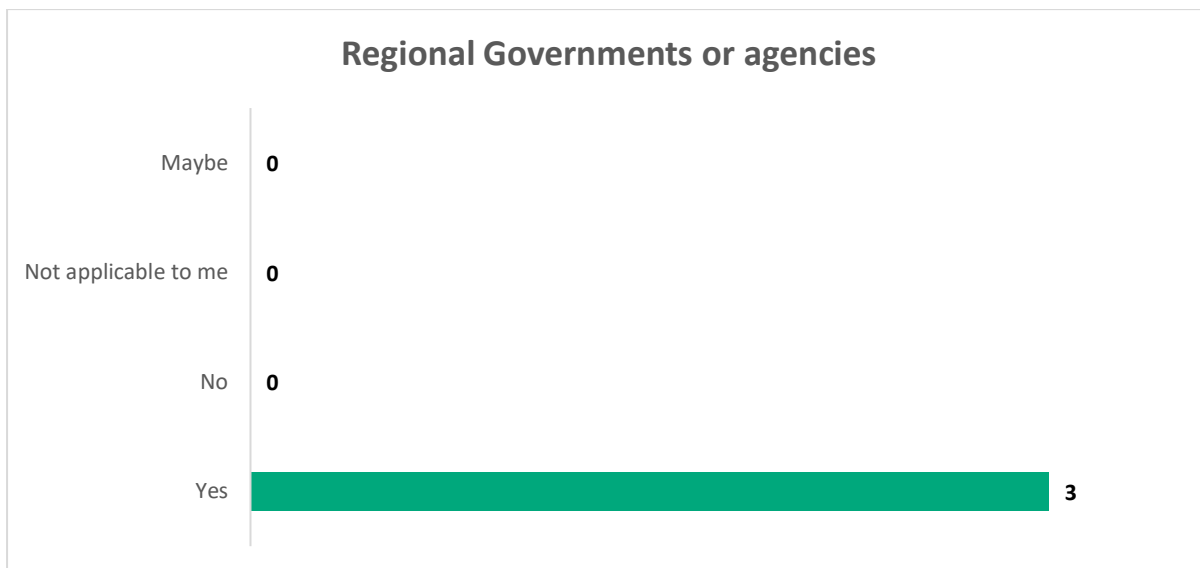


In the Veneto Region, Entrepreneurship mentors, consultant and advisors stated that 42,86% knows who to turn to within their organisation and/or region, and the 57,14% stated that it was not applicable to them.

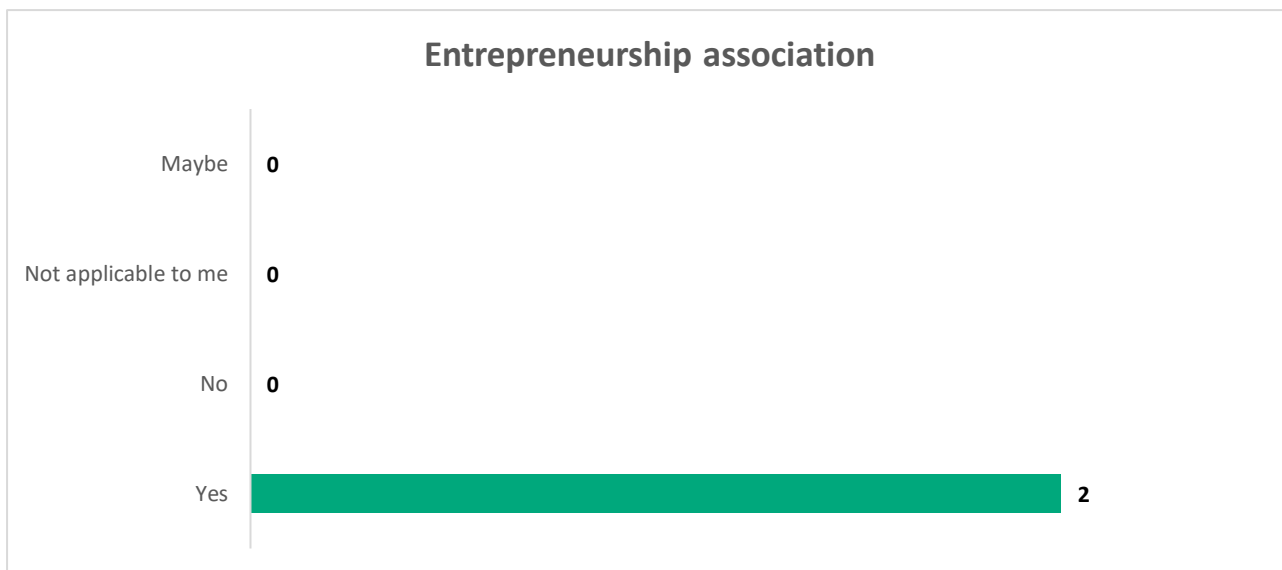


In the Veneto Region, Regional Governments or agencies stated that 100% knows who to turn to within their organisation and/or region.

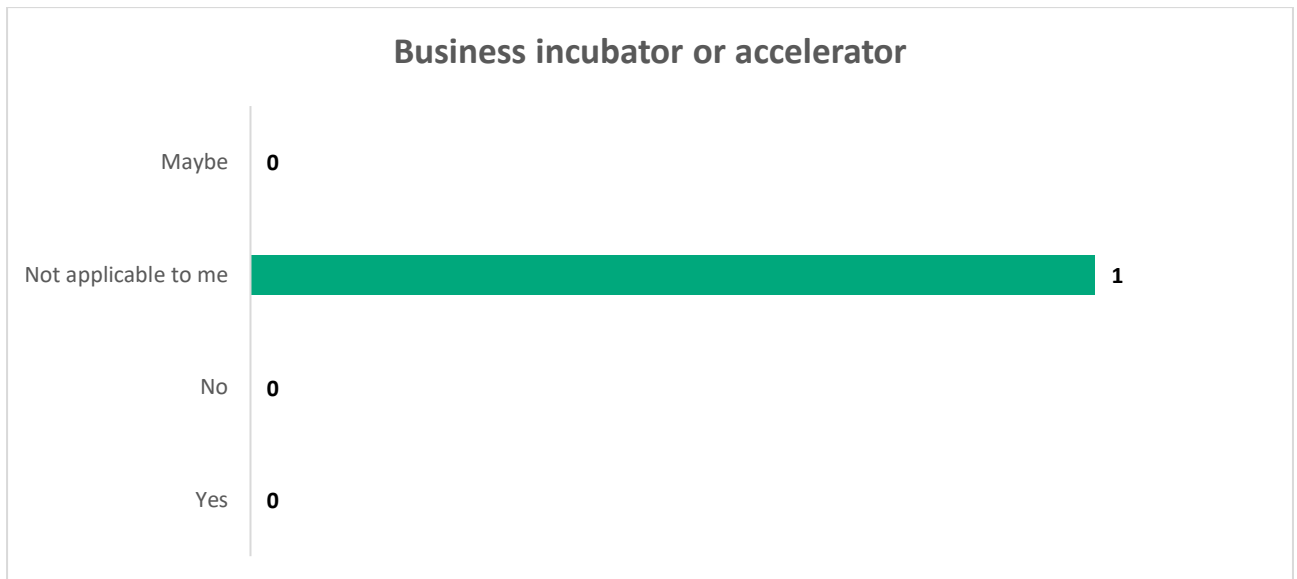
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In the Veneto Region, Entrepreneurship associations stated that 100% knows who to turn to within their organisation and/or region.



In the Veneto Region, Business incubator or accelerator stated that 100% is not applicable to them.



- **How are research results with valorisation potential identified in your public research organisation?**

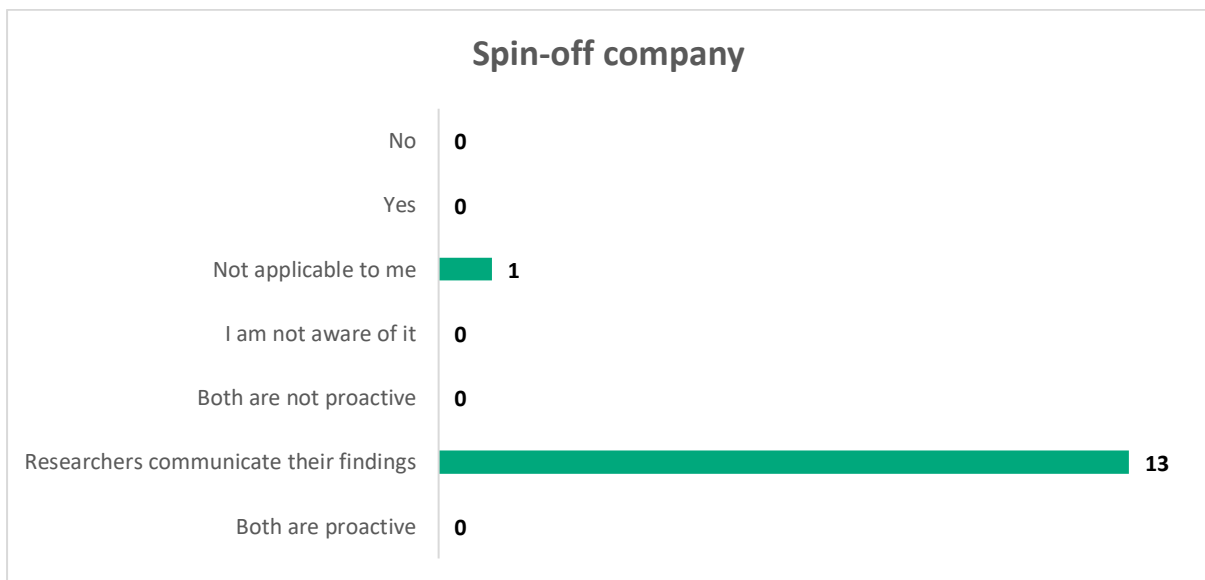
The following question had seven options: both are proactive, researchers communicate their findings, both are not proactive, I am not aware of it, not applicable to me, yes, no. The 35 stakeholders answered only with the following options: both are proactive, researchers communicate their findings, not applicable to me.

68,57% of the respondent stated that researchers should communicate their findings, just the 11,43% indicated that both should be proactive, the rest stated that it was not applicable to them (20%).

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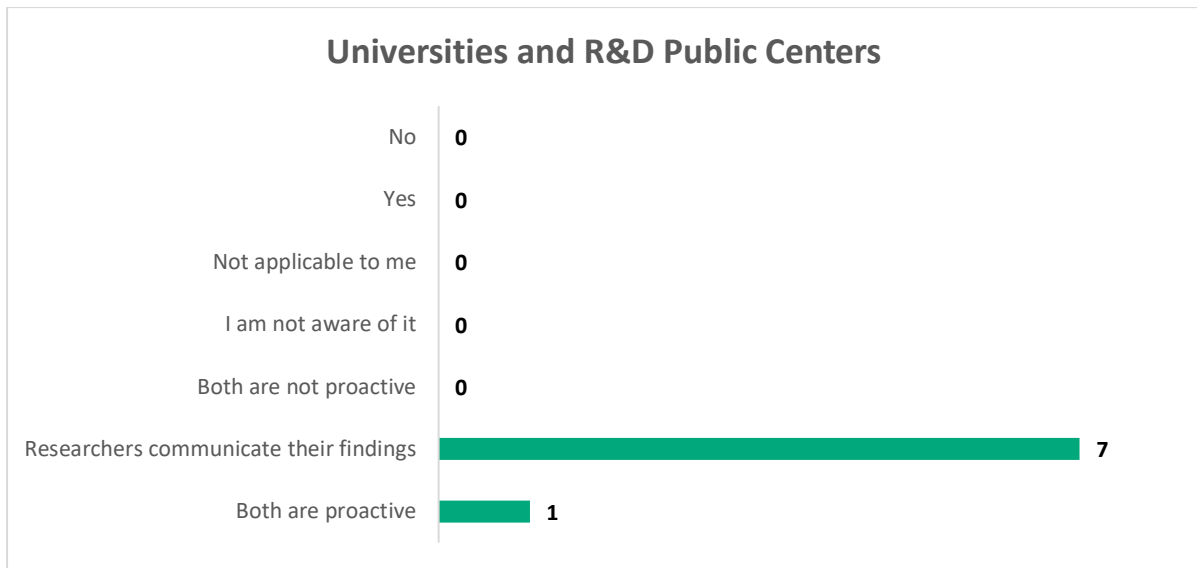


In the Veneto Region, the Spin-off companies indicated with a 92,86% that researchers communicate their findings, with a 7,14% that it was not applicable to them

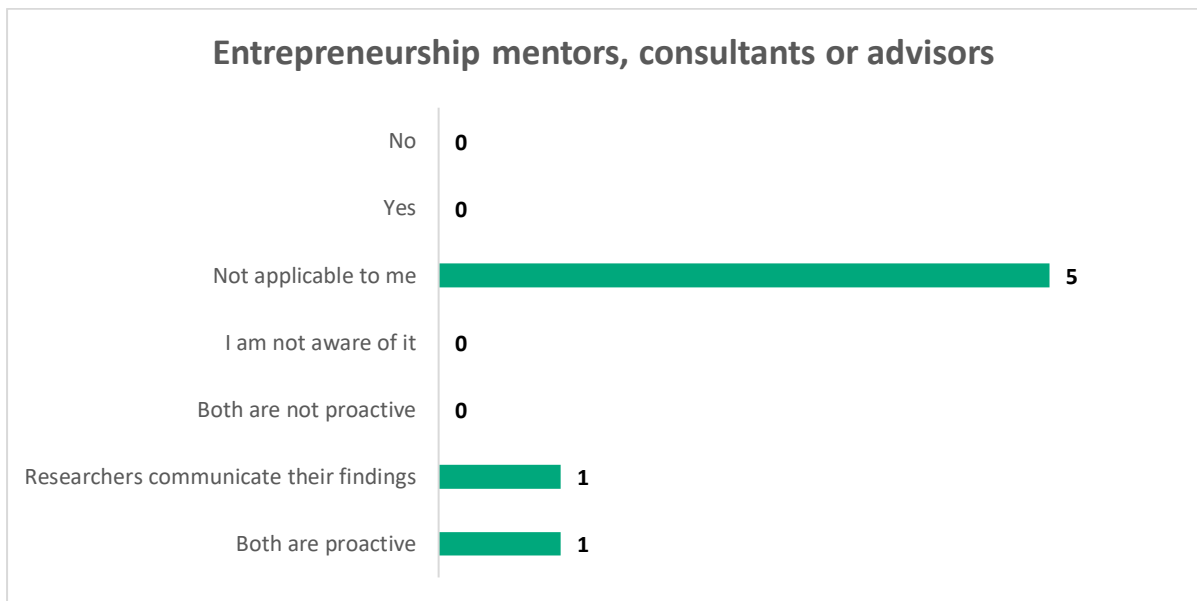


In the Veneto Region, the Universities and R&D Public Centers indicated with a 87,50% that researchers communicate their findings, with a 12,50% that both are proactive.

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In the Veneto Region, the Entrepreneurship mentors, consultants or advisors indicated with a 71,43% that is not applicable to them, 14,29% that both are proactive, 14,29% that researchers communicate their findings.



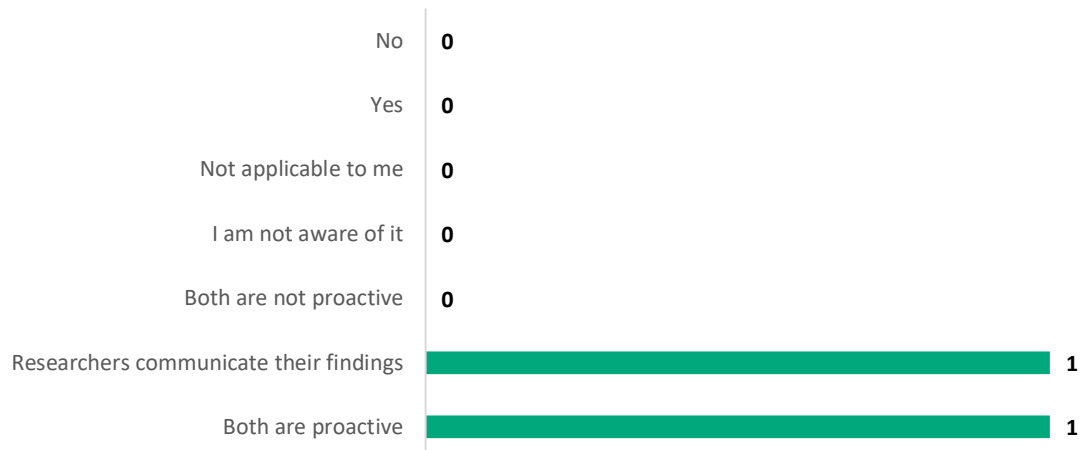
In the Veneto Region, the Regional Governments or agencies stated that researchers should communicate their findings (100%).

Regional Governments or agencies

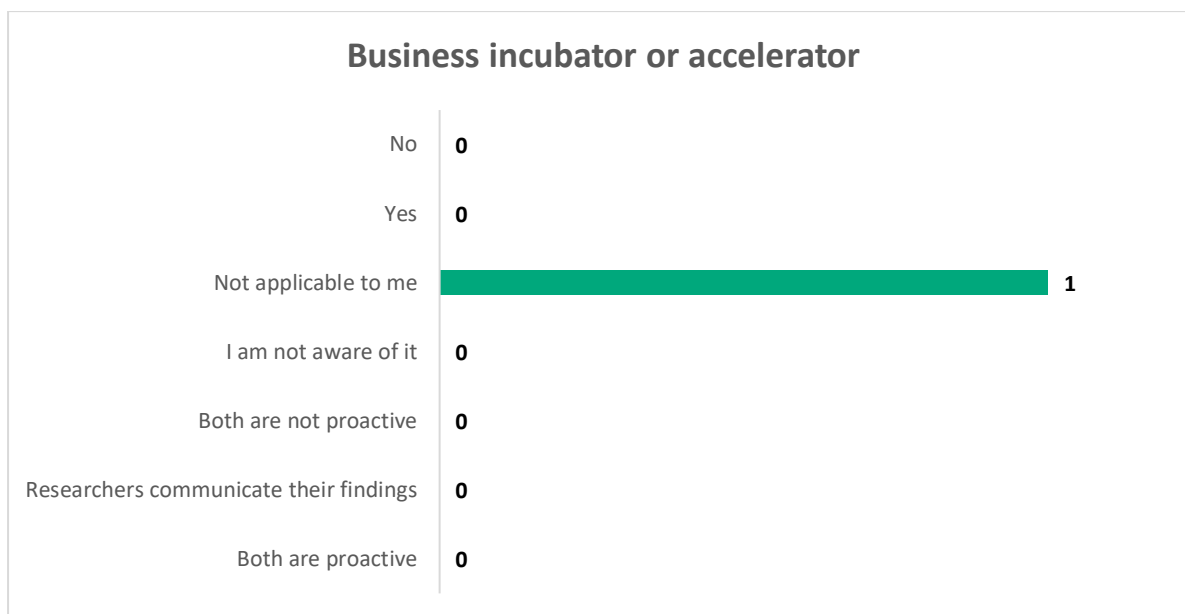


In the Veneto Region, the Entrepreneurship associations stated that researchers should communicate their findings (50%) and that both are proactive (50%).

Entrepreneurship association



In the Veneto Region, the Business incubator or accelerator stated it is not applicable to them (100%).

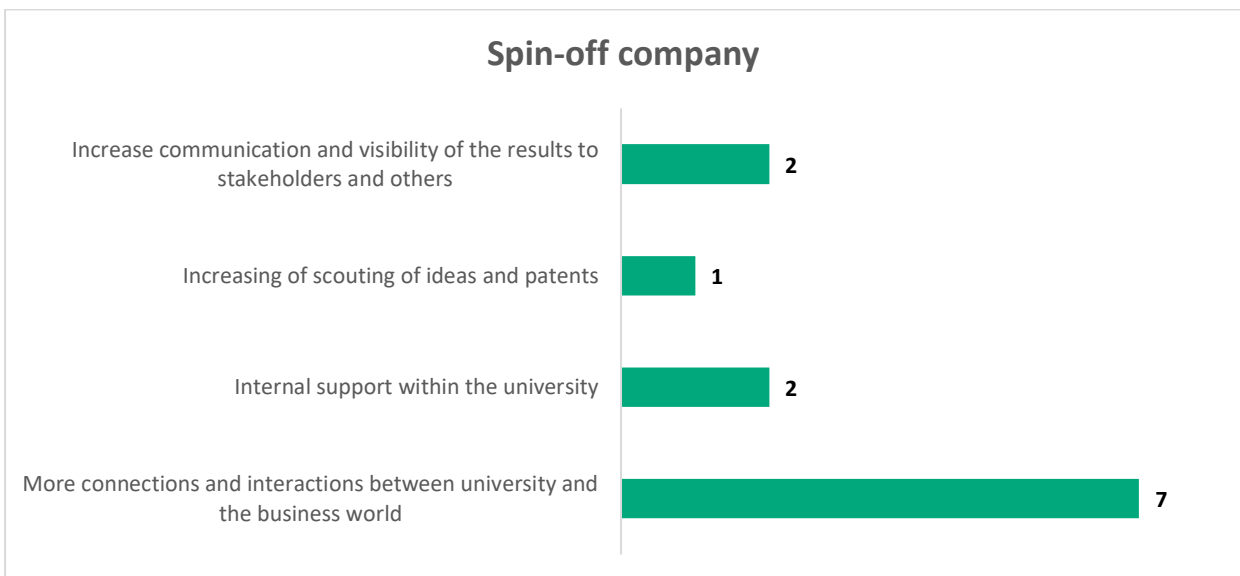


- **How would you suggest improving the process of valorising research results within your organisation / region?**

Among 31 respondents the answers were grouped into 4 macro groups of responses. As can be seen, as many as 42% do the stakeholders believe that it's important to improve more connections and interactions between university and the business world; the 36% believe that it should be increase communication and visibility of the results to stakeholders and others; the 16% believe that it's important to improve the internal support within the university; the 6% believe it should be increased the scouting of ideas and patents.

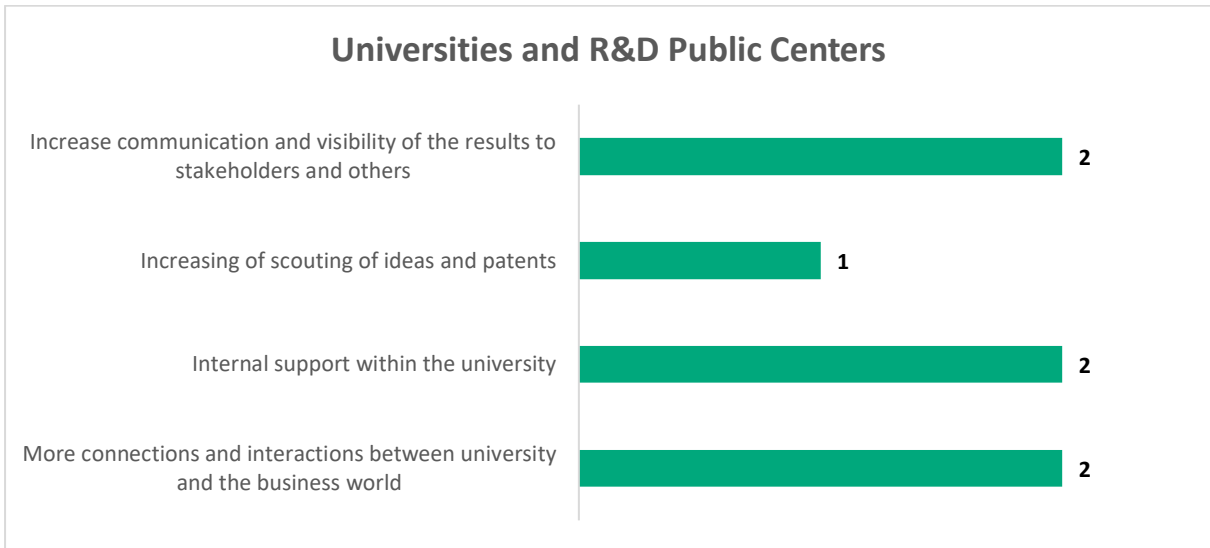


In the Veneto Region, the Spin-off companies stated with the 58,33% that should be increased more connections and interactions between university and the business world; with the 16,67% that should be increased internal support within the university; with the 16,67% that should be increased communication and visibility of the results to stakeholders and others; with the 8,33% should be increased the scouting of ideas and patents. The total of spin-off companies answers are 12, instead of the normal 14 that could be seen in the previous answers.

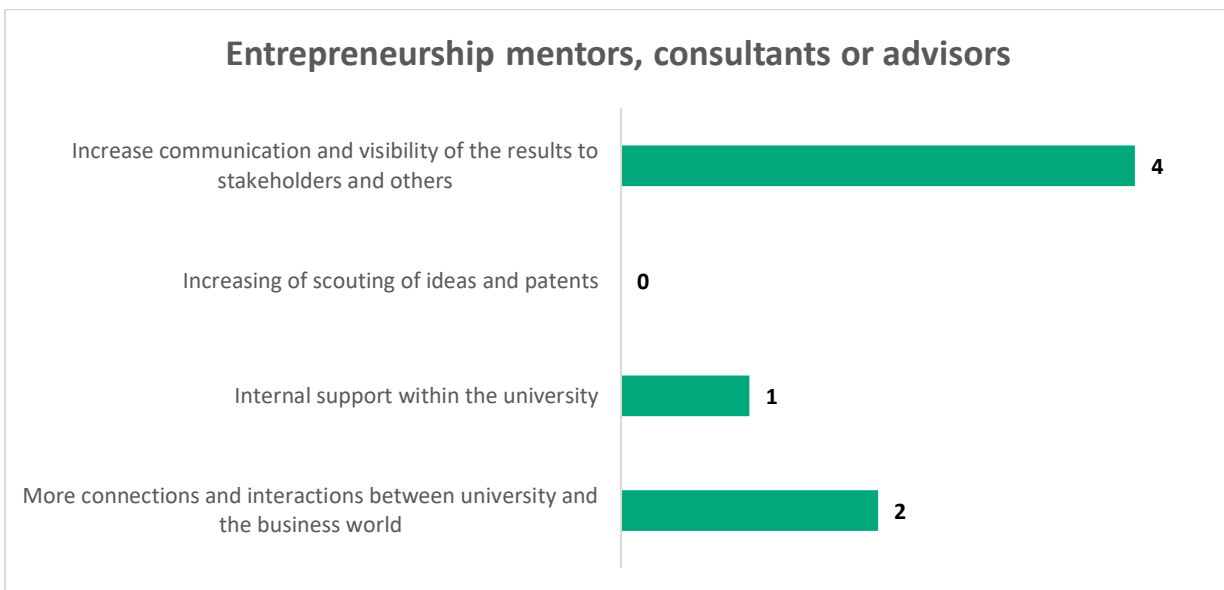


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In the Veneto Region, the Universities and R&D Public Centers stated with the 28,57% that should be increased more communication and interactions between university and the business world; with the 28,57% that should be increased the internal support within the university; with 28,57% that should be increased the communication and visibility of the results to stakeholders and others; with 14,29% that should be increased the scouting of ideas and patents.

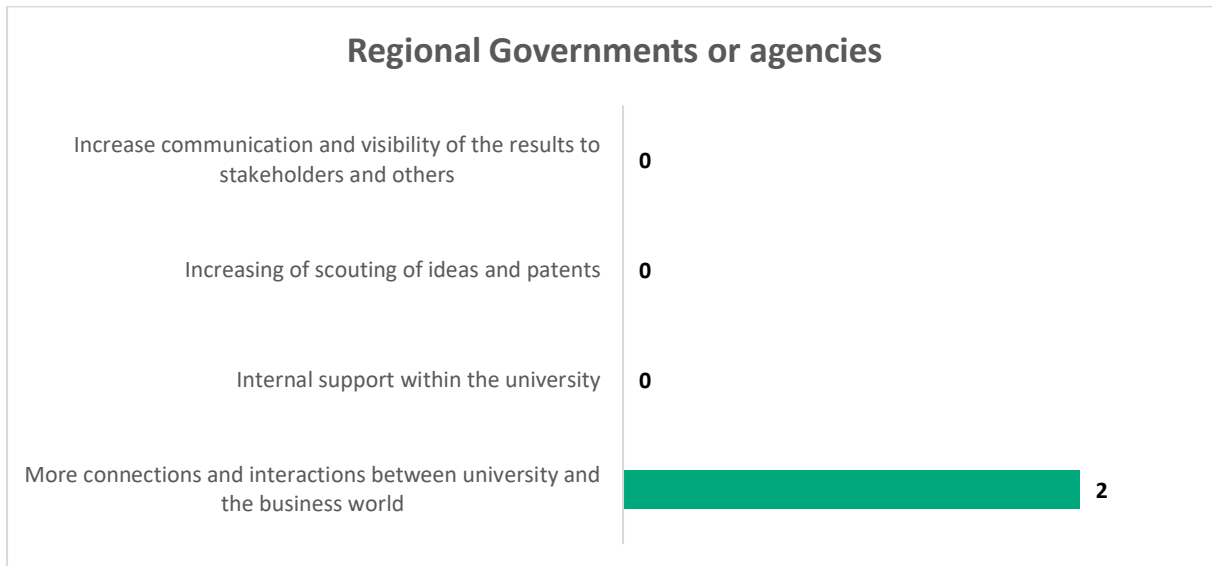


In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated with the 57,14% that should be increased communication and visibility of the results to stakeholders and others; with the 28,57% that should be increased the connections and interactions between university and the business world; with 14,29% that should be increased the internal support within the university. This category doesn't consider relevant the increasing of scouting of ideas and patents.

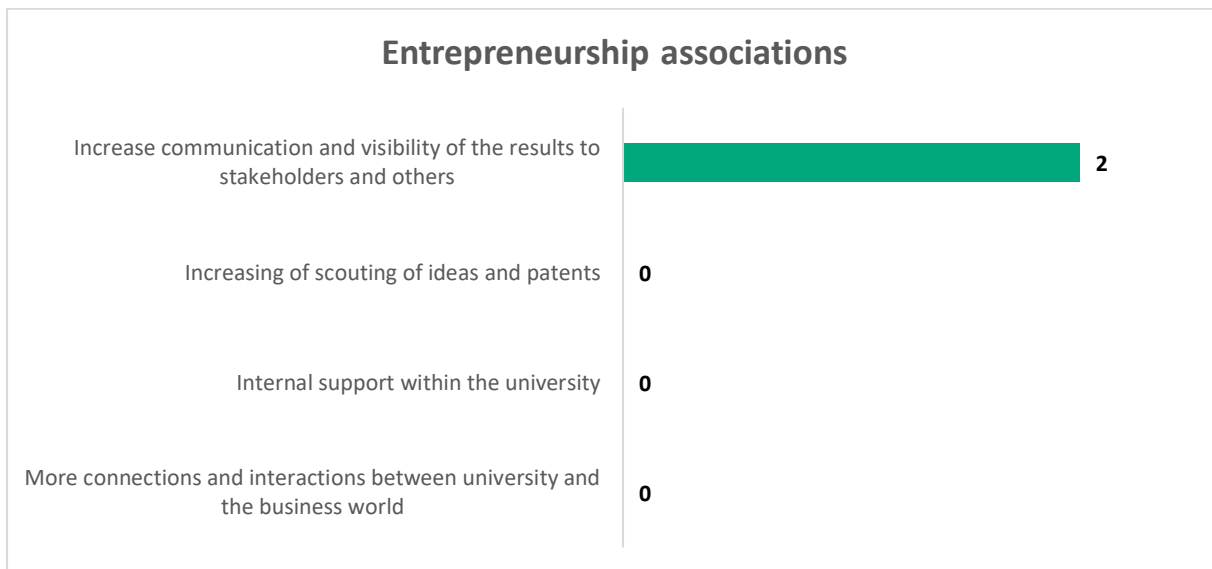


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In the Veneto Region, the Regional Governments or agencies stated with the 100% that should be increased more connections and interactions between university and the business world. This category doesn't consider relevant the other three options.

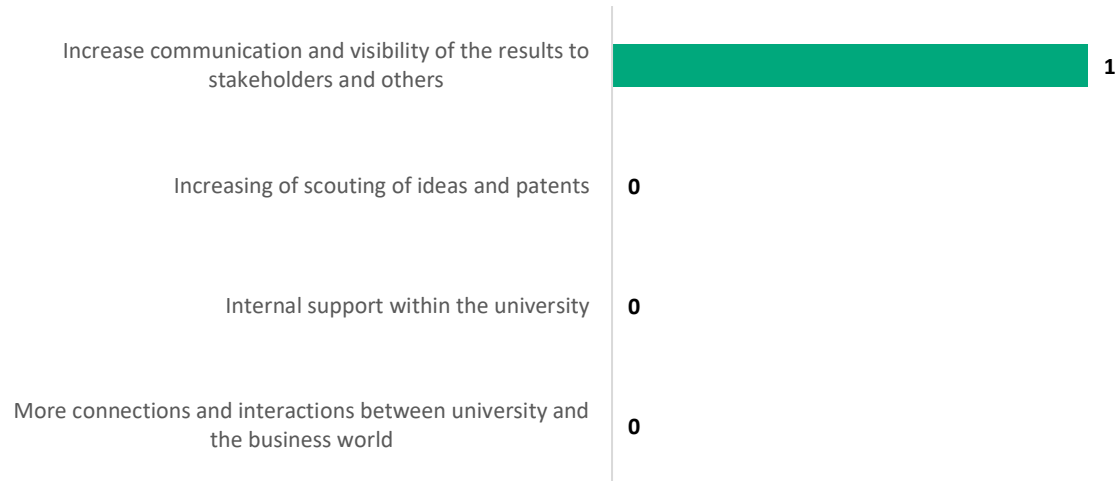


In the Veneto Region, the Entrepreneurship associations stated with the 100% that should be increased communication and visibility of the results to stakeholders and others. This category doesn't consider relevant the other three options.



In the Veneto Region, the Business incubator or accelerator stated with the 100% that should be increased communication and visibility of the results to stakeholders and others. This category doesn't consider relevant the other three options.

Business incubator or accelerator



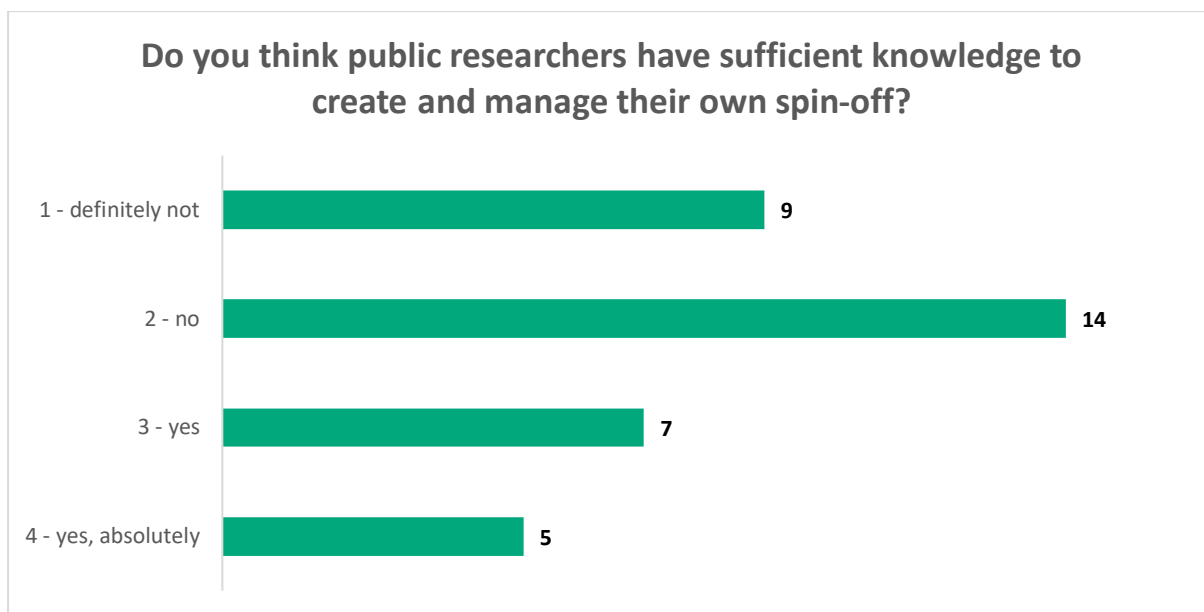
Conclusions for this section

Given that most of the stakeholders knows who to turn to within their organisation and/or region if they identify a research result that could be brought to market, it is considered fundamental to increase the connection between the academia and the business world in order to foster communication between researchers and entrepreneurs. This is particularly relevant, as it is considered by the 68,57% of the respondent that researchers should communicate their findings. Therefore, the increasing of connections should also improve the capability of researchers to understand which findings would work better into market.

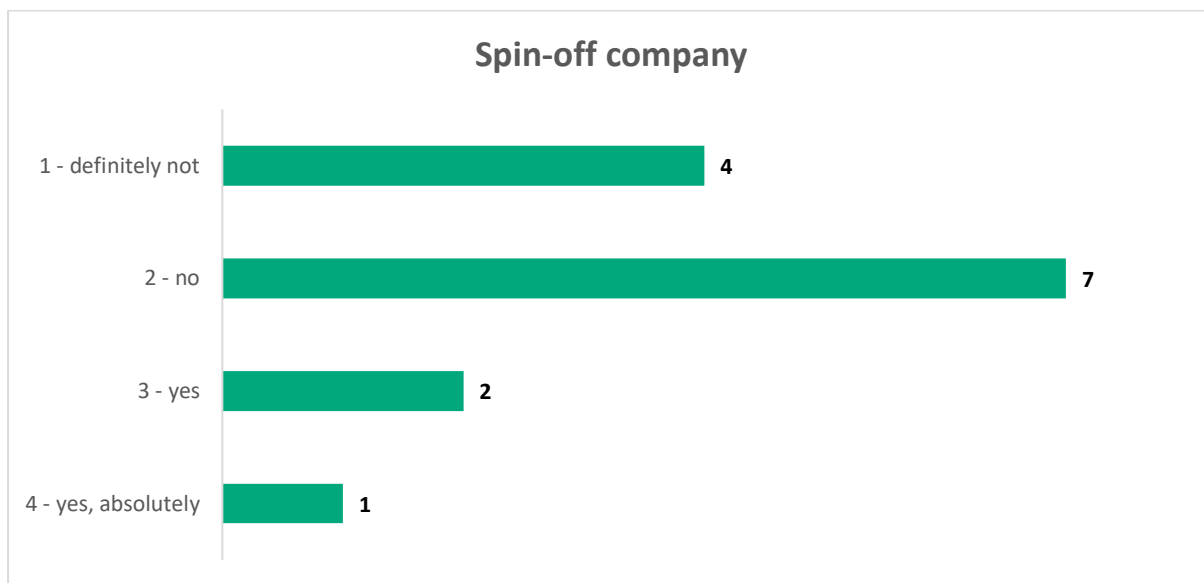
3.1.3 Business management skills of researchers

- **Do you think public researchers have sufficient knowledge to create and manage their own spin-off?**

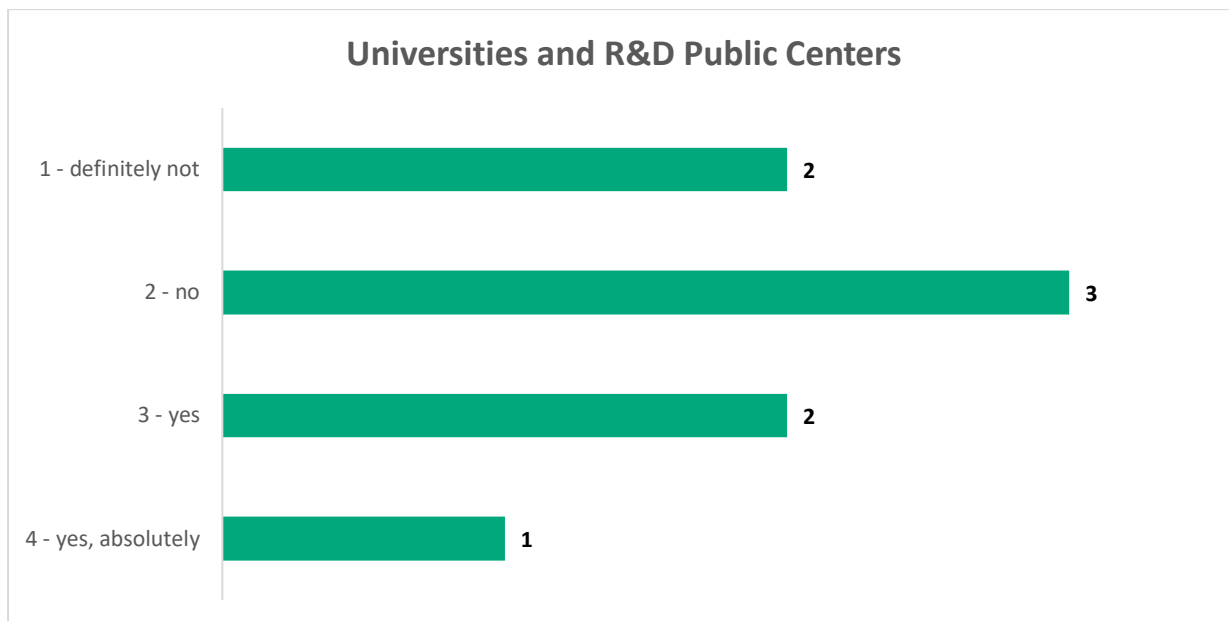
In this question, respondents were asked to rate the entrepreneurial culture among public researchers on a scale of 1 (definitely not) to 4 (yes, absolutely). On average, in Veneto Region, relevant stakeholders found that public researchers have not sufficient knowledge to create and manage their own spin-off with the general 65,71% (composed of 40% of no and 25,71% of definitely not) against the positive 34,29% (composed of 20% of yes and 14,29% of yes, absolutely)



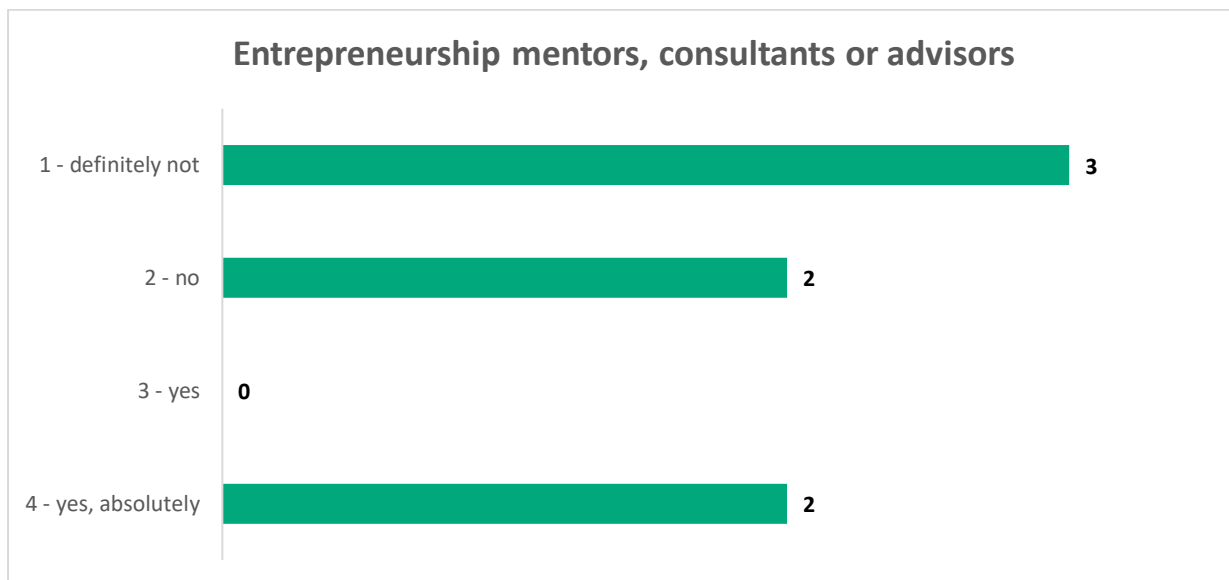
Regarding the Spin-off companies the Veneto Region presents an overall negative opinion with a comprehensive 78,57% (composed of 50% of no and 28,57% of definitely not) against 21,43% (composed of 14,29% of yes and 7,14% of yes, absolutely).



Regarding Universities and R&D Public Centers the Veneto Region presents an overall negative opinion with a comprehensive 62,50% (composed of 37,50% of no and 25% of definitely not) against 37,50% (composed of 25% of yes and 12,50% of yes, absolutely).

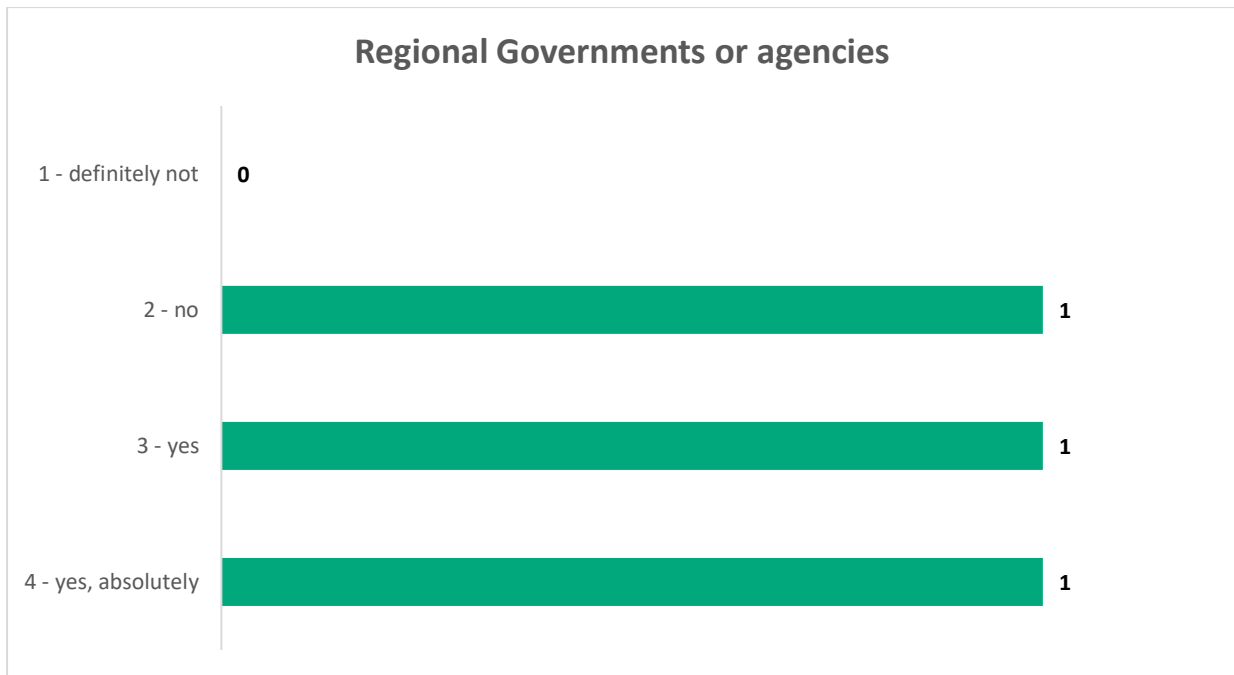


Regarding Entrepreneurship mentors, consultants or advisors the Veneto Region presents an overall negative opinion with a comprehensive 71,43% (composed of 28,57% of no and 42,86% of definitely not) against 28,57% (composed of 0% of yes and 28,57% of yes, absolutely).

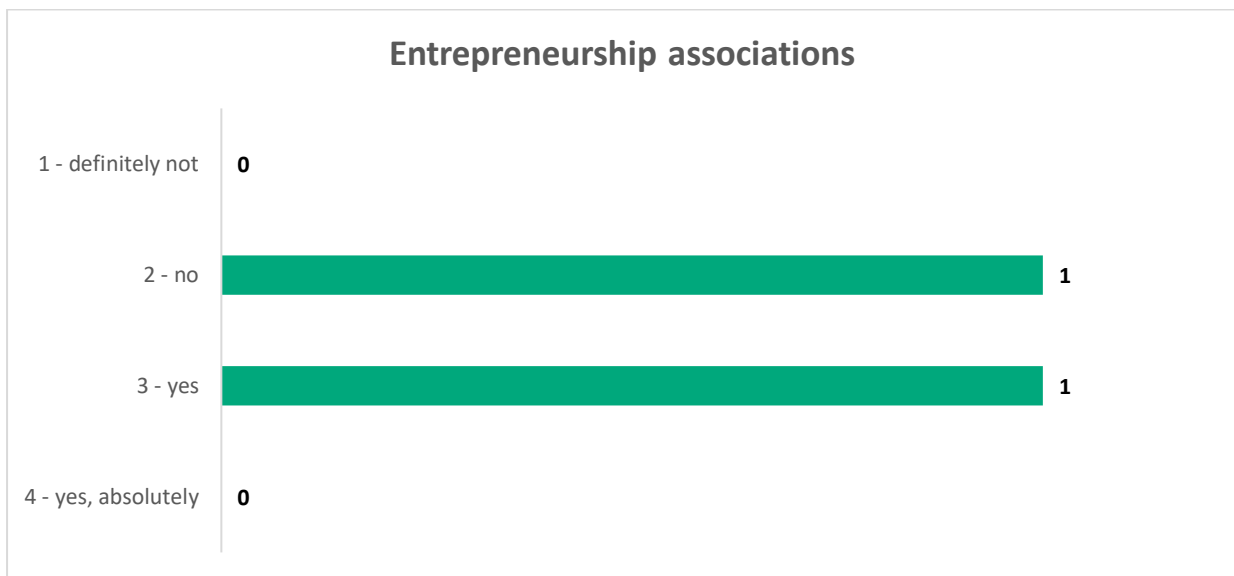


Regarding Regional Governments or agencies the Veneto Region presents an overall positive opinion with a comprehensive 33,33% (composed of 33,33% of no and 0% of definitely not) against 66,67% (composed of 33,33% of yes and 33,33% of yes, absolutely).

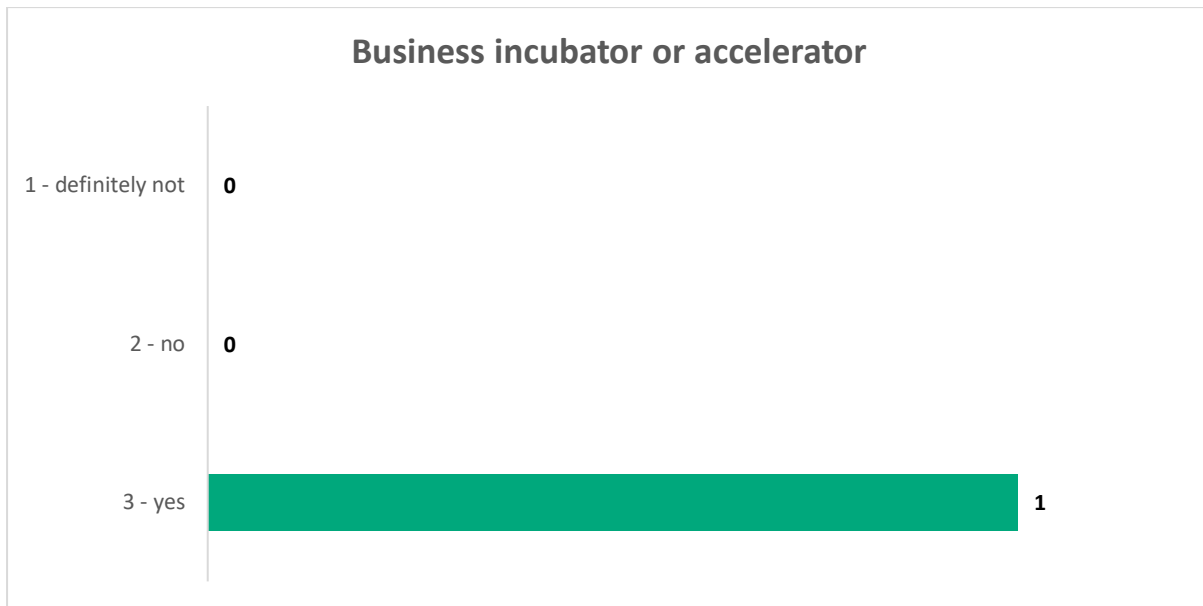
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Regarding Entrepreneurship associations the Veneto Region presents a half and half opinion with a comprehensive 50% (composed of 50% of no and 0% of definitely not) against 50% (composed of 50% of yes and 0% of yes, absolutely).



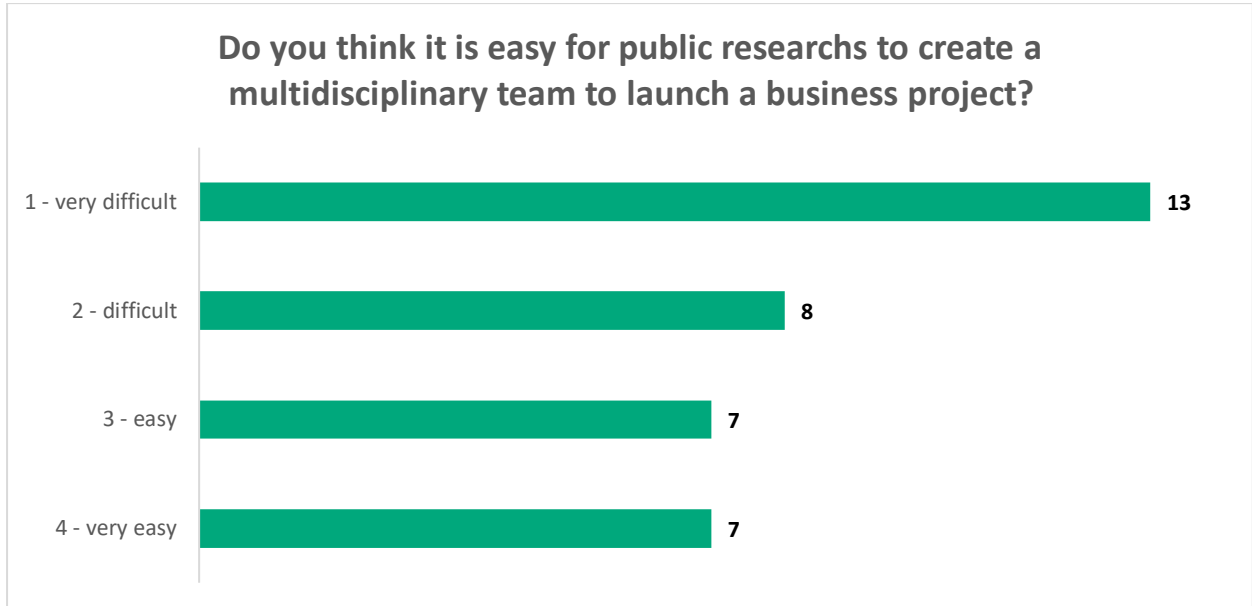
Regarding Business incubator or accelerator the Veneto Region presents an overall positive opinion with a comprehensive 0% (composed of 0% of no and 0% of definitely not) against 100% (composed of 100% of yes and 0% of yes, absolutely).



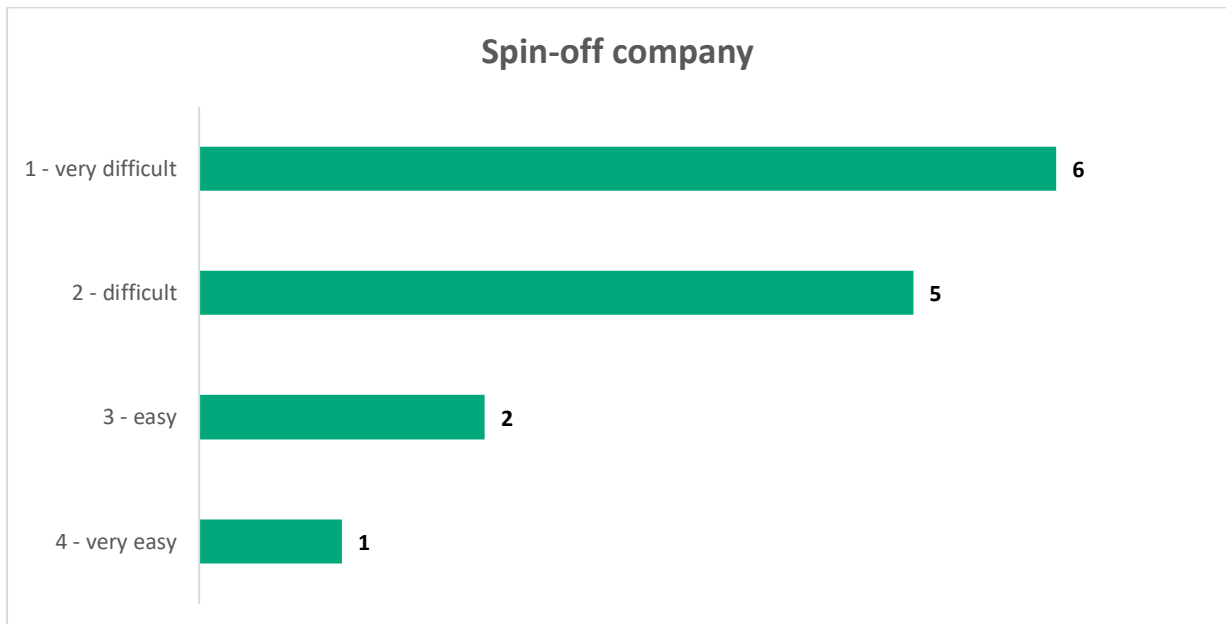
- **Do you think it is easy for public researchers to create a multidisciplinary team to launch a business project?**

This question follows a similar structure to the one mentioned earlier, utilizing a ranking system from 1 (very difficult) to 4 (very easy). Also in this case the general feeling is mostly negative.

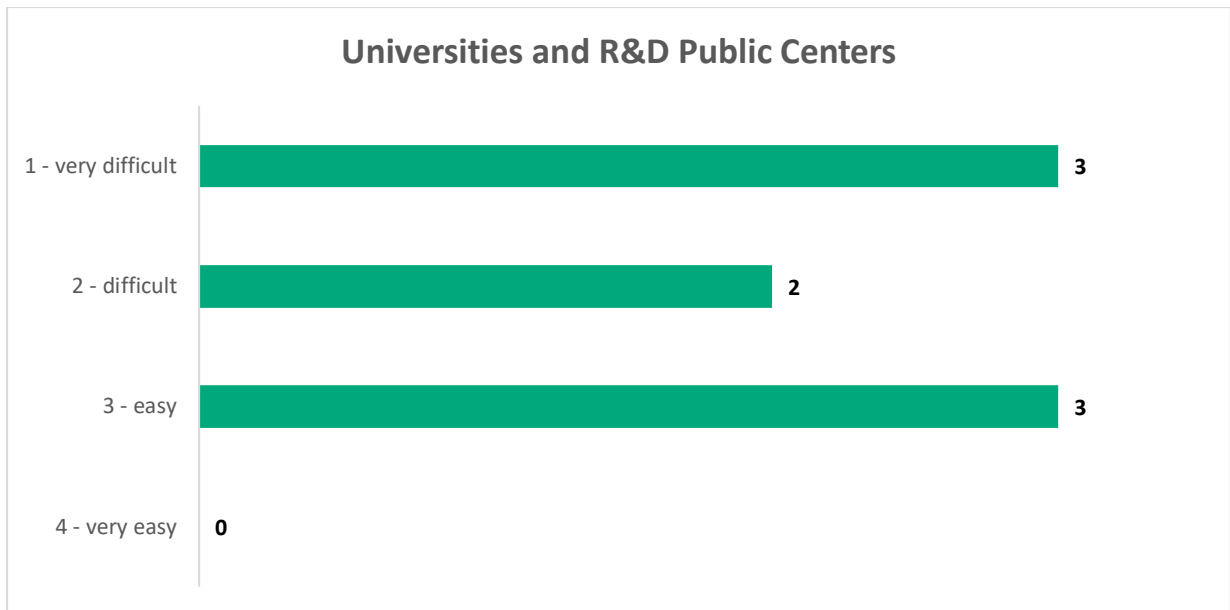
On average, in Veneto Region, relevant stakeholders found that it's not that easy for public research to create a multidisciplinary team to launch a business project, with the general 60% (composed of 22,86% of difficult and 37,14% of very difficult) against 40% (composed of 20% of easy and 20% of very easy).



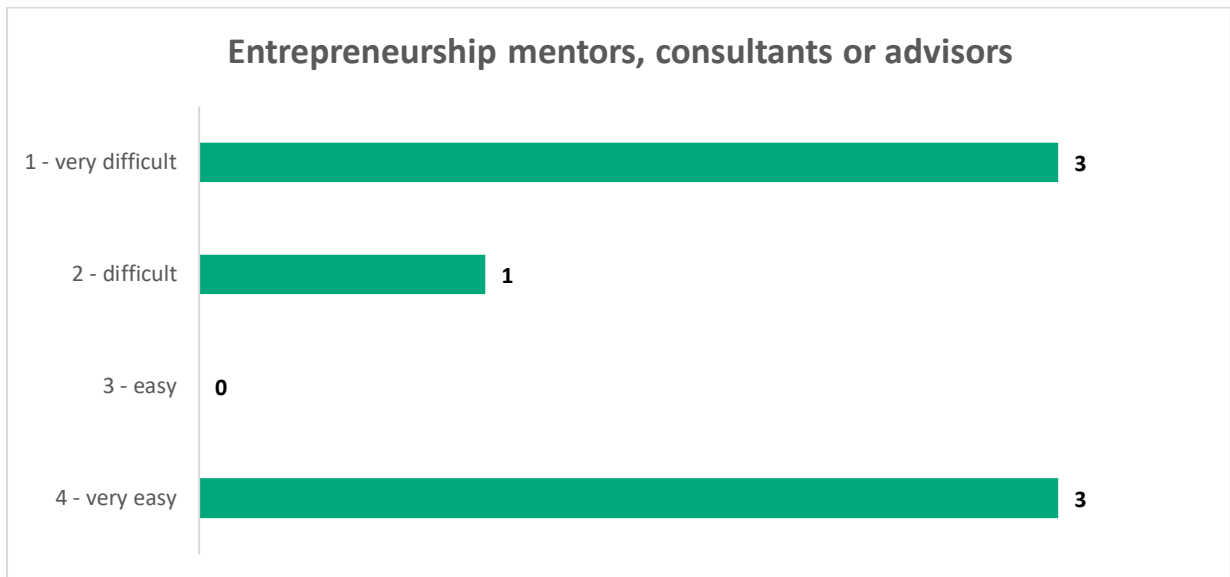
Regarding the Spin-off companies the Veneto Region presents an overall negative opinion with a comprehensive 78,57% (composed of 35,71% of difficult and 42,86% of very difficult) against 21,43% (composed of 14,29% of easy and 7,14% of very easy).



Regarding the Universities and R&D Public Centers the Veneto Region presents an overall negative opinion with a comprehensive 62,50% (composed of 25% of difficult and 37,50% of very difficult) against 37,50% (composed of 37,50% of easy and 0% of very easy).

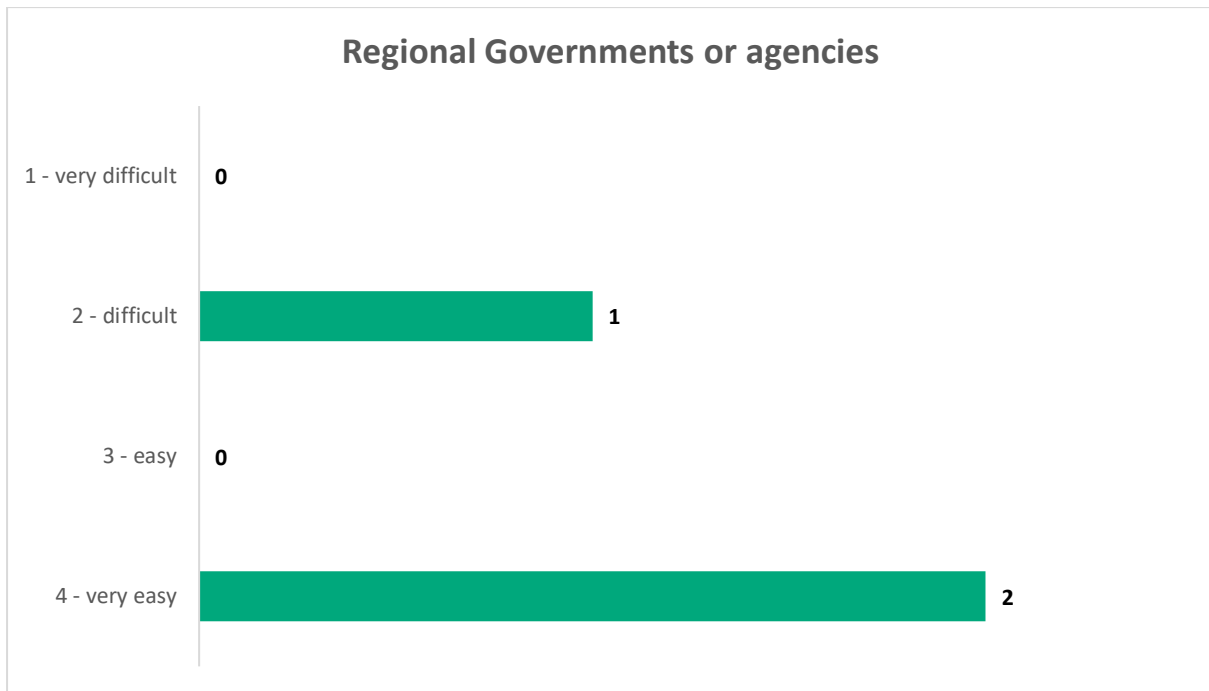


Regarding the Entrepreneurship mentors, consultants or advisors the Veneto Region presents an overall slightly negative opinion with a comprehensive 57,14% (composed of 14,29% of difficult and 42,86% of very difficult) against 42,86% (composed of 0% of easy and 42,86% of very easy).



Regarding the Regional Governments or agencies the Veneto Region presents an overall positive opinion with a comprehensive 33,33% (composed of 33,33% of difficult and 0% of very difficult) against 66,67% (composed of 0% of easy and 66,67% of very easy).

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Regarding the Entrepreneurship associations the Veneto Region presents an overall high positive opinion with a comprehensive 0% (composed of 0% of difficult and 0% very difficult) against 100% (composed of 50% of easy and 50% of very easy).

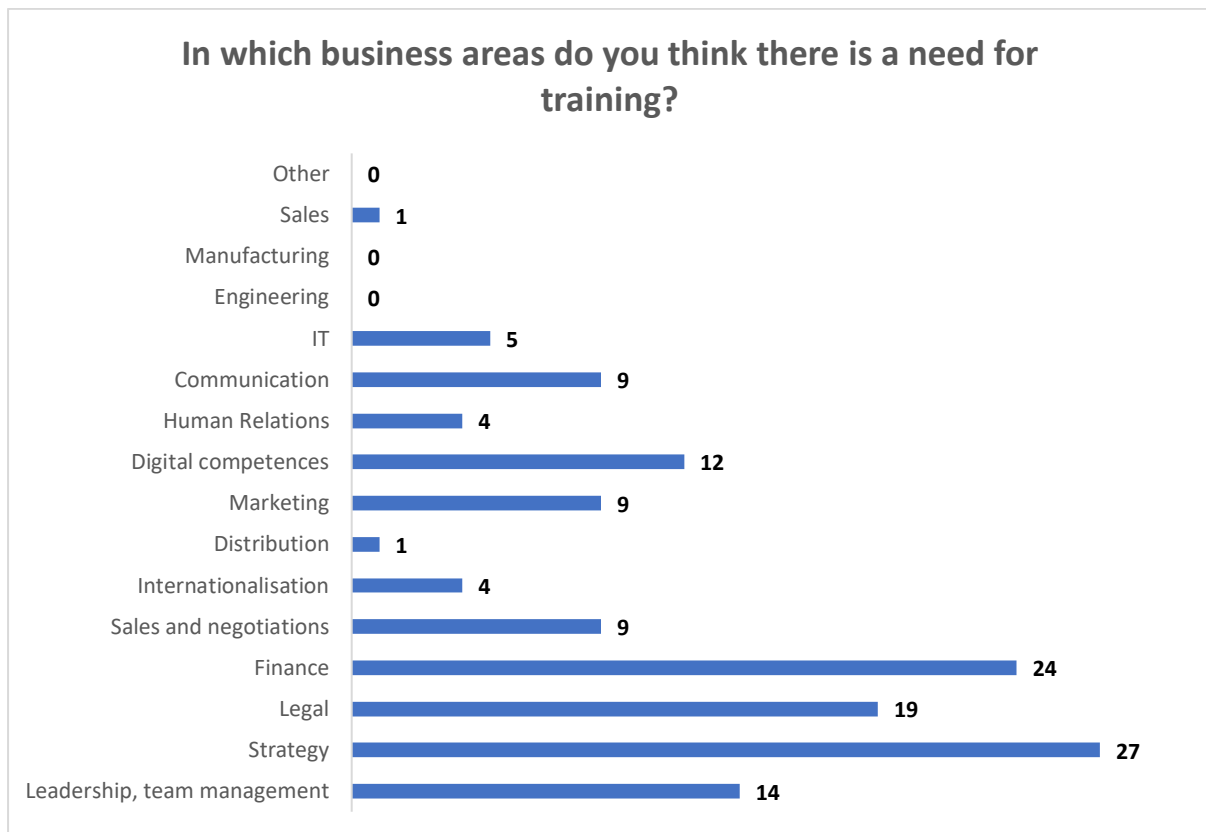


Regarding the Business incubator or accelerator the Veneto Region presents an overall high positive opinion with a comprehensive 0% (composed of 0% of difficult and 0% of very difficult) against 100% (composed of 100% of easy and 0% of very easy).

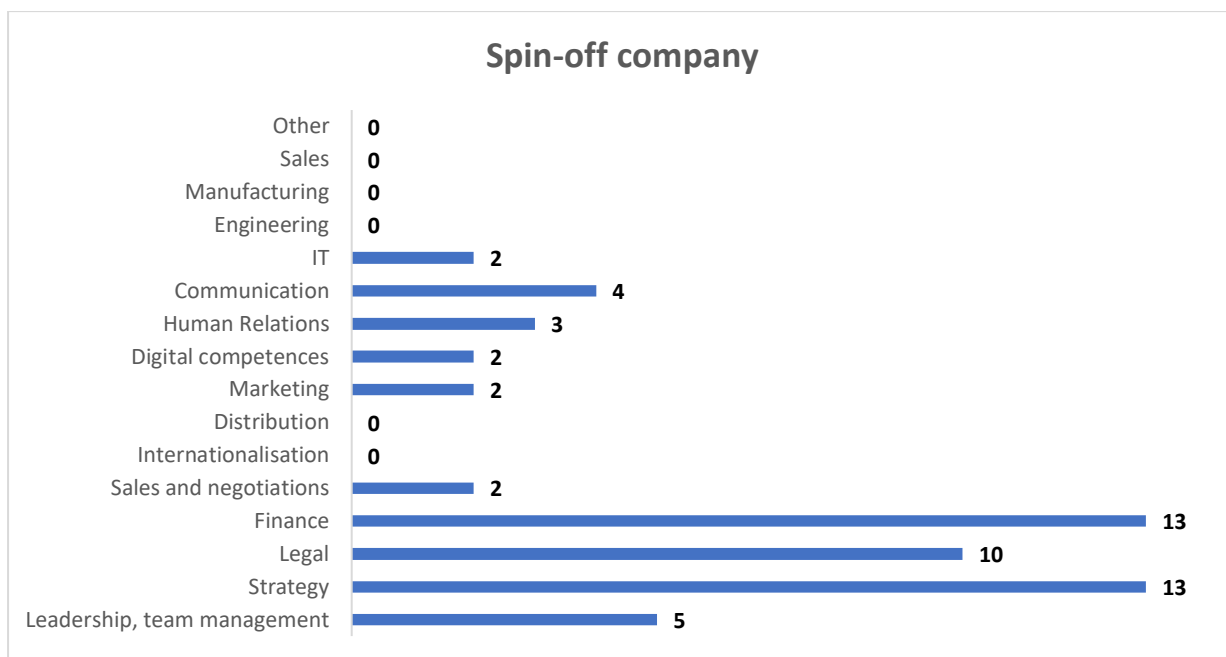
- **In which business areas do you think there is a need for training? (Please select the four most important ones)**

In this question, respondents were asked to choose the four most important business areas that they think there is a need for training among 16 options. The options are leadership, team management; strategy; legal; finance; sales and negotiations; internationalisation; distribution; marketing; digital competences; human relations; communication; IT, engineering; manufacturing; sales; other.

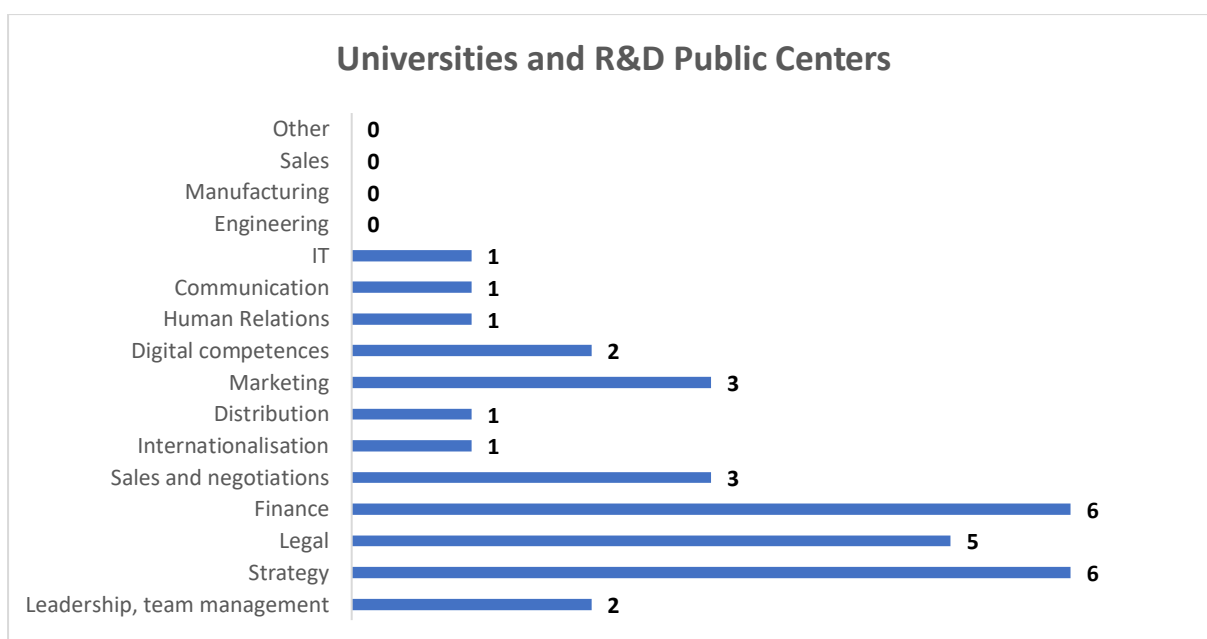
Among the 35 answers the following options were not selected: engineering, manufacturing and other. The total of answers selected is 138 by the 35 respondents. The stakeholders stated that the most important business areas they think there is a need for training are: strategy (19,57%), finance (17,39%), legal (13,77%), leadership and team management (10,14%), digital competences (8,70%), communication (6,52%), marketing (6,52%), sales and negotiations (6,52%), IT (3,62%), human relations (2,90%), Internationalisation (2,90%), sales (0,72%), distribution (0,72%).



In Veneto Region the Spin-off companies stated that the most important business areas they think there is a need for training for are: finance (23,21%), strategy (23,21%), legal (17,86%), leadership and team management (8,93%), communication (7,14%), human relations (5,36%), IT (3,57%), digital competences (3,57%), marketing (3,57%), sales and negotiations (3,57%).

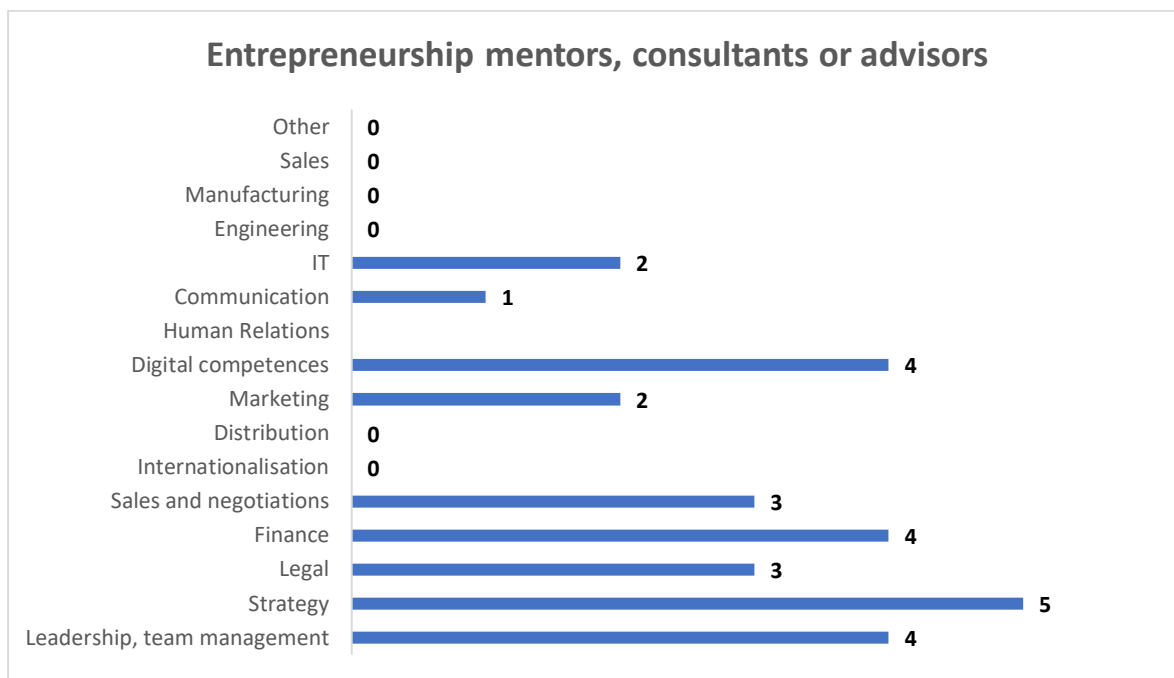


In Veneto Region the Universities and R&D Public Centers stated that the most important business areas they think there is a need for training for are: finance (18,75%), strategy (18,75%), legal (15,63%), marketing (9,38%), sales and negotiations (9,38%), digital competences (6,25%), leadership and team management (6,35%), IT (3,13%), communication (3,13%), human resources (3,13%), distribution (3,13%), internationalisation (3,13%).

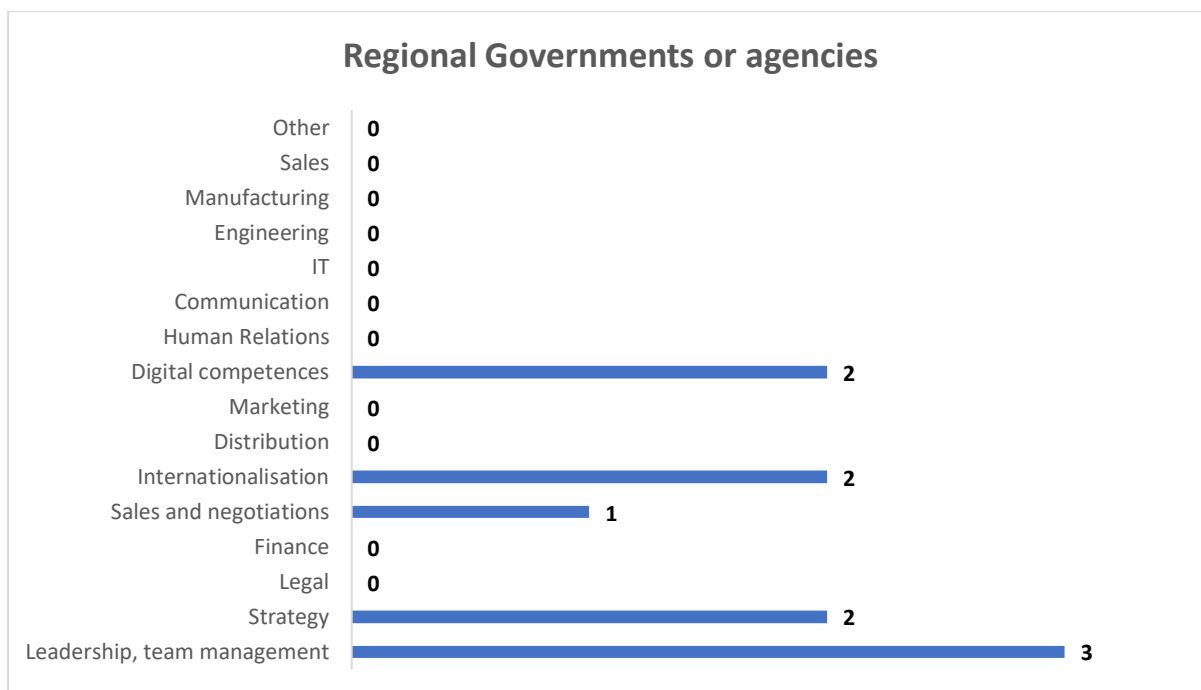


In Veneto Region the Entrepreneurship mentors, consultants or advisors stated that the most important business areas they think there is a need for training for are: strategy (17,86%), digital

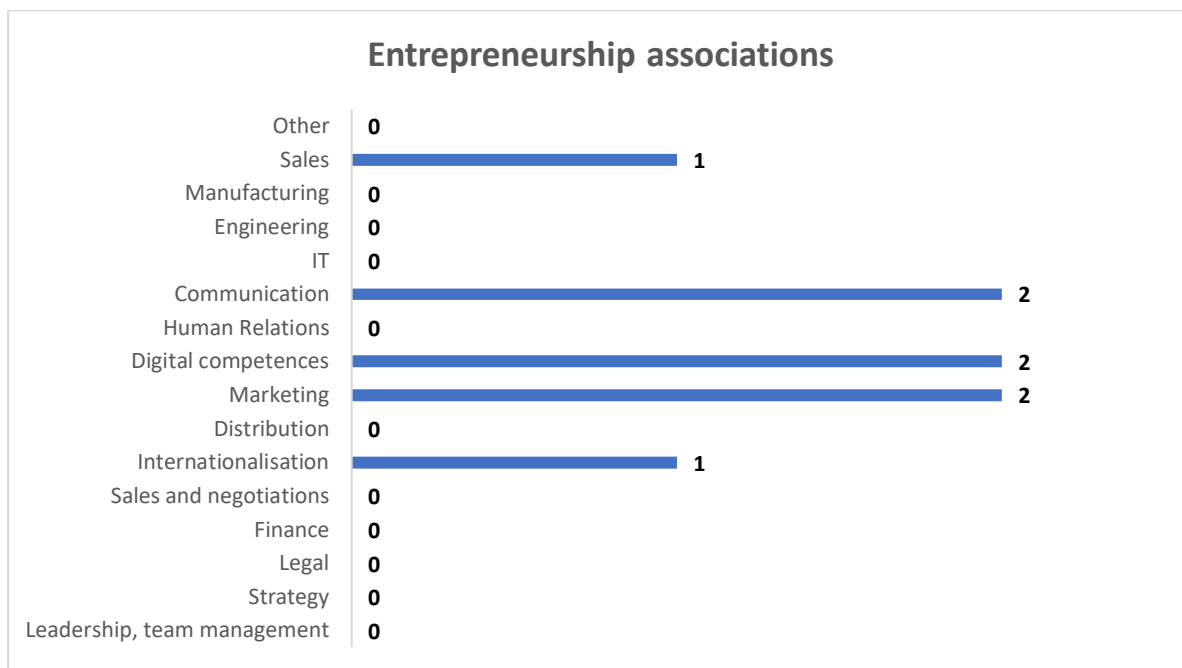
competences (14,29%), finance (14,29%), leadership and team management (14,29%), sales and negotiations (10,71%), legal (10,71%), IT (7,14%), marketing (7,14%), communication (3,57%).



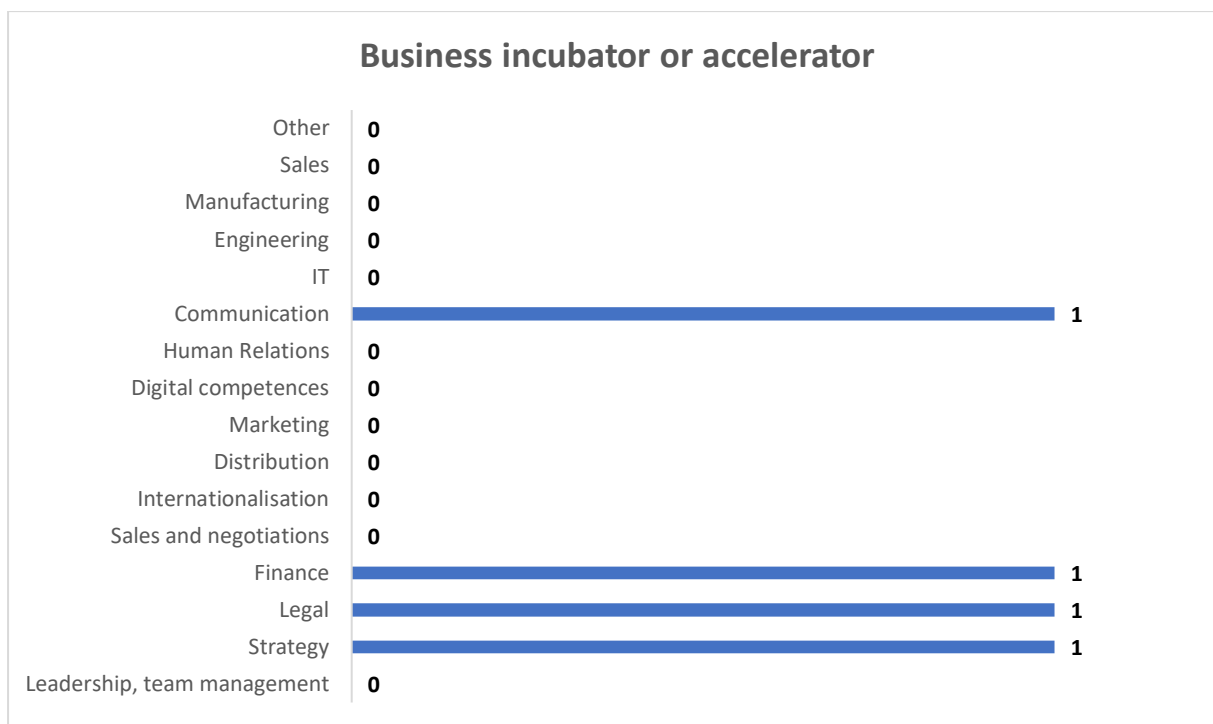
In Veneto Region the Regional Governments or agencies stated that the most important business areas they think there is a need for training for are: leadership and team management (30%), digital competences (20%), internationalisation (20%), strategy (20%), sales and negotiations (10%).



In Veneto Region the Entrepreneurship associations stated that the most important business areas they think there is a need for training for are: communication (25%), digital competences (25%), marketing (25%), sales (12,50%), internationalisation (12,50%).



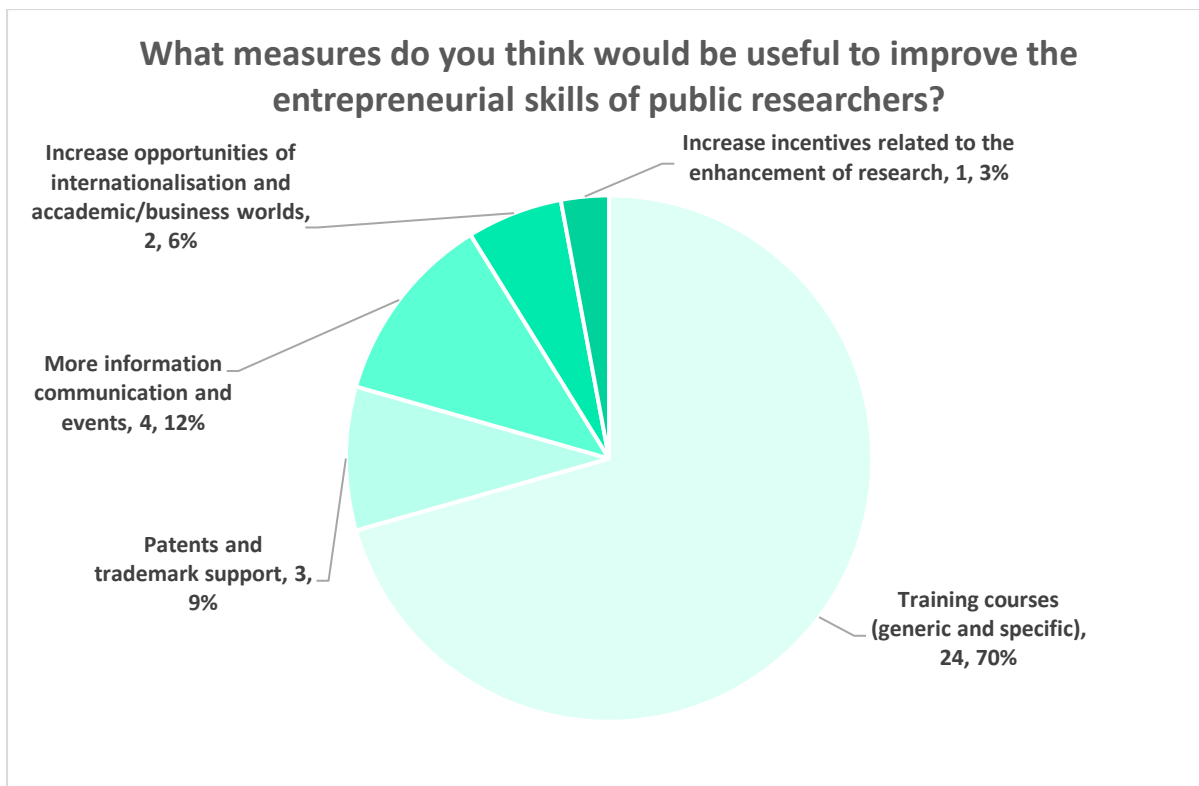
In Veneto Region the Business incubator or accelerator stated that the most important business areas they think there is a need for training for are: communication (25%), finance (25%), legal (25%), strategy (25%).



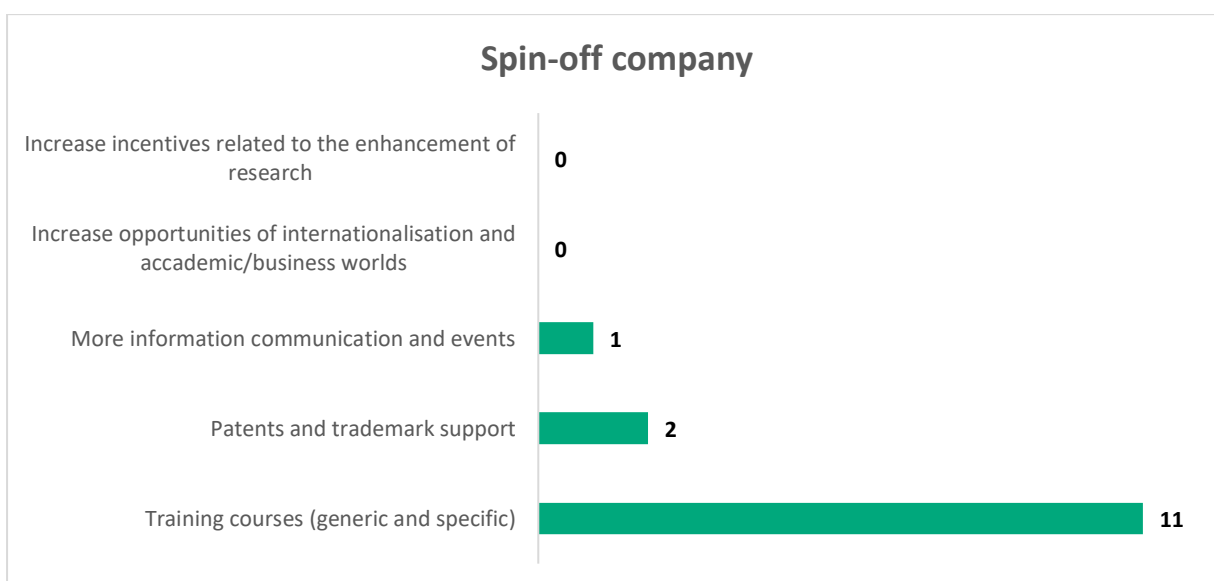
- What measures do you think would be useful to improve the entrepreneurial skills of public researchers?**

Among 34 respondents the answers were grouped into 5 macro groups of responses. As showed in the figure the stakeholders stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (both basic and specific ones) (70%), increase the amount of information communication and events (12%), increase the support for patents and trademark (9%), increase opportunities of internationalisations and academic/business world (6%), increase incentives related to the enhancement of research (3%).

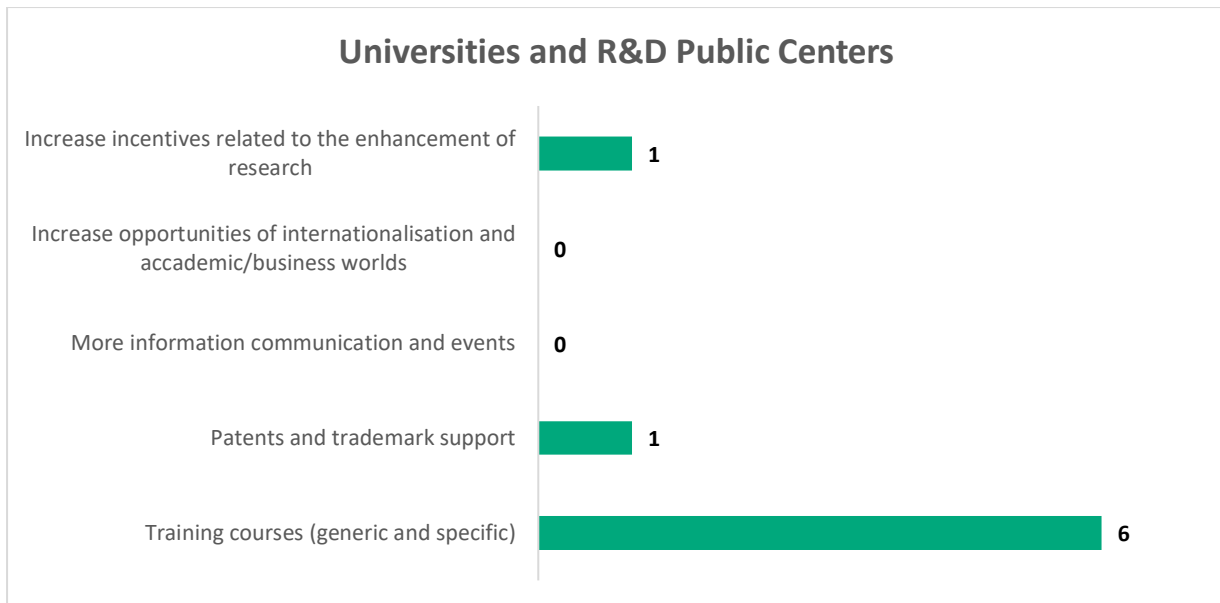
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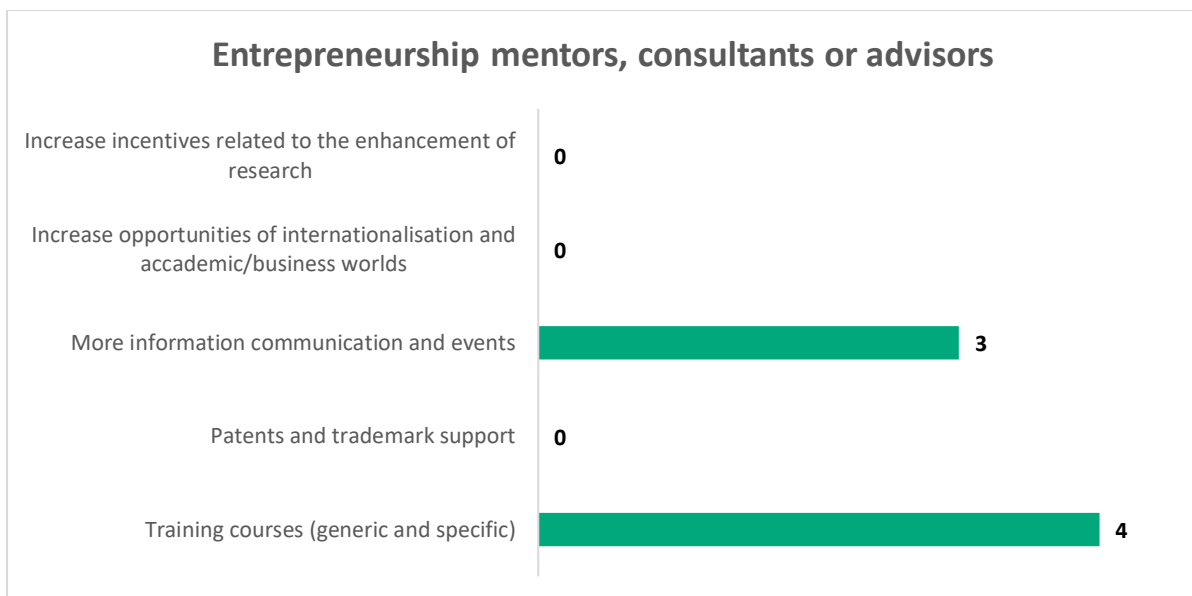
In the Veneto Region, the Spin-off companies stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training course (78,57%), increase the support for patents and trademark (14,29%), increase the amount of information communication and events (7,14%).



In the Veneto Region, the Universities and R&D Public Centers stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (75%), increase the support for patents and trademark (12,50%), increase incentives related to the enhancement of research (12,50%).

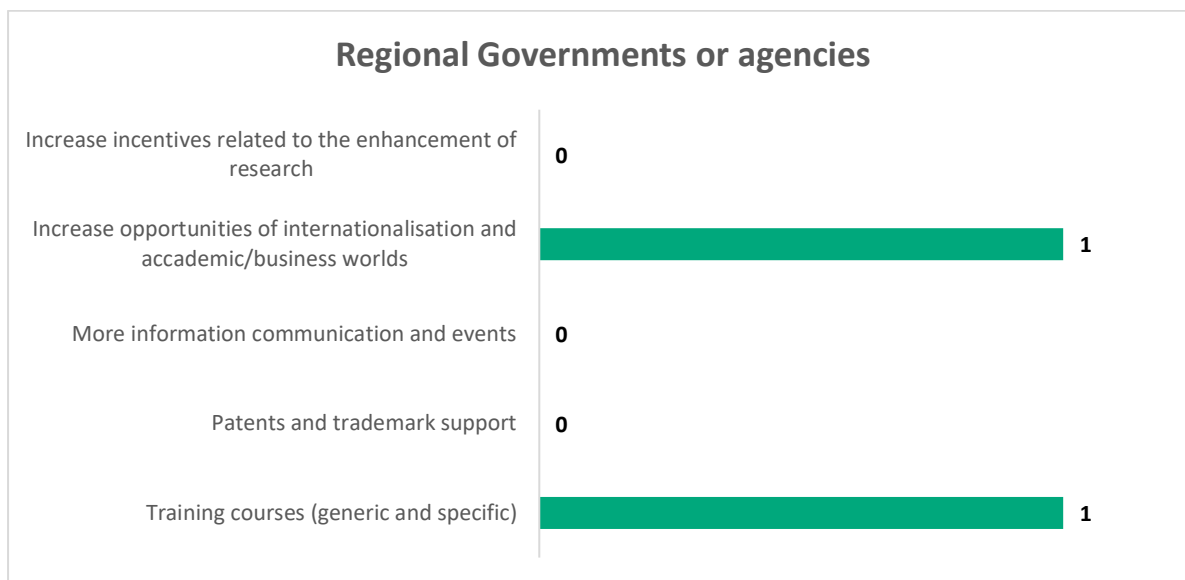


In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (57,14%), increase the amount of information communication and events (42,86%).



In the Veneto Region, the Regional Governments or agencies stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (50%), increase

opportunities of internationalisations and academic/business world (50%). In this particular case the answers collected for this question were 2 and not 3.



In the Veneto Region, the Entrepreneurship associations stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (50%), increase opportunities of internationalisations and academic/business world (50%).



In the Veneto Region, the Business incubator or accelerator stated that it could be useful to improve the entrepreneurial skills of public researchers to increase training courses (100%).

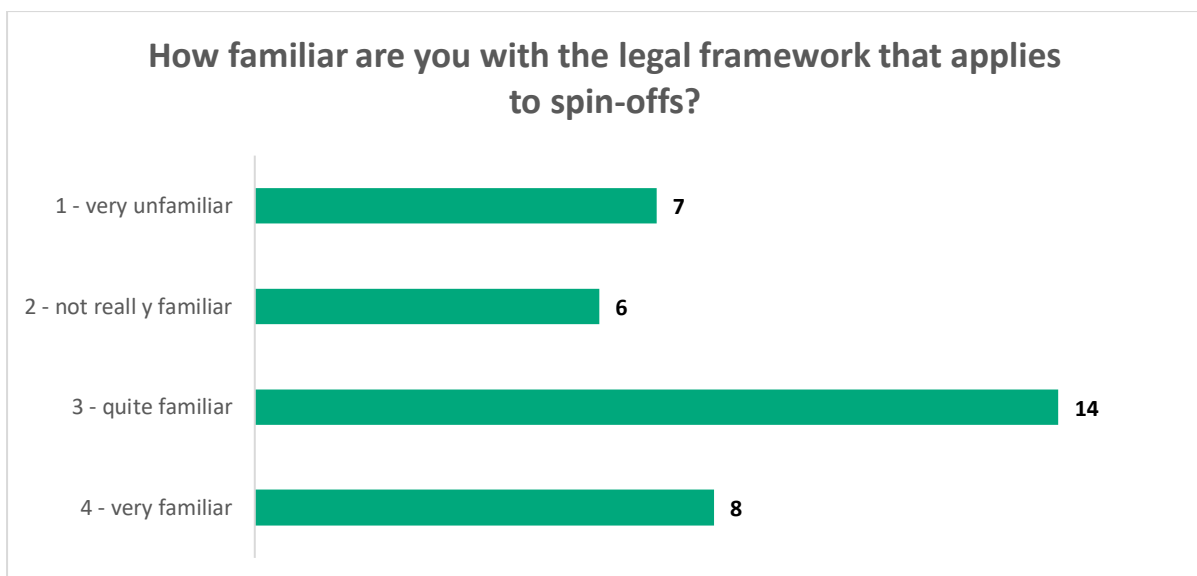
Conclusions for this section

The relevant stakeholders stated a general negative opinion on the idea that public researchers have sufficient knowledge to create and manage their spin-off. In particular, the organizations of Spin-off companies and Entrepreneurship mentors, consultants or advisors the very really negative in their answers, with respectively a general 78,57% and a general 71,43%. Only the Regional Governments or agencies present an overall positive opinion, highlighting the difference of opinion between the public decision-making category and other organizations that depend on regulations issued by it. Regarding the capability of public researchers to create a multidisciplinary team to launch a business project, again the Regional Governments or agencies gave mostly positive answers, differently from the strongly negative opinion stated from the Spin-off companies and Universities and R&D Public Centers. Regarding the business areas stakeholders' think there is a need for training the most relevant for all the different types of organisations are strategy area, legal area and finance area. As measure to improve the entrepreneurial skills of public researchers all the stakeholders prioritize the training courses, both basic and specific ones.

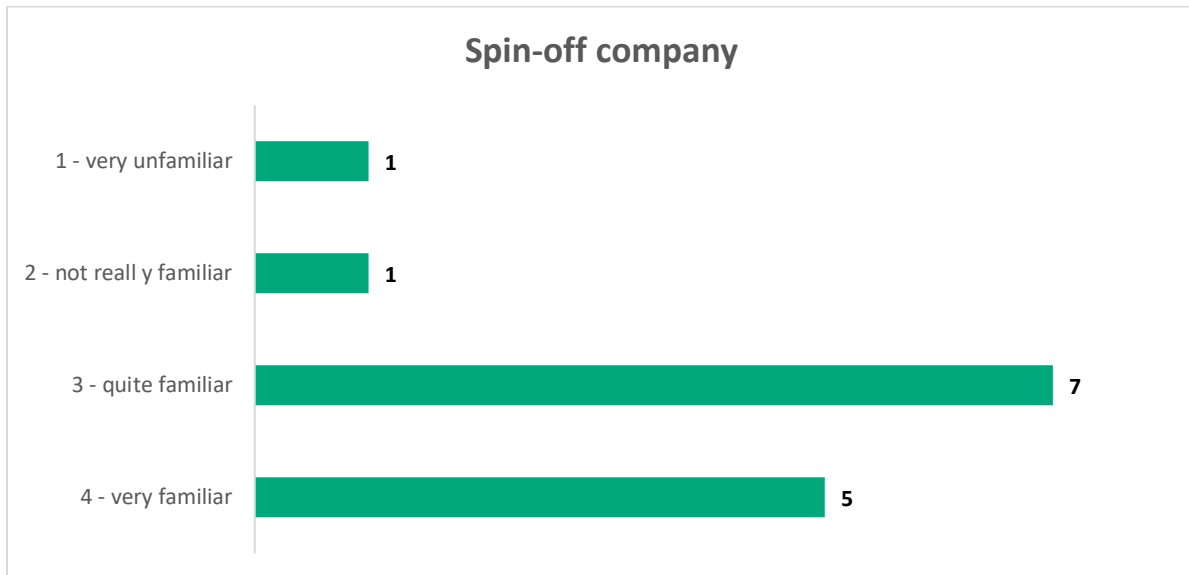
3.1.4 Regulatory and legal framework

- **How familiar are you with the legal framework that applies to spin-offs?**

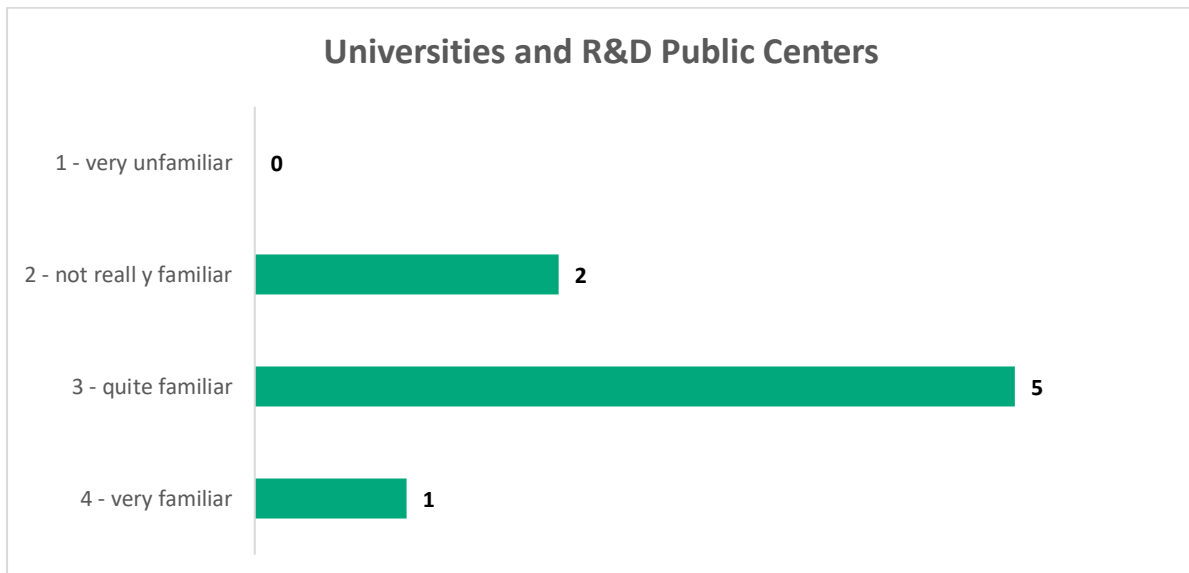
In this question, respondents were asked to rate how familiar they are with the legal framework that applies to spin-offs on a scale of 1 (very unfamiliar) to 4 (very familiar). On average, in Veneto Region, relevant stakeholders stated that they are mostly familiar with the legal framework with 62,85% (composed of 40% quite familiar and 22,86% very familiar), against the 37,14% (composed of 17,14% not really familiar and 20% of very unfamiliar) of ones who are unfamiliar with it.



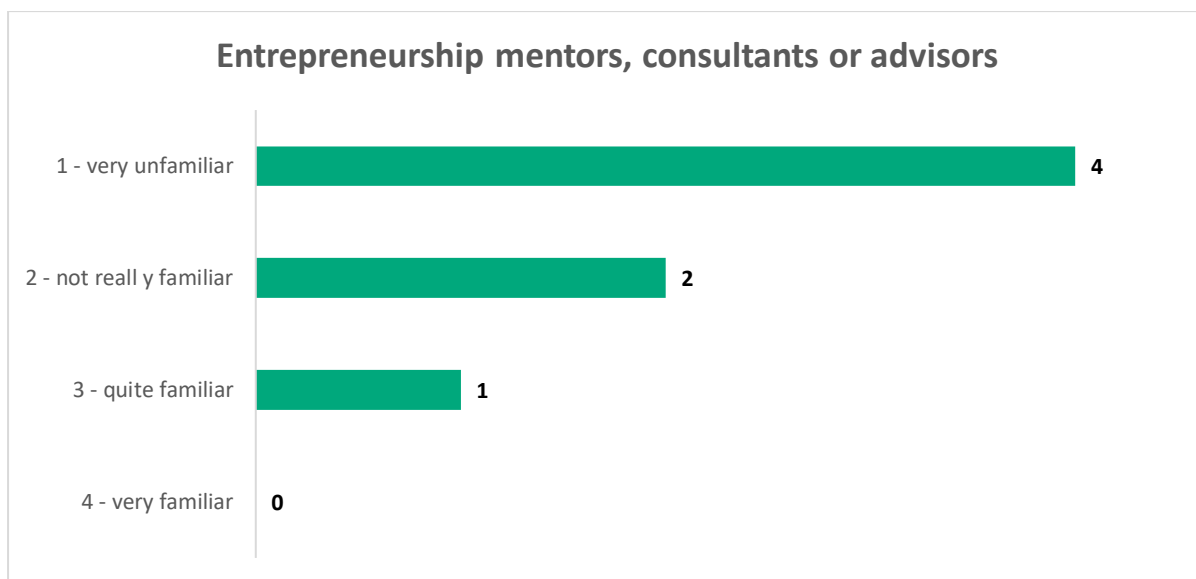
In the Veneto Region, the Spin-off companies stated that there are mostly familiar with the legal framework that applies to spin-offs with 85,71% (composed of 50% of quite familiar and 35,71% of very familiar), against 14,29% (composed of 7,14% not really familiar and 7,14% very unfamiliar).



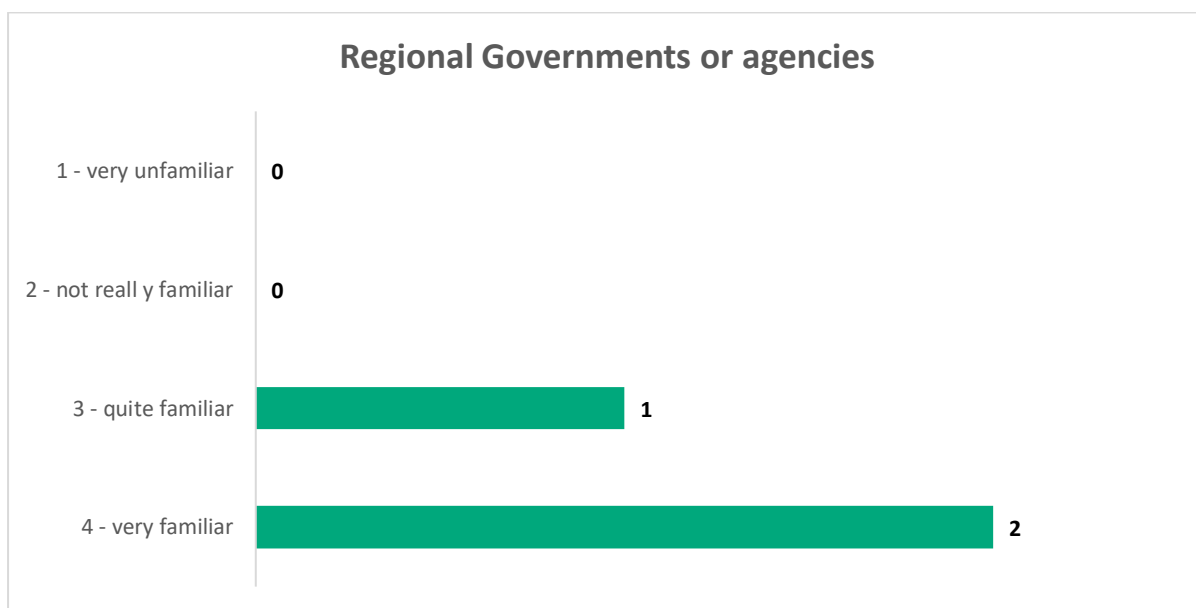
In the Veneto Region, the Universities and R&D Public Centers stated that there are mostly familiar with the legal framework that applies to spin-offs with 75% (composed of 62,50% of quite familiar and 12,50% of very familiar), against 25% (composed of 25% not really familiar and 0% very unfamiliar).



In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that there are mostly familiar with the legal framework that applies to spin-offs with 14,29% (composed of 14,29% of quite familiar and 0% of very familiar), against 85,71% (composed of 28,57% not really familiar and 57,14% very unfamiliar).

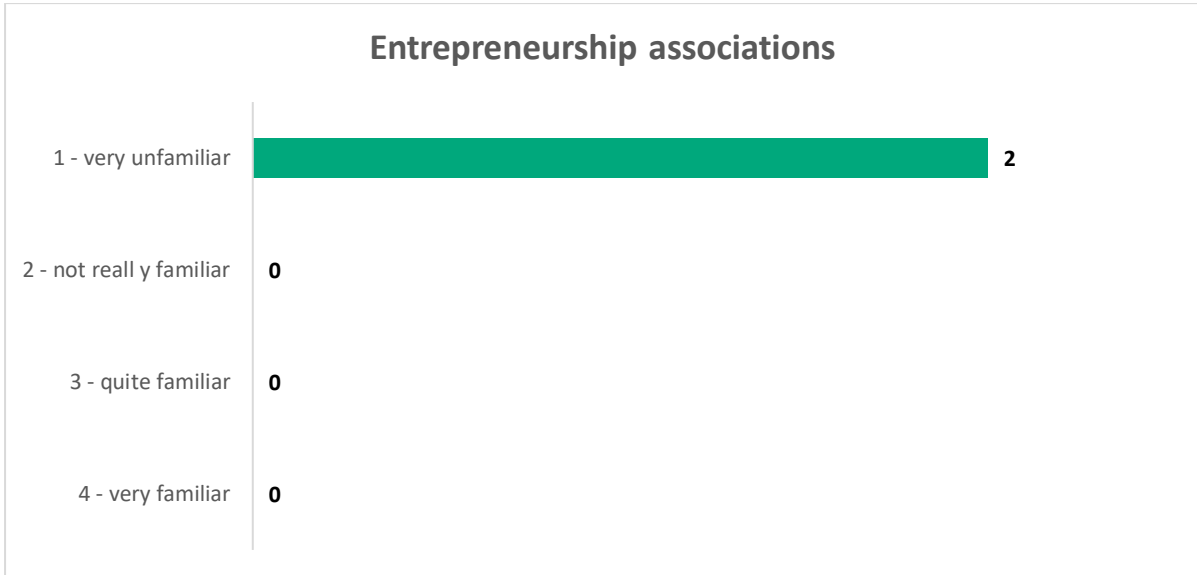


In the Veneto Region, the Regional Governments or agencies stated that there are mostly familiar with the legal framework that applies to spin-offs with 100% (composed of 33,33% of quite familiar and 66,67% of very familiar), against 0% (composed of 0% not really familiar and 0% very unfamiliar).

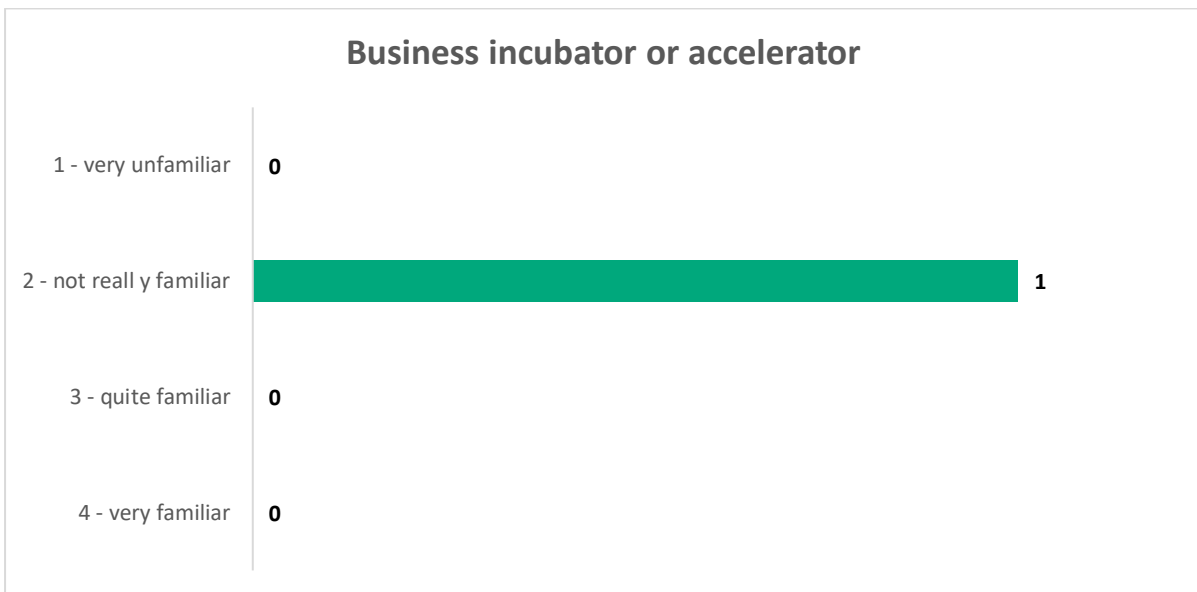


In the Veneto Region, the Entrepreneurship associations stated that there are mostly familiar with the legal framework that applies to spin-offs with 0% (composed of 0% of quite familiar and 0% of very familiar), against 100% (composed of 0% not really familiar and 100% very unfamiliar).

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In the Veneto Region, the Business incubator or accelerator stated that there are mostly familiar with the legal framework that applies to spin-offs with 0% (composed of 0% of quite familiar and 0% of very familiar), against 100% (composed of 100% not really familiar and 0% very unfamiliar).

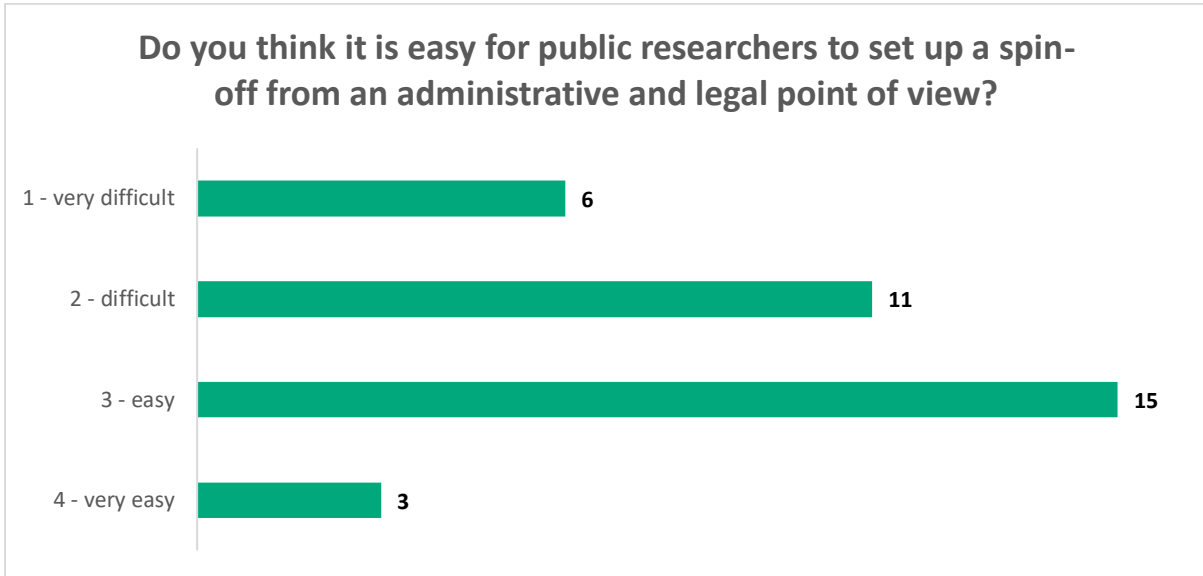


- **Do you think it is easy for public researchers to set up a spin-off from an administrative and legal point of view?**

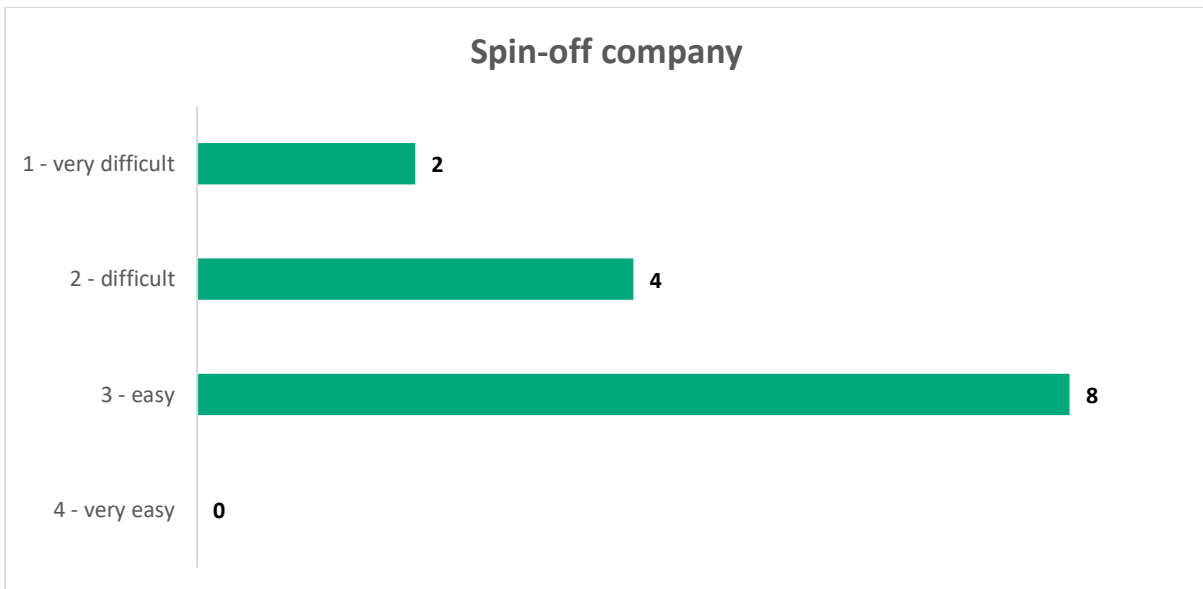
In this question, respondents were asked to rate how it is easy for public researchers to set up a spin-off from an administrative and legal point of view on a scale of 1 (very difficult) to 4 (very easy). On average, in Veneto Region, relevant stakeholders stated that it is difficult with 48,57% (composed of

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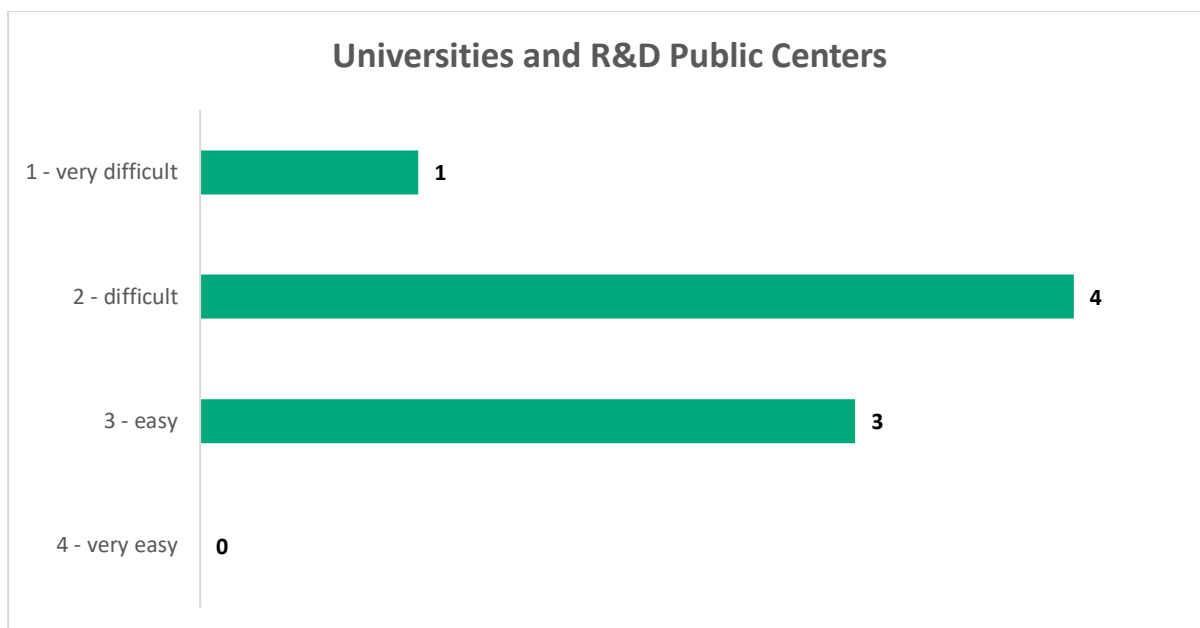
31,43% difficult and 17,14% very difficult), against 51,43% of easy (composed of 42,86% easy and 8,57% very easy).



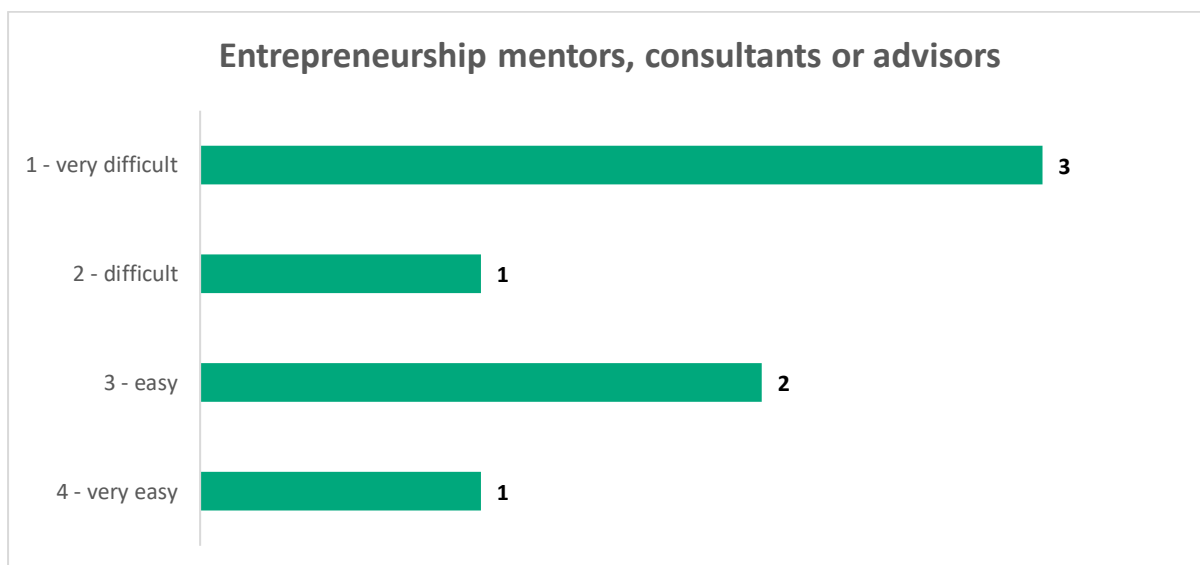
In the Veneto Region, the Spin-off companies stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 42,86% (composed of 28,57% difficult and 14,29% very difficult), against 57,14% of easy (composed of 57,14% easy and 0% very easy).



In the Veneto Region, the Universities and R&D Public Centers stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 62,50% (composed of 50% difficult and 12,50% very difficult), against 37,50% of easy (composed of 37,50% easy and 0% very easy).

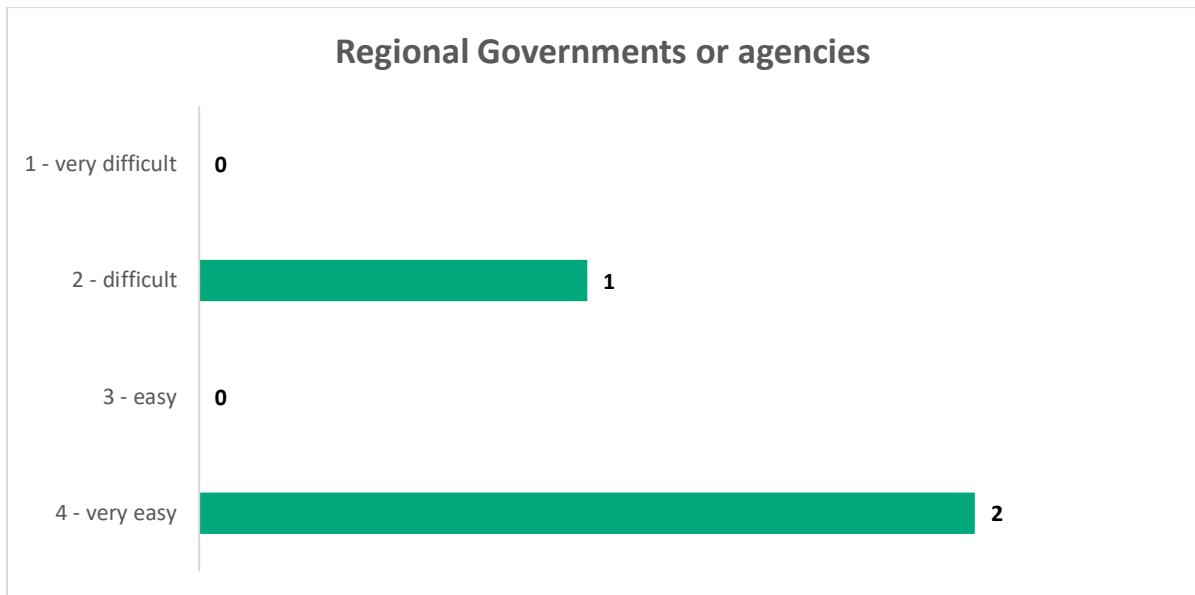


In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 57,14% (composed of 14,29% difficult and 42,86% very difficult), against 42,86% of easy (composed of 28,57% easy and 14,29% very easy).

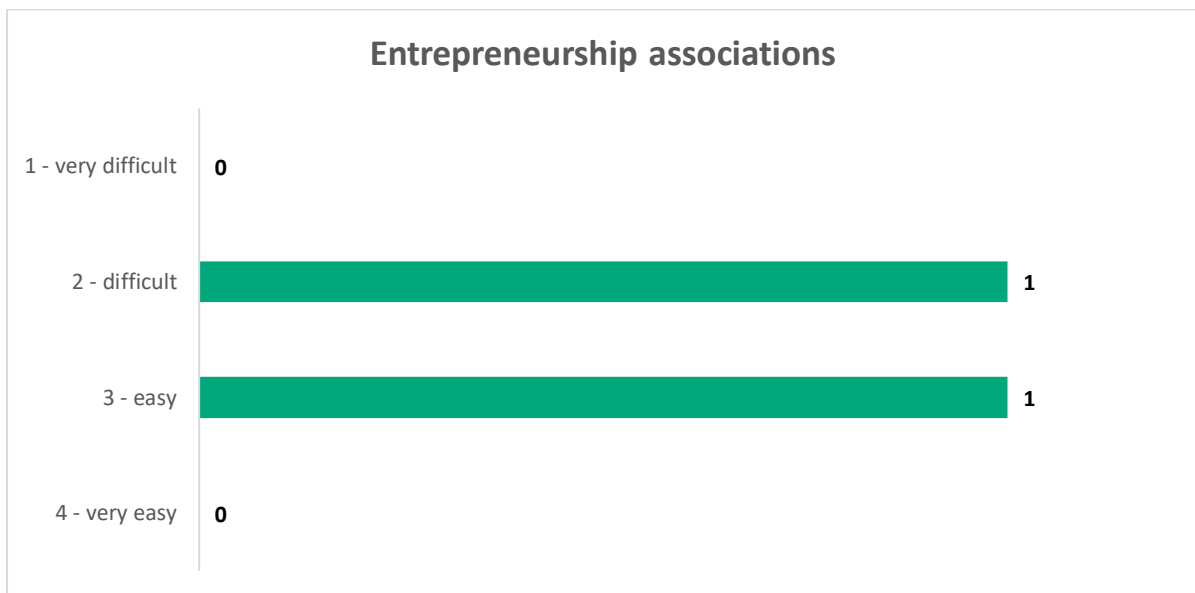


In the Veneto Region, the Regional Governments or agencies stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 33,33% (composed of 33,33% difficult and 0% very difficult), against 66,67% of easy (composed of 0% easy and 66,67% very easy).

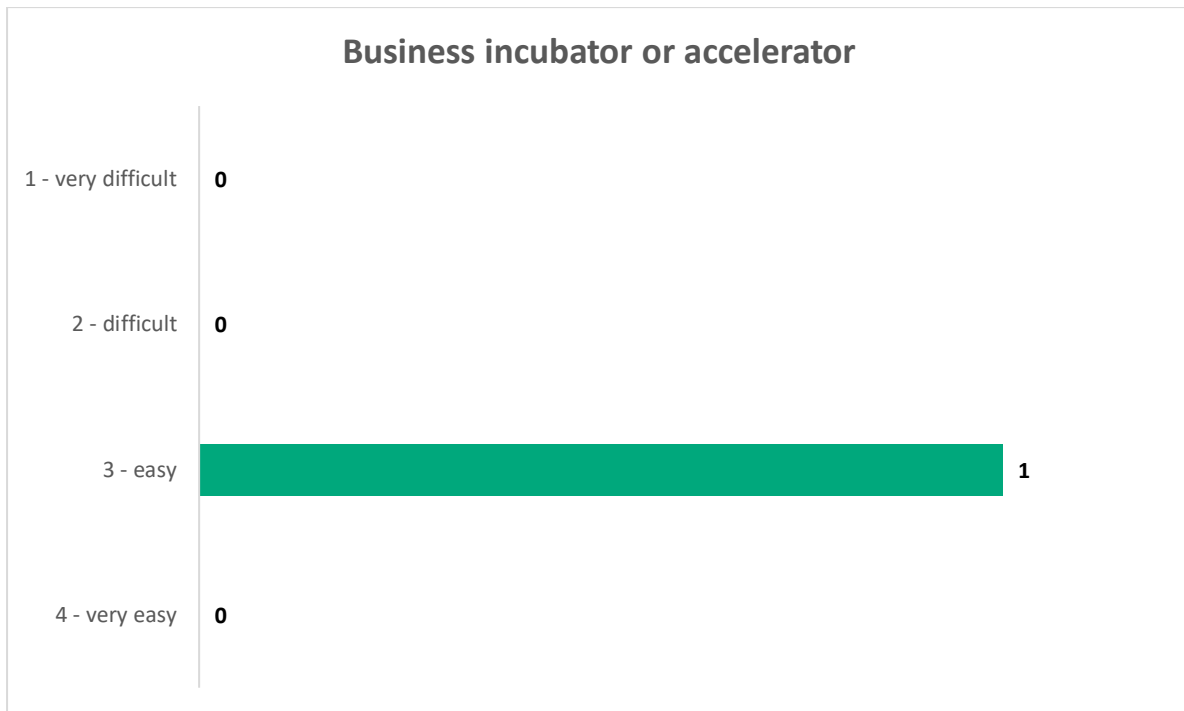
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In the Veneto Region, the Entrepreneurship associations stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 50% (composed of 50% difficult and 0% very difficult), against 50% of easy (composed of 50% easy and 0% very easy).

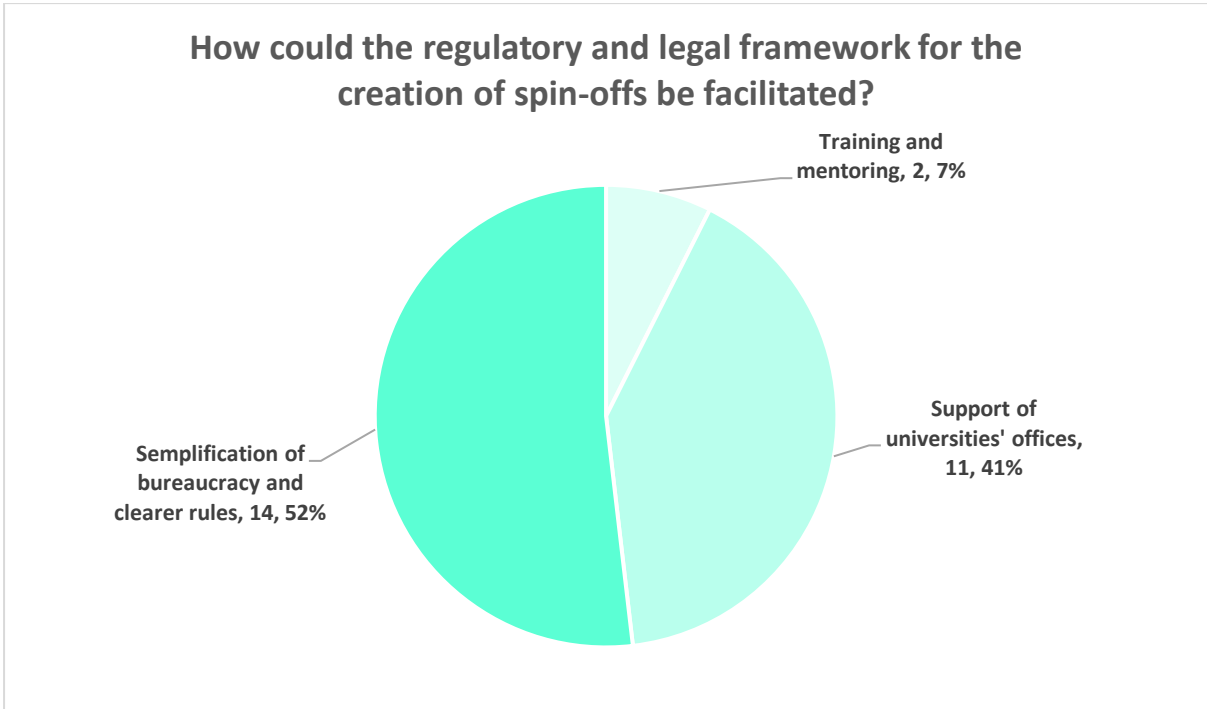


In the Veneto Region, the Business incubator or accelerator stated that for public researchers to set up a spin-off from an administrative and legal point of view is difficult with 0% (composed of 0% difficult and 0% very difficult), against 100% of easy (composed of 100% easy and 0% very easy).



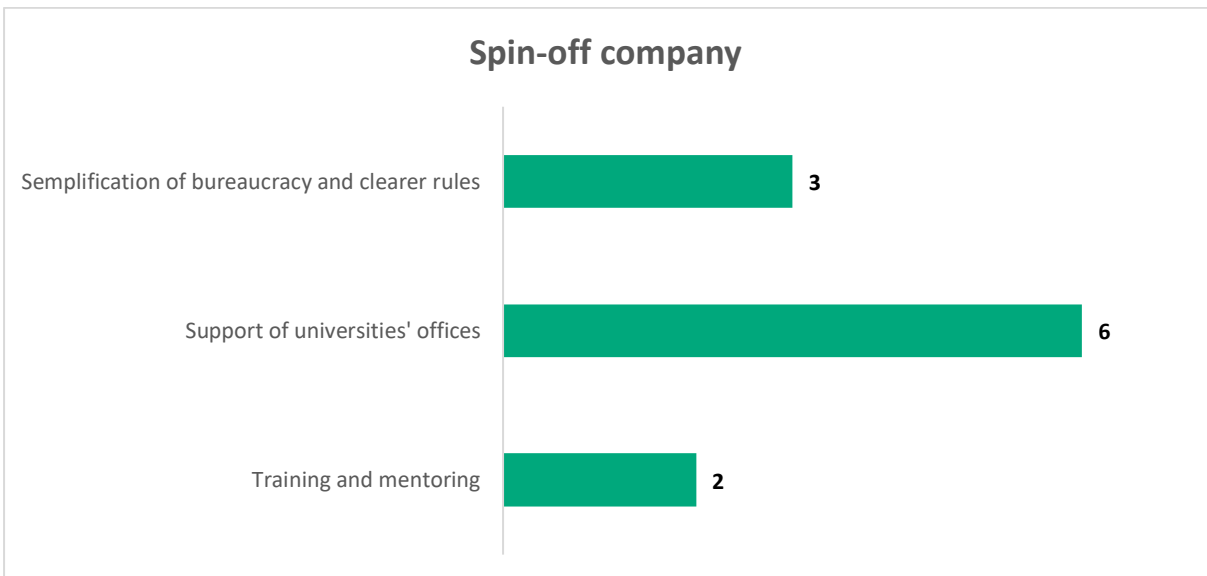
- **How could the regulatory and legal framework for the creation of spin-offs be facilitated?**

Among 27 respondents the answers were grouped into 3 macro groups of responses. As showed in the figure the stakeholders stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (52%), the support of universities' offices (41%), training and mentoring (7%).



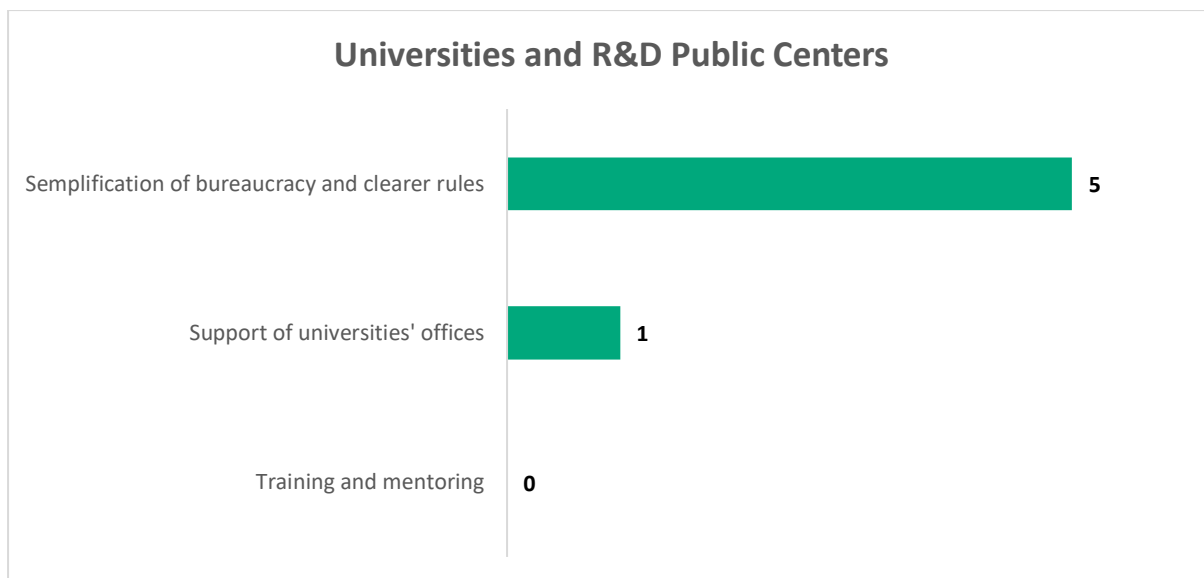
In the Veneto Region, the Spin-off companies stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (27,27%), the support of universities' offices (54,55%), training and mentoring (18,18%).

Among the Spin-off companies 3 respondents didn't answer to the question.



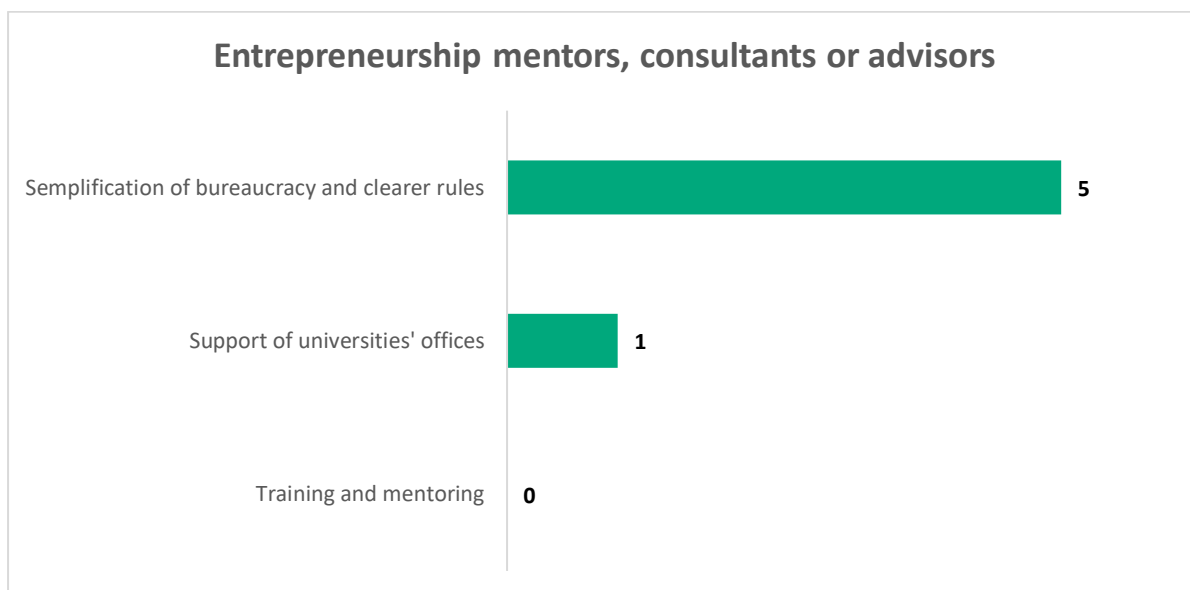
In the Veneto Region, the Universities and R&D Public Centers stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (83,33%), the support of universities' offices (16,67%), training and mentoring (0%).

Among the Universities and R&D Public Centers 2 respondents didn't answer to the question.



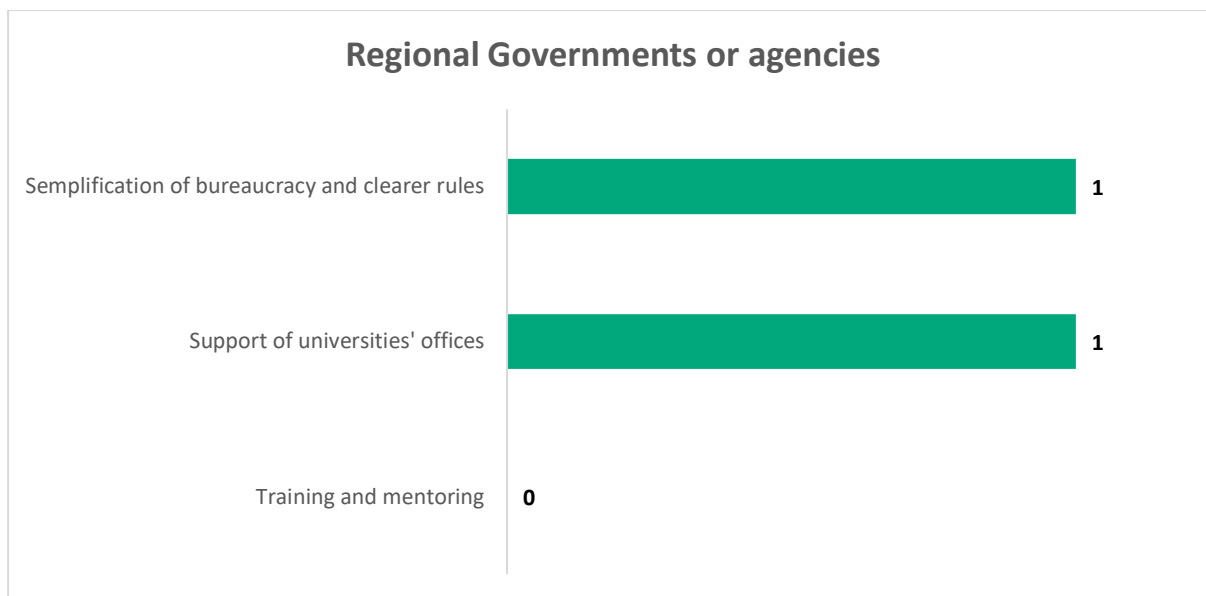
In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (83,33%), the support of universities' offices (16,67%), training and mentoring (0%).

Among the Entrepreneurship mentors, consultants or advisors 1 respondent didn't answer to the question.

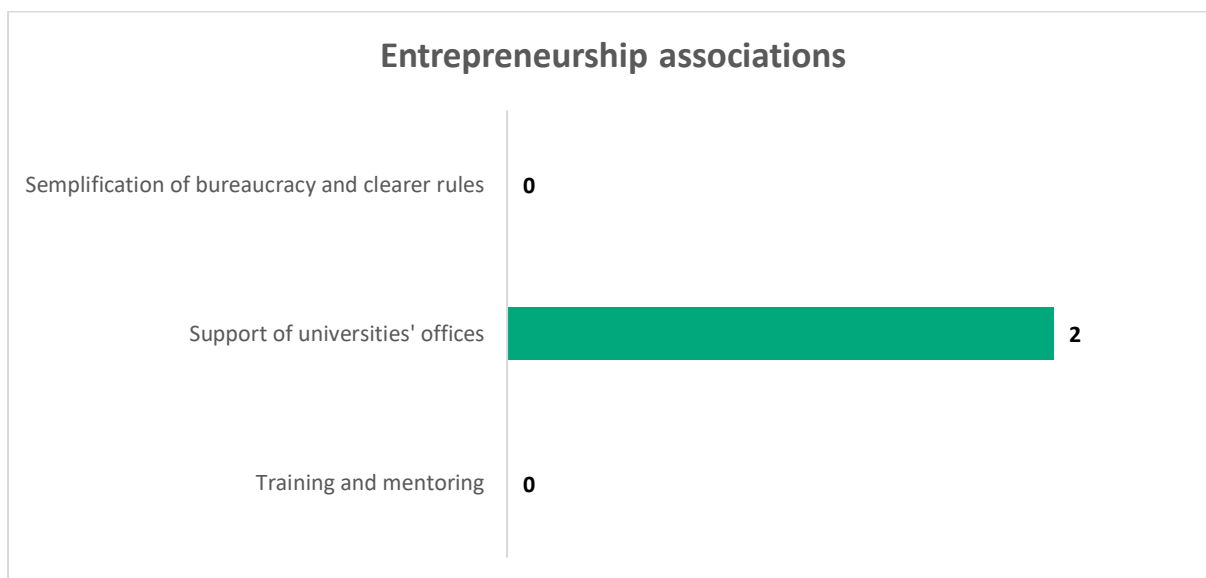


In the Veneto Region, the Regional Governments or agencies stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (50%), the support of universities' offices (50%), training and mentoring (0%).

Among the Regional Governments or agencies 1 respondent didn't answer to the question.



In the Veneto Region, the Entrepreneurship associations stated that the regulatory and legal framework for the creation of spin-offs could be facilitated with the simplification of bureaucracy and clearer rules (0%), the support of universities' offices (100%), training and mentoring (0%).



Among the Business incubator or accelerator 1 respondent didn't answer to the question.

Conclusions for this section

Overall, the Spin-off companies and the Universities and R&D Public Centers, from where usually public researchers are coming from, are aware of the legal framework that applies to spin-off in the Veneto Region. Regarding how easy it is for public researchers to set up a spin-off from an

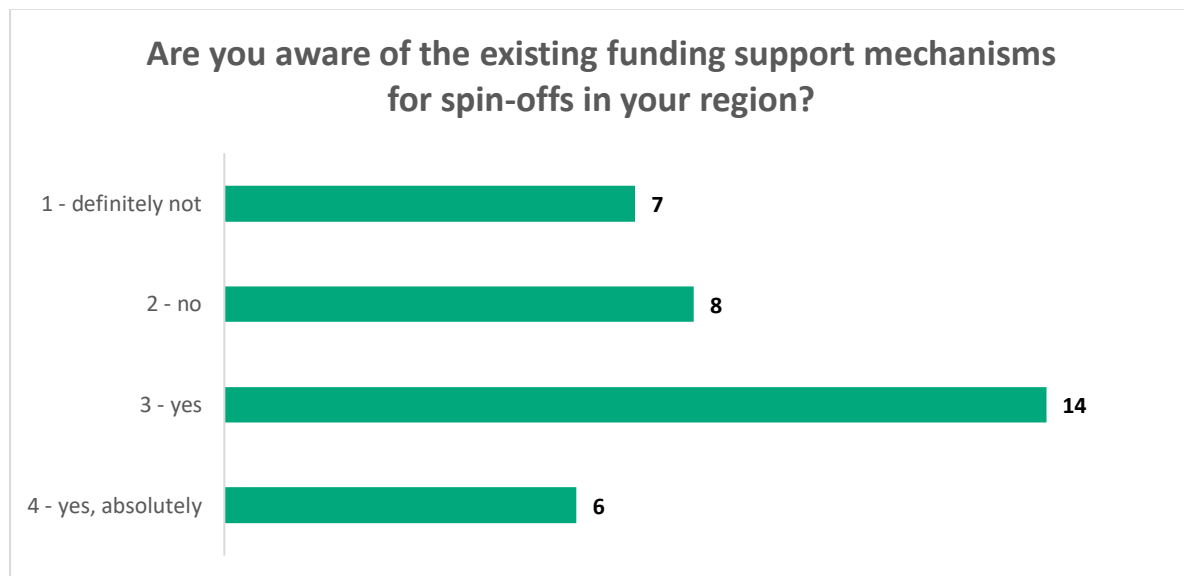
administrative and legal point of view, the Spin-off companies stated that it is mainly easy for them, meanwhile the Universities and R&D Public Centers declared that it is mostly difficult for them. This situation highlights the hard way that public researchers have to come through in order to learn all the administrative and legal framework to create and manage a spin-off. If the public researchers don't have a clear vision and knowledge of these framework then some spin-off opportunities could be missed due to this situation. The Veneto Region should take in consideration to improve the communication and the training among Universities and R&D Public Centers to support public researchers to create spin-offs.

The majority of stakeholders stated that the regulatory and legal framework for the creation of spin-offs should be facilitated by the simplification of bureaucracy and a clearer and easier communication of the current rules in the different frameworks.

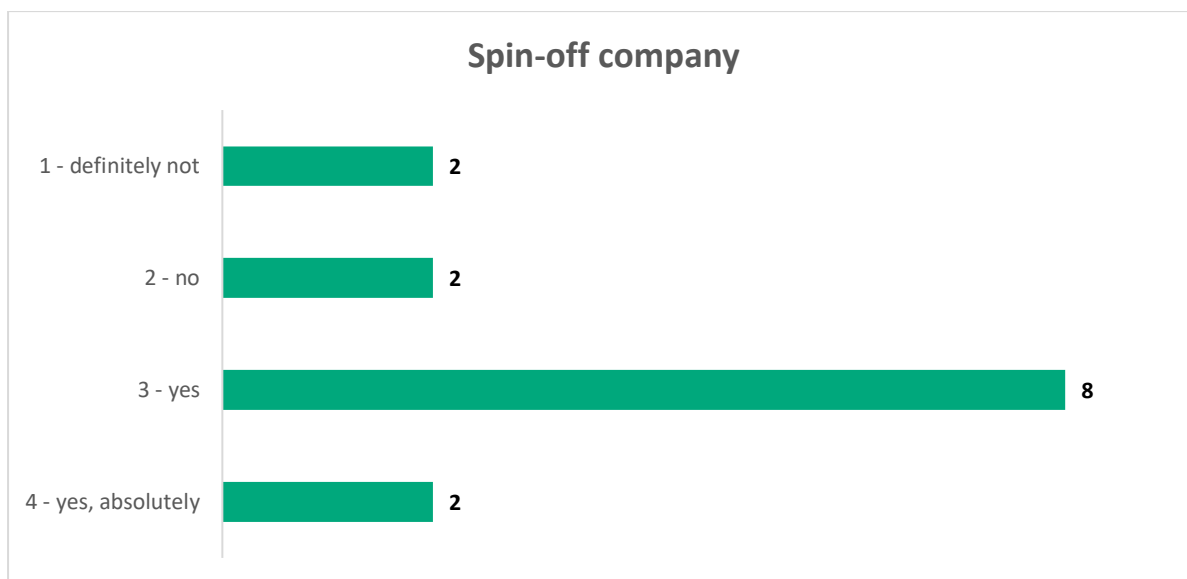
3.1.5 Funding and financing mechanisms

- **Are you aware of the existing funding support mechanisms for spin-offs in your region?**

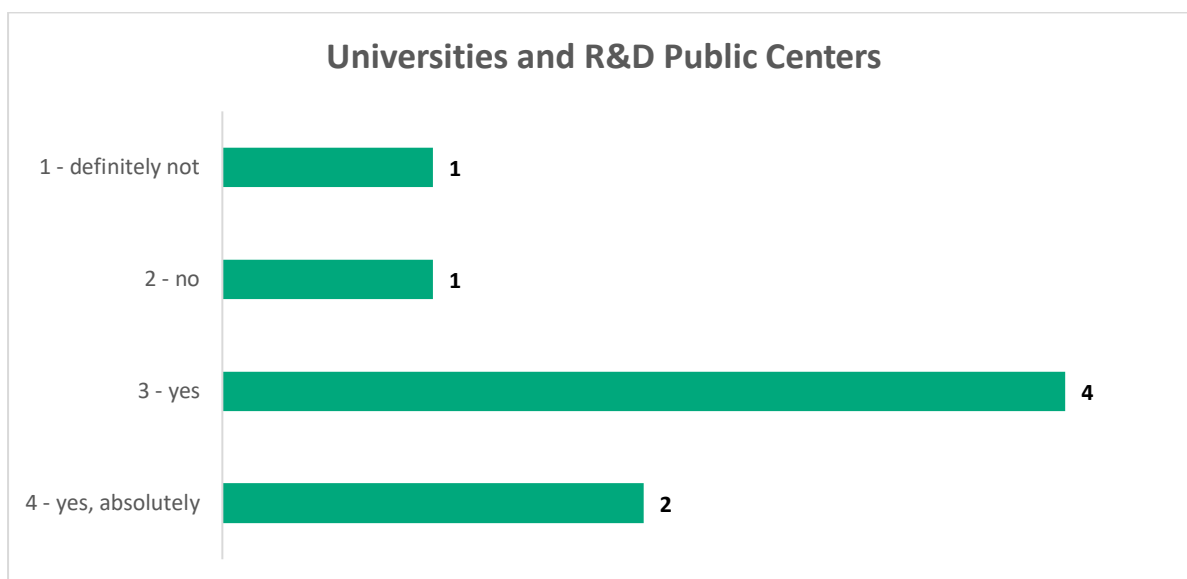
In this question, respondents were asked to rate how aware they are of the existing funding support mechanism for spin-offs in the Veneto Region on a scale of are 1 (definitely not) to 4 (yes, absolutely). On average, in Veneto Region, relevant stakeholders stated that they are aware of the existing fund support mechanism for spin-offs with 57,14% (composed of 40% of yes and 17,14% of yes, absolutely), against the not aware with 42,86% (composed of 22,86% of no and 20% of definitely not).



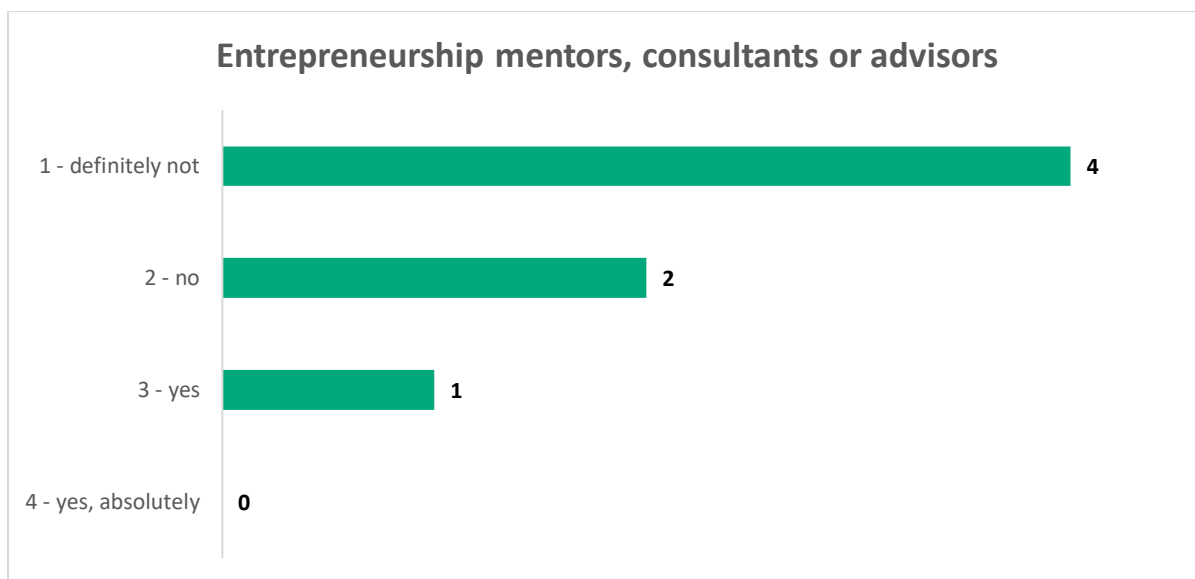
In Veneto Region, Spin-off companies stated that they are aware of the existing fund support mechanism for spin-offs with 71,43% (composed of 57,14% of yes and 14,29% of yes, absolutely), against the not aware with 28,57% (composed of 14,29% of no and 14,29% of definitely not).



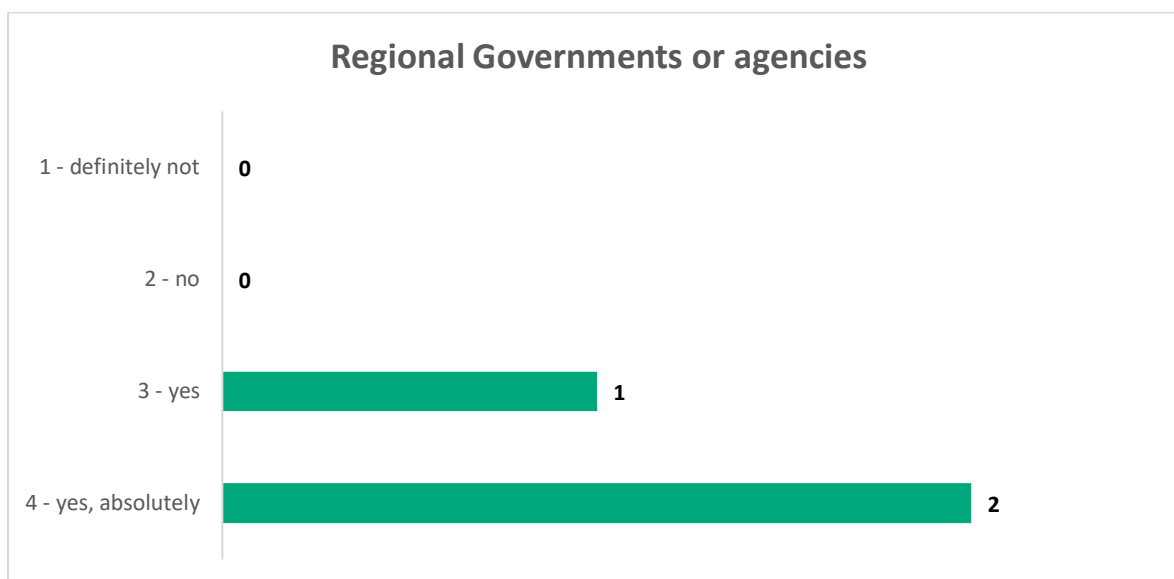
In Veneto Region, Universities and R&D Public Centers stated that they are aware of the existing fund support mechanism for spin-offs with 75% (composed of 50% of yes and 25% of yes, absolutely), against the not aware with 25% (composed of 12,50% of no and 12,50% of definitely not).



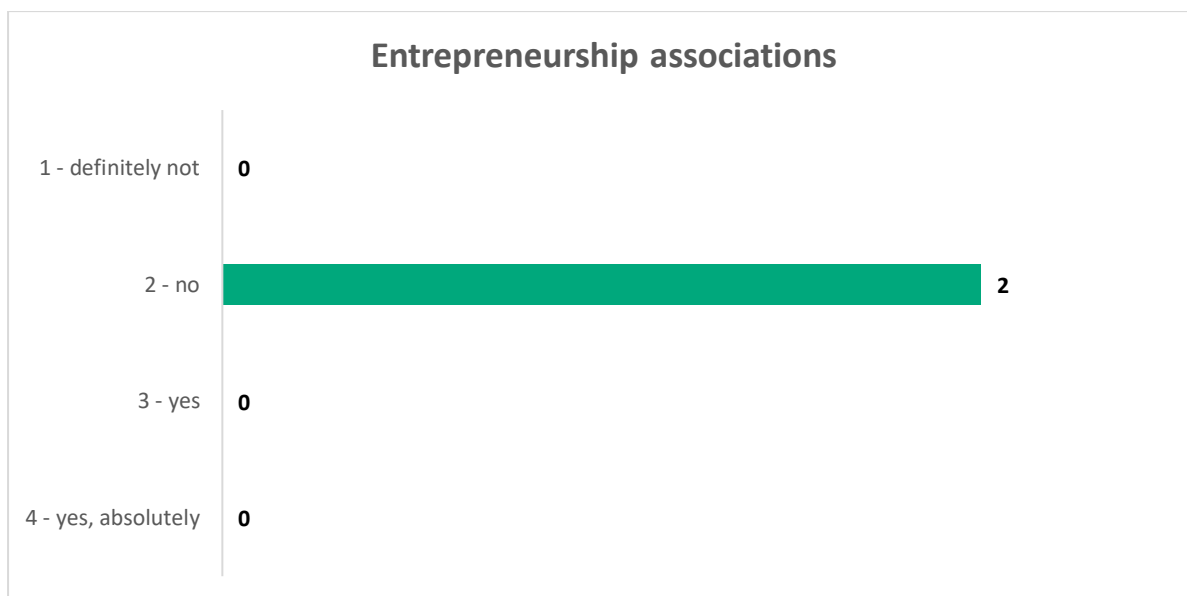
In Veneto Region, Entrepreneurship mentors, consultants or advisors stated that they are aware of the existing fund support mechanism for spin-offs with 14,29% (composed of 14,29% of yes and 0% of yes, absolutely), against the not aware with 85,71% (composed of 28,57% of no and 57,14% of definitely not).



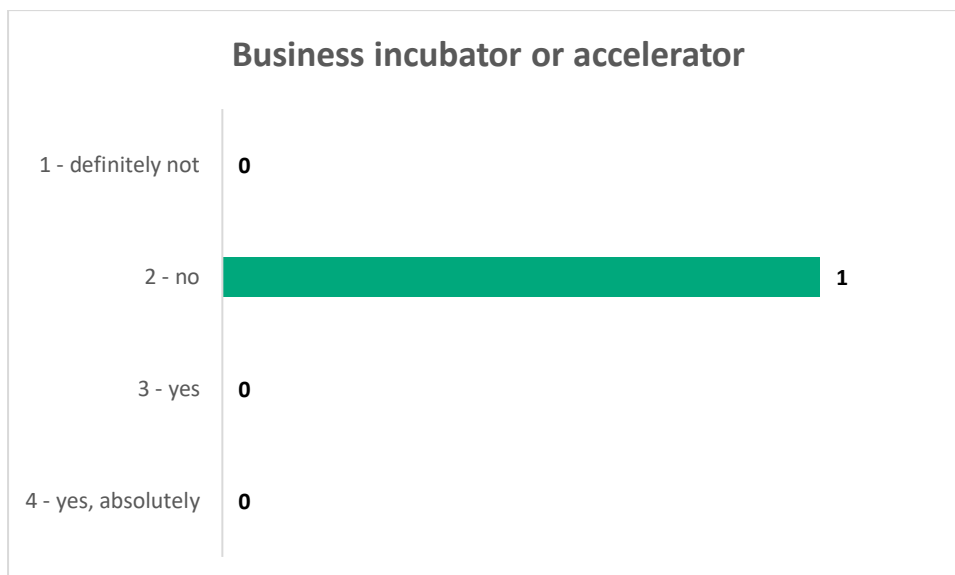
In Veneto Region, Regional Governments or agencies stated that they are aware of the existing fund support mechanism for spin-offs with 100% (composed of 66,67% of yes and 33,33% of yes, absolutely), against the not aware with 0% (composed of 0% of no and 0% of definitely not).



In Veneto Region, Entrepreneurship associations stated that they are aware of the existing fund support mechanism for spin-offs with 0% (composed of 0% of yes and 0% of yes, absolutely), against the not aware with 100% (composed of 100% of no and 0% of definitely not).



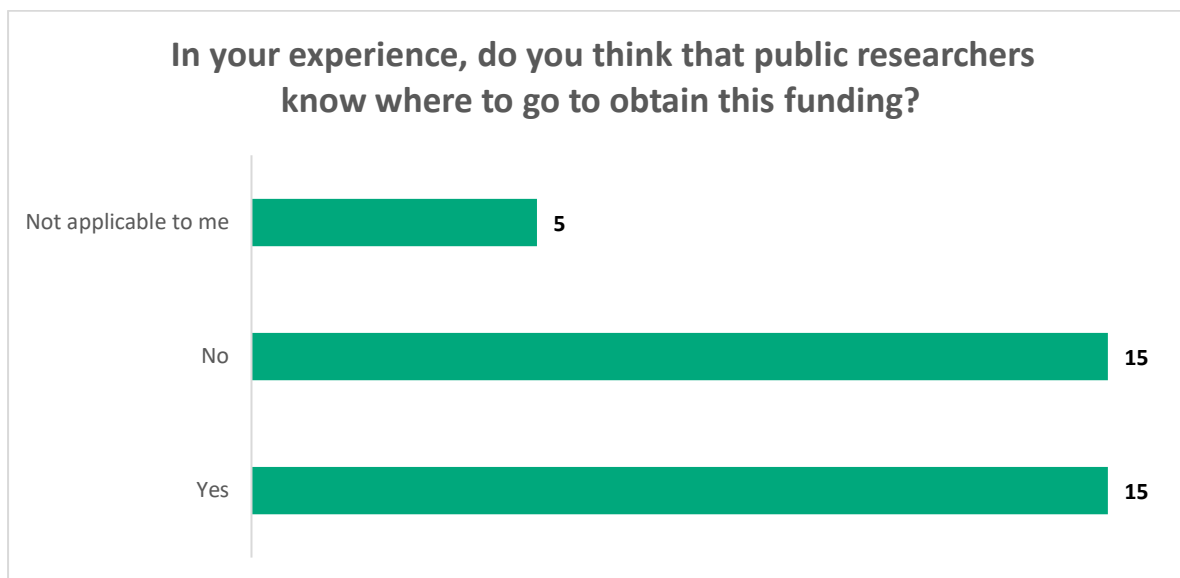
In Veneto Region, Business incubator or accelerator stated that they are aware of the existing fund support mechanism for spin-offs with 0% (composed of 0% of yes and 0% of yes, absolutely), against the not aware with 100% (composed of 100% of no and 0% of definitely not).



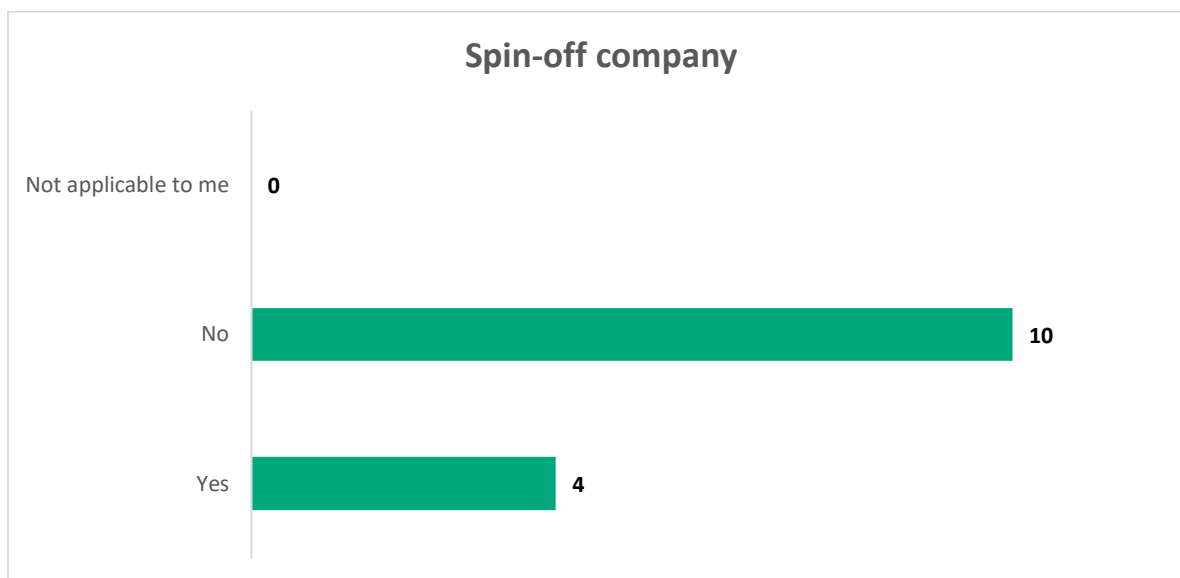
- **In your experience, do you think that public researchers know where to go to obtain this funding?**

In this question, respondents were asked to rate based on their experience if they think that public researchers know where to go to obtain this funding. The possible answers were yes, no, not applicable to me. In Veneto Region, relevant stakeholders stated that in their experience the public

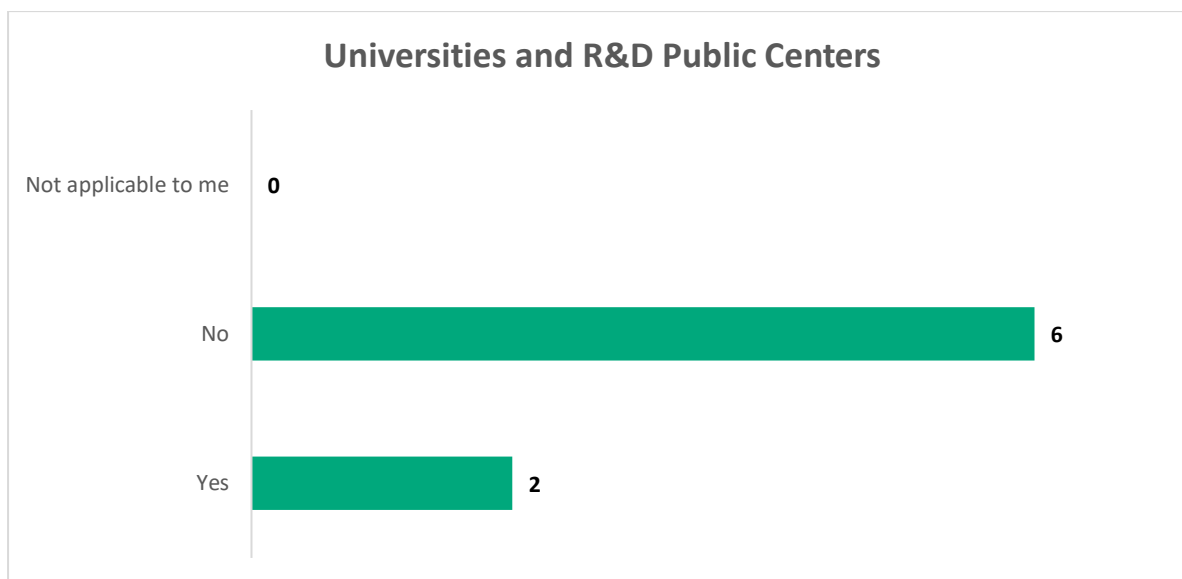
researchers equally know and don't know where to go to obtain this funding. The positive answer is 42,86%, the negative answer is 42,86% and the not applicable to me answer is 14,29%.



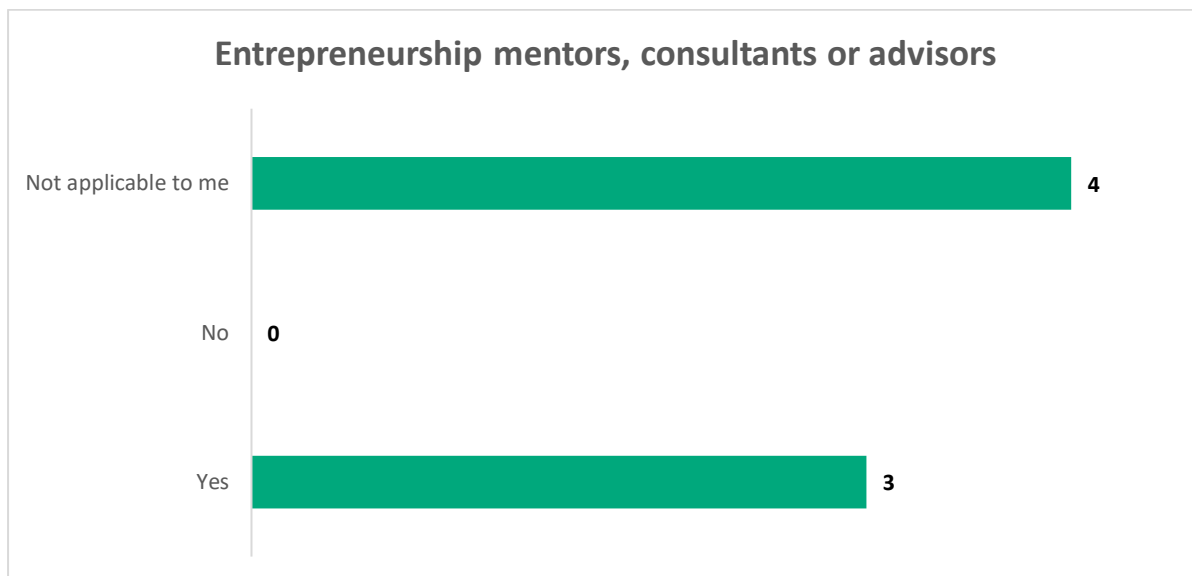
In the Veneto Region, the Spin-off companies stated the positive answer is 28,57%, the negative answer is 71,43% and the not applicable to me answer is 0%.



In the Veneto Region, the Universities and R&D Public Centers stated the positive answer is 25%, the negative answer is 75% and the not applicable to me answer is 0%.



In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated the positive answer is 42,86%, the negative answer is 0% and the not applicable to me answer is 57,14%.



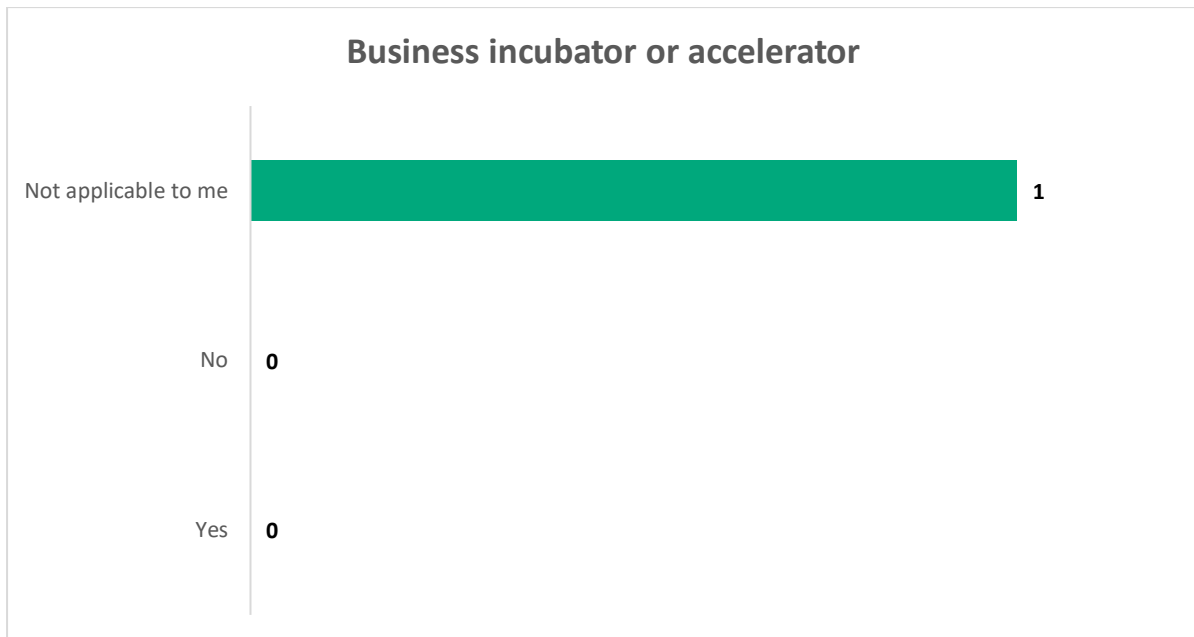
In the Veneto Region, the Regional Governments or agencies stated the positive answer is 100%, the negative answer is 0% and the not applicable to me answer is 0%.



In the Veneto Region, the Entrepreneurship associations stated the positive answer is 100%, the negative answer is 0% and the not applicable to me answer is 0%.



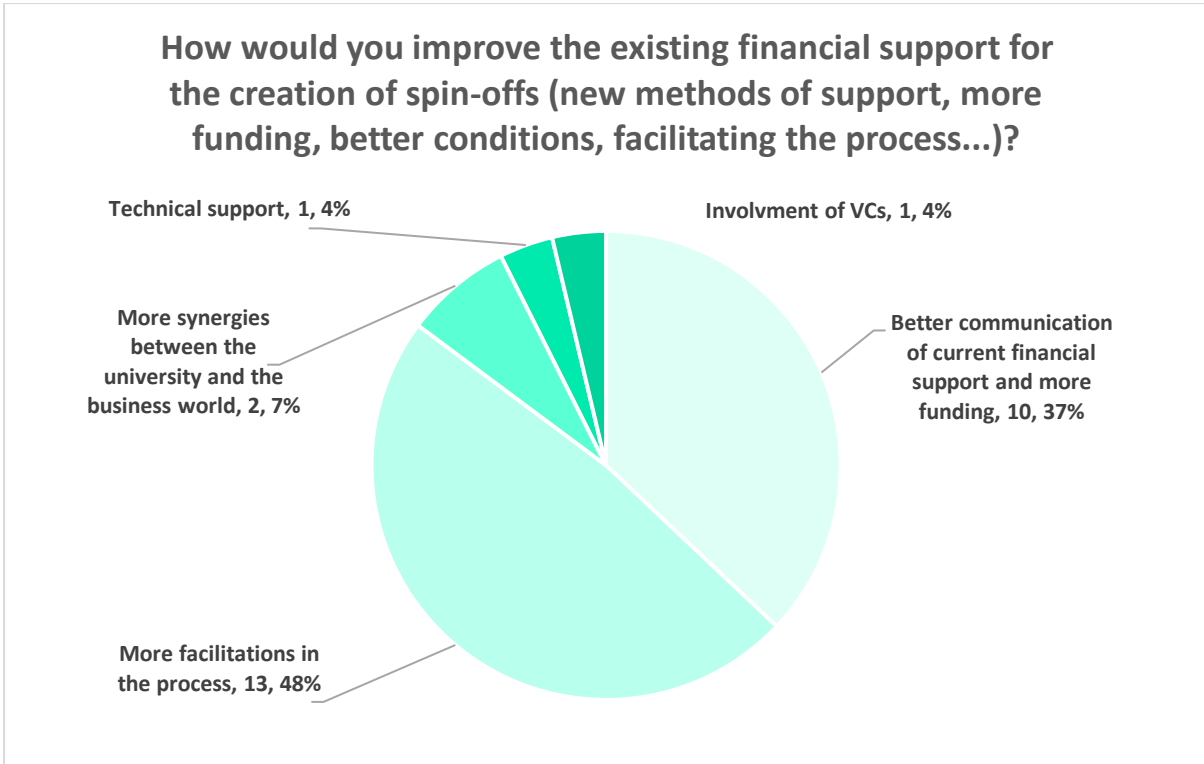
In the Veneto Region, the Business incubator or accelerator stated the positive answer is 0%, the negative answer is 0% and the not applicable to me answer is 100%.



- **How would you improve the existing financial support for the creation of spin-offs (new methods of support, more funding, better conditions, facilitating the process...)?**

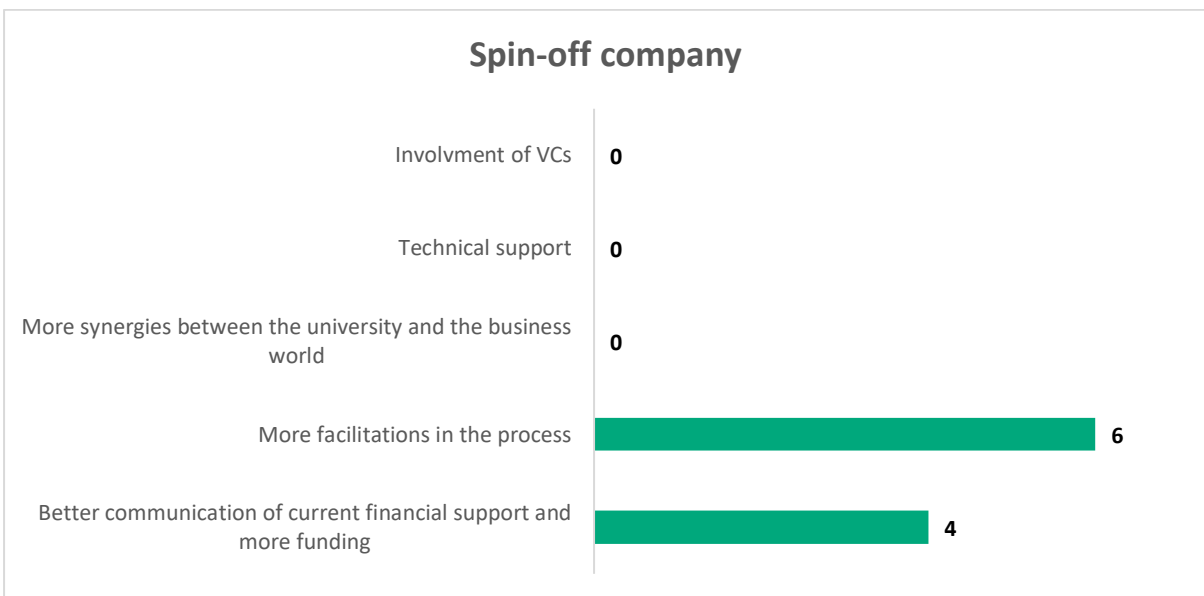
Among 27 respondents the answers were grouped into 5 macro groups of responses. As showed in the figure the stakeholders stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (48%); better communication of current financial support and more funding (37%); more synergies between the university and the business world (7%); more technical support (4%); the involvement of VCs (4%).

VIADUCT



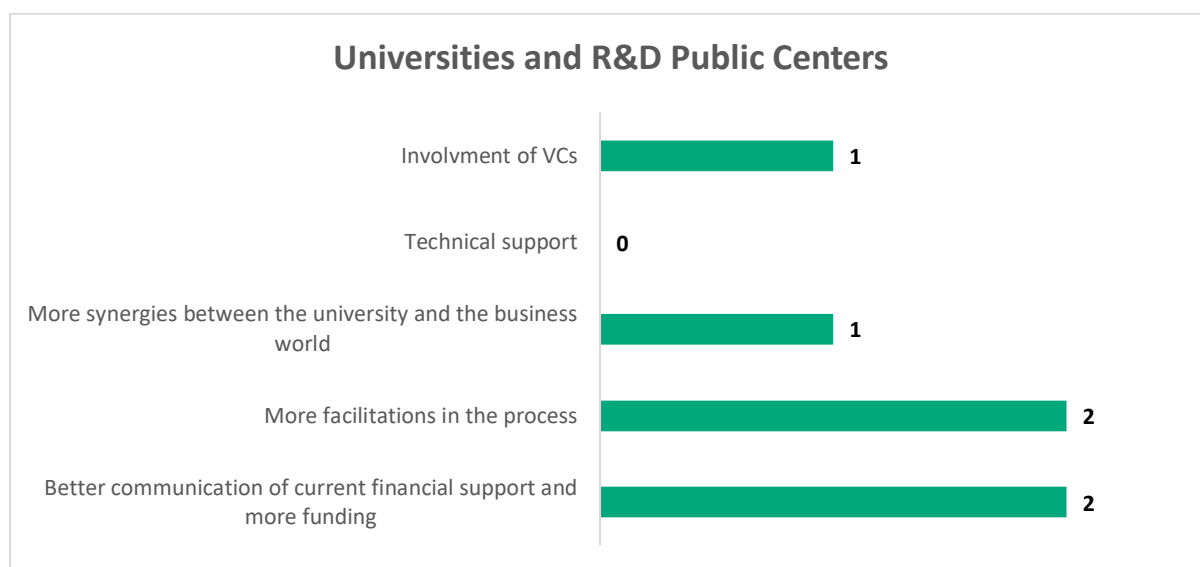
In the Veneto Region, the Spin-off companies stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (60%); better communication of current financial support and more finding (40%); more synergies between the university and the business world (0%); more technical support (0%); the involvement of VCs (0%).

Among the Spin-off companies 4 respondents didn't answer to the question.



In the Veneto Region, the Universities and R&D Public Centers stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (33,33%); better communication of current financial support and more finding (33,33%); more synergies between the university and the business world (16,67%); more technical support (0%); the involvement of VCs (16,67%).

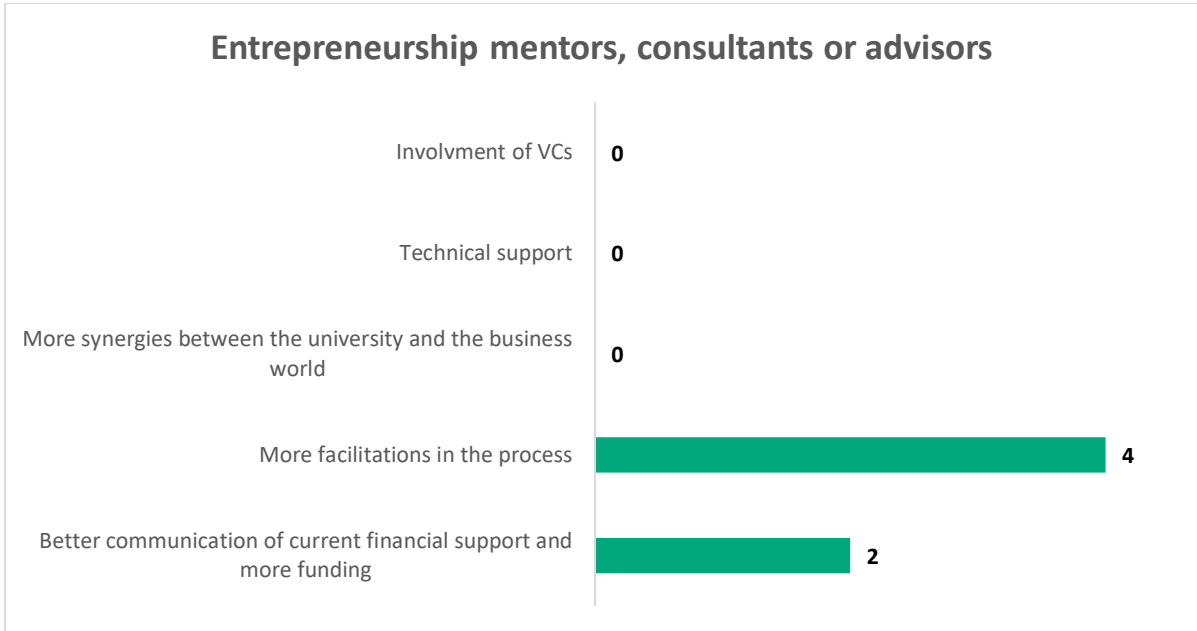
Among the Universities and R&D Public Centers 2 respondents didn't answer to the question.



In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (66,67%); better communication of current financial support and more finding (33,33%); more synergies between the university and the business world (0%); more technical support (0%); the involvement of VCs (0%).

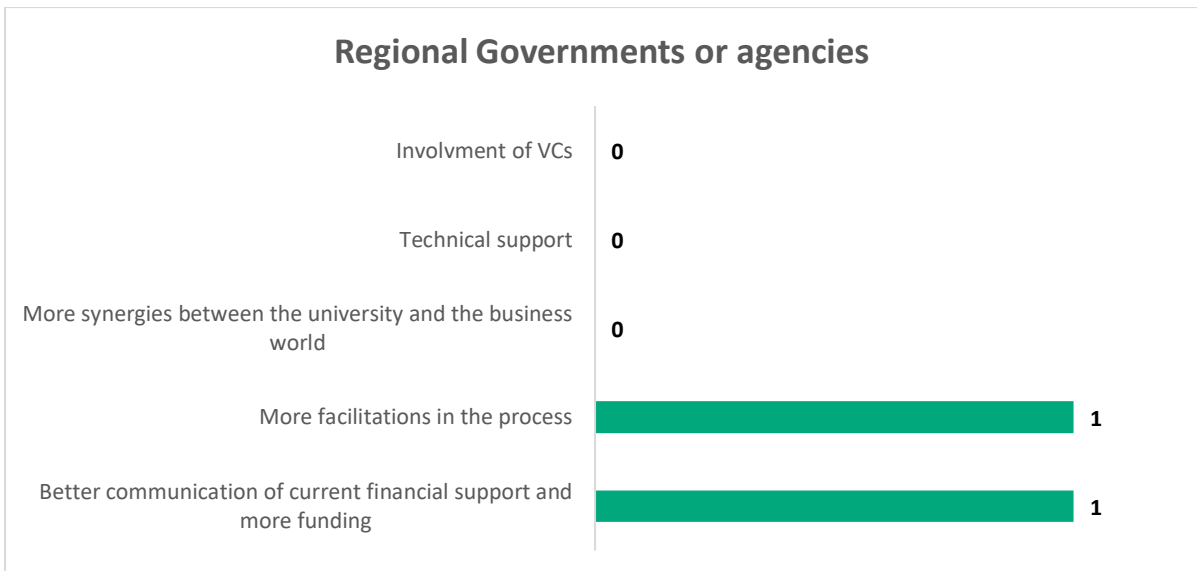
Among the Entrepreneurship mentors, consultants or advisors 1 respondent didn't answer to the question.

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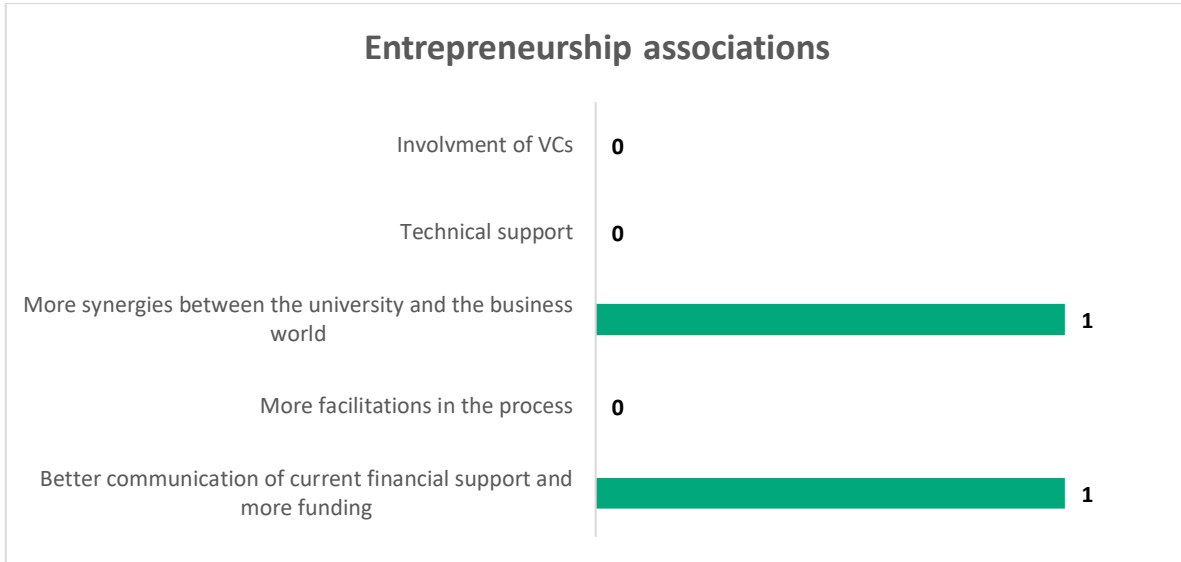
In the Veneto Region, the Regional Governments or agencies stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (50%); better communication of current financial support and more finding (50%); more synergies between the university and the business world (0%); more technical support (0%); the involvement of VCs (0%).

Among the Regional Governments or agencies 1 respondent didn't answer to the question.

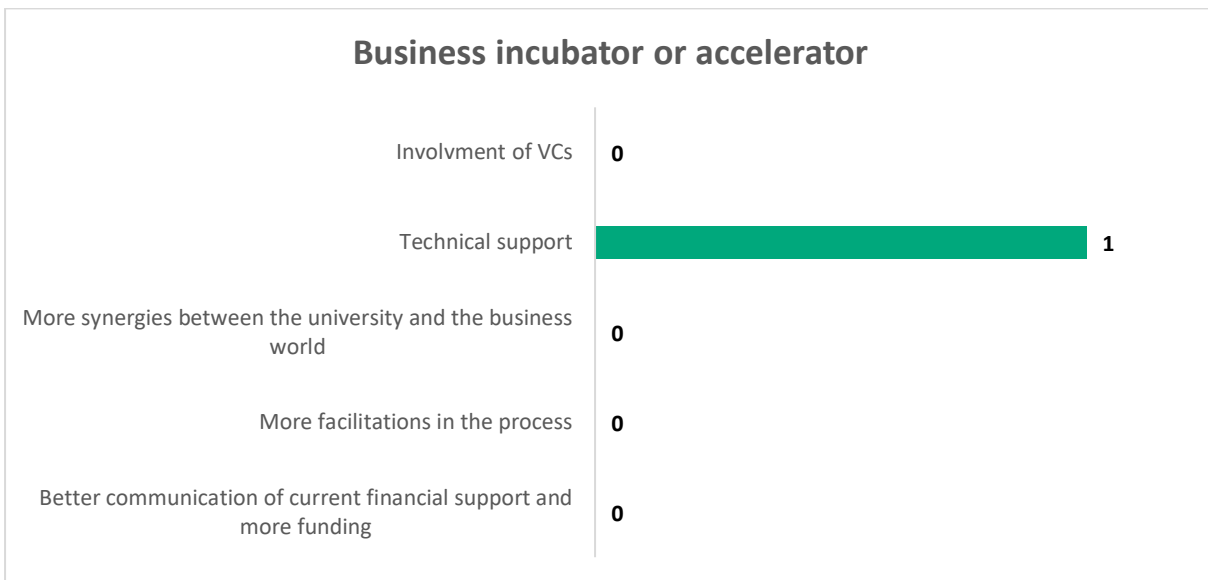


In the Veneto Region, the Entrepreneurship associations stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (0%); better communication of current financial support and more finding (50%); more synergies between the university and the business world (50%); more technical support (0%); the involvement of VCs (0%).

VIADUCT



In the Veneto Region, the Business incubator or accelerator stated that they would improve the existing financial support for the creation of spin-offs through more facilitations in the process (0%); better communication of current financial support and more finding (0%); more synergies between the university and the business world (0%); more technical support (100%); the involvement of VCs (0%).



Conclusions for this section

A good highlight for the Spin-off companies is that they know where to look at in order to search for the existing funding support mechanism for spin-offs in the Veneto Region. On the other hand, by the experience of the stakeholders public researchers equally know and don't know where to go to obtain this funding. In particular, Spin-off companies and Universities and R&D Public Centers mostly don't know where to go to obtain this fundings.

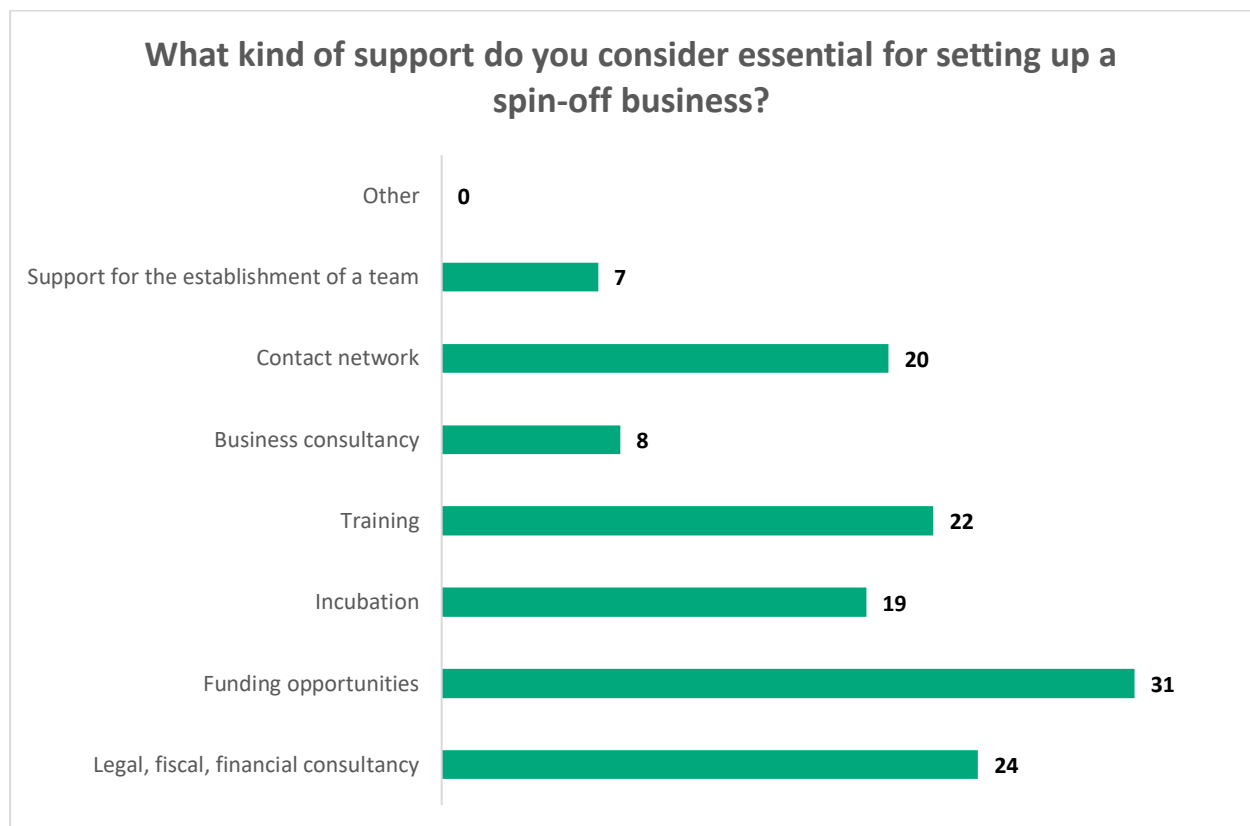
The critical points are mostly two: the need of more fundings and the need of more facilitations in the process to get to the fundings, to use them and to manage them.

3.1.6 Business creation and consolidation

- **What kind of support do you consider essential for setting up a spin-off business?**

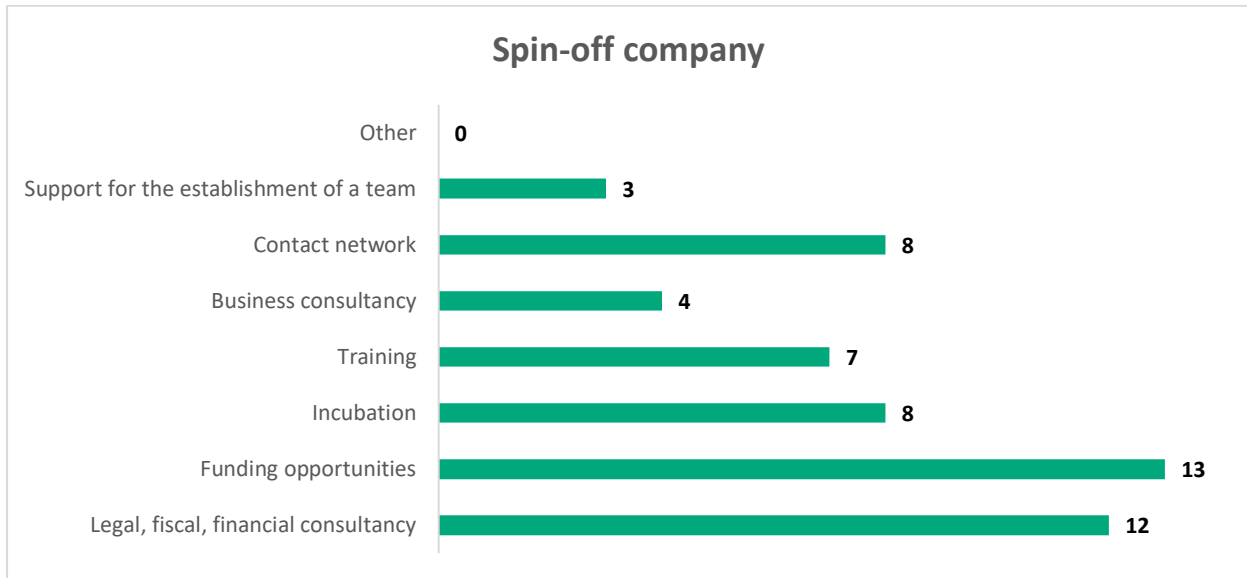
In this question, respondents were asked to choose maximum four kind of support that they consider essential for setting up a spin-off business among 8 options. The options are: legal, fiscal, financial consultancy; funding opportunities; incubation; training; business consultancy; contact network; support for the establishment of a team; other.

Among the 35 answers the following option was not selected: other. The total of answers selected is 131 by the 35 respondents. The stakeholders stated that would consider essential for setting up a spin-off business the following kind of support: funding opportunities (23,66%); legal, fiscal, financial consultancy (18,32%); training (16,79%); contact network (15,27%); incubation (14,50%); business consultancy (6,11%); support for the establishment of a team (5,34%).

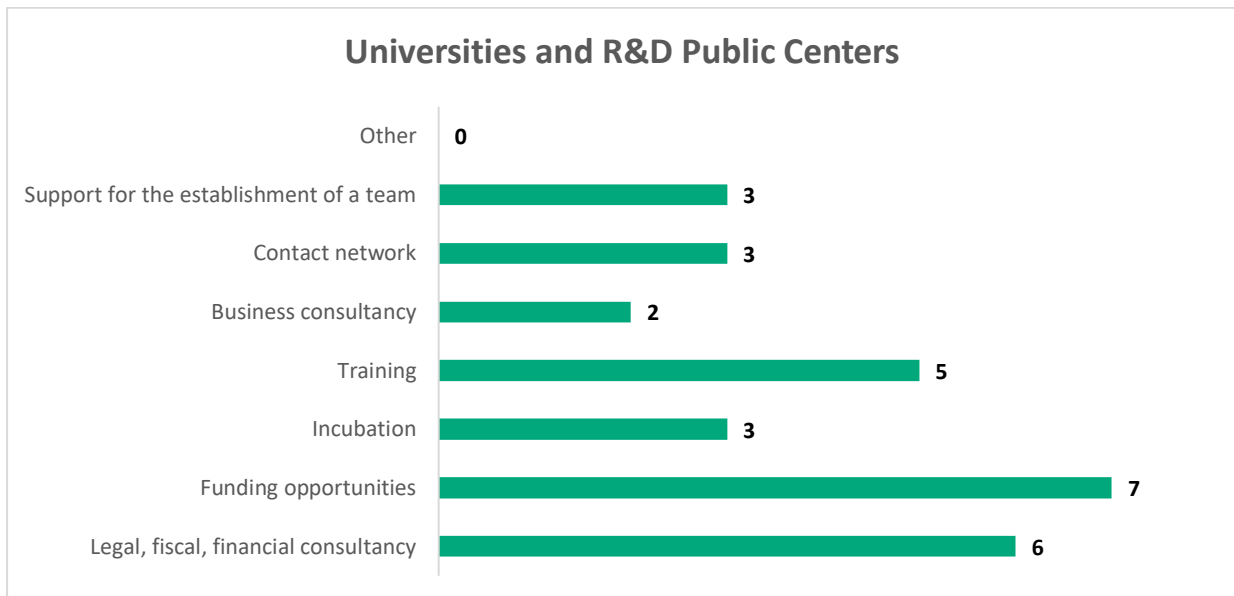


In Veneto Region the Spin-off companies stated that would consider essential for setting up a spin-off business the following kind of support: funding opportunities (23,64%); legal, fiscal, financial

consultancy (21,82%); contact network (14,55%); incubation (14,55%); training (12,73%); business consultancy (7,27%); support for the establishment of a team (5,45%).

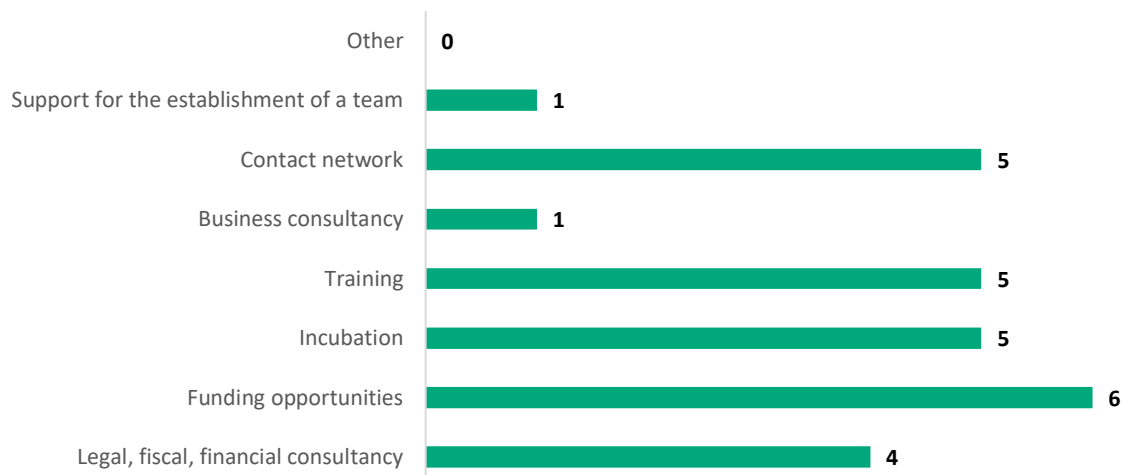


In Veneto Region the Universities and R&D Public Centers stated that would consider essential for setting up a spin-off business the following kind of support: funding opportunities (24,14%); legal, fiscal, financial consultancy (20,69%); training (17,24%); support for the establishment of a team (10,34%); contact network (10,34%); incubation (10,34%); business consultancy (6,90%).



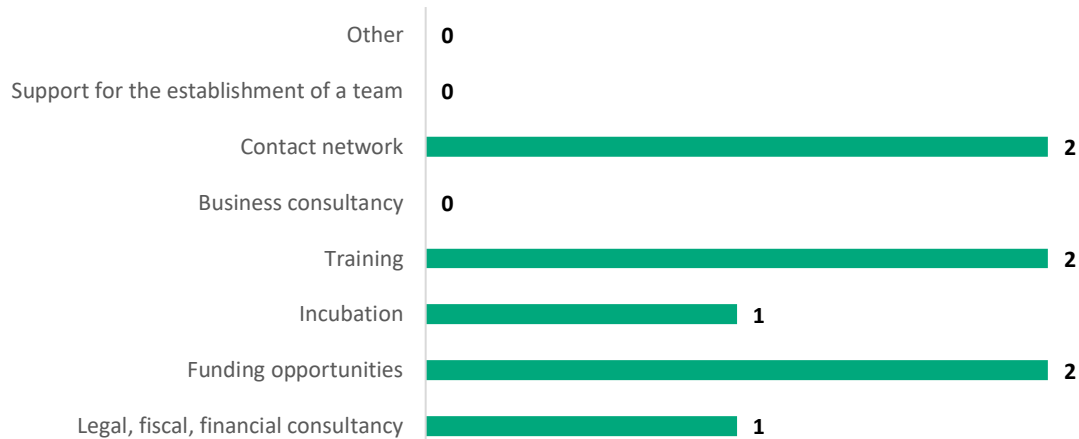
In Veneto Region the Entrepreneurship mentors, consultants or advisors stated that would consider essential for setting up a spin-off business the following kind of support: funding opportunities (22,22%); contact network (18,52%); training (18,52%); incubation (18,52%); legal, fiscal, financial consultancy (14,81%); support for the establishment of a team (3,70%); business consultancy (3,70%).

Entrepreneurship mentors, consultants or advisors



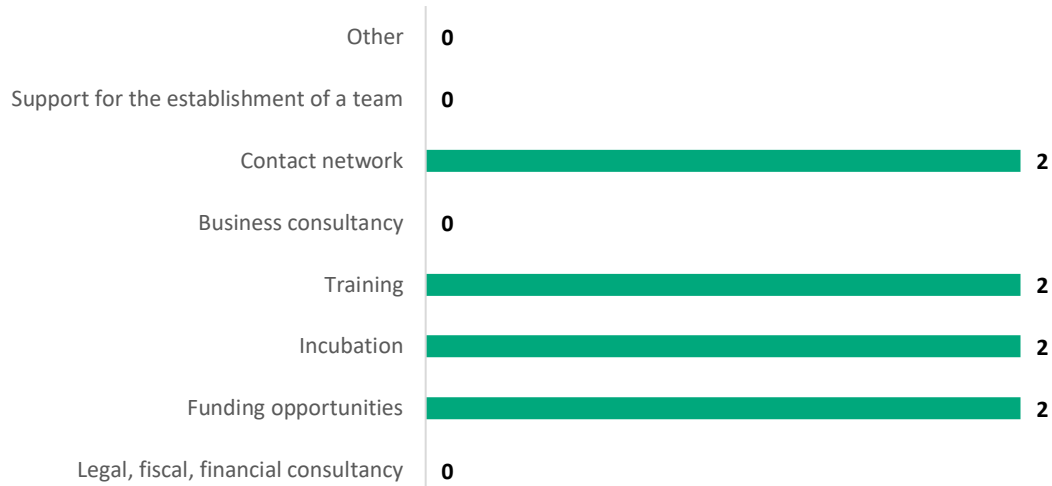
In Veneto Region Regional Governments or agencies stated that would consider essential for setting up a spin-off business the following kind of support: contact network (25%); training (12.50%); funding opportunities (25%); incubation (12.50%); legal, fiscal, financial consultancy (12.50%).

Regional Governments or agencies



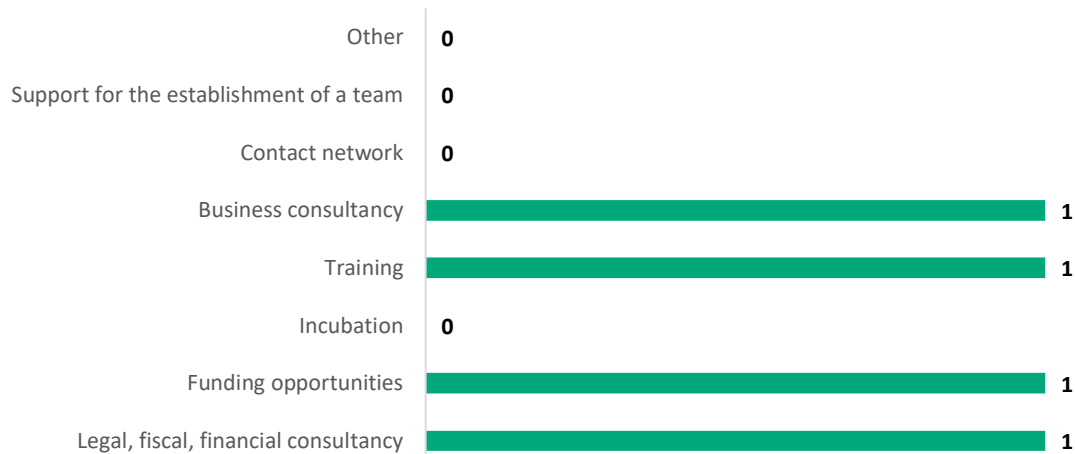
In Veneto Region the Entrepreneurship associations stated that would consider essential for setting up a spin-off business the following kind of support: contact network (25%); training (25%); incubation (25%); funding opportunities (25%).

Entrepreneurship associations



In Veneto Region the Business incubator or accelerator stated that would consider essential for setting up a spin-off business the following kind of support: business consultancy (25%); training (25%); funding opportunities (25%); legal, fiscal, financial consultancy (25%).

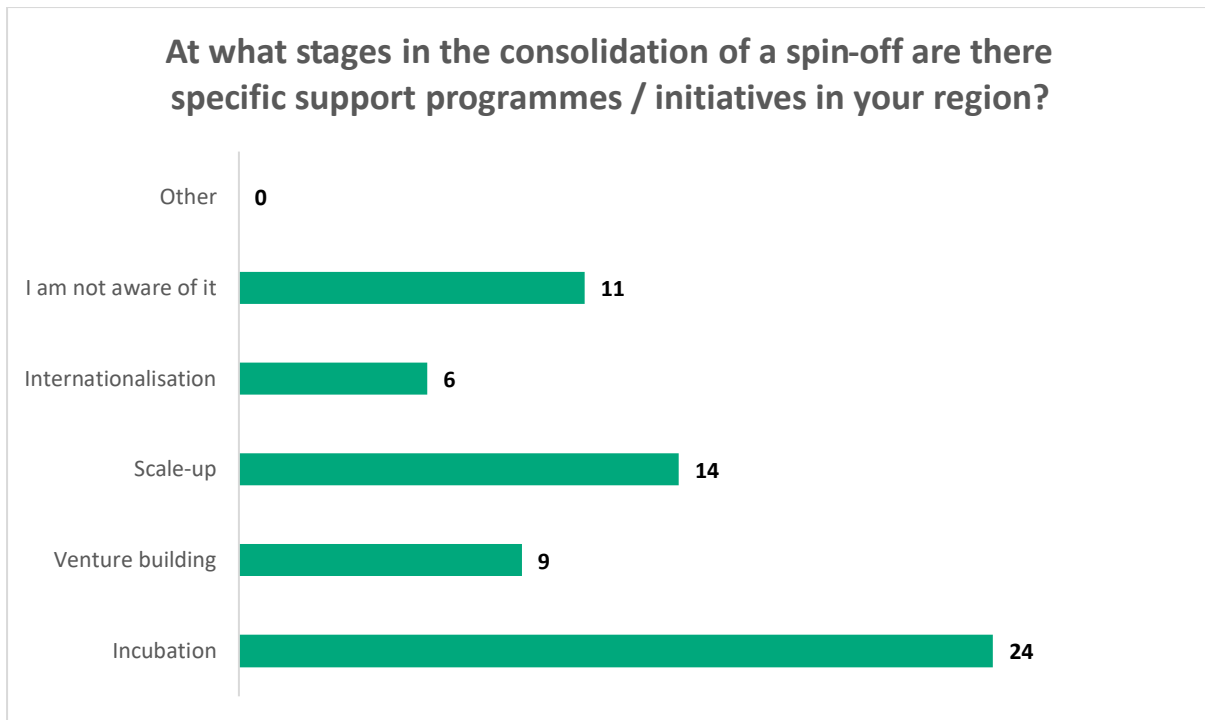
Business incubator or accelerator



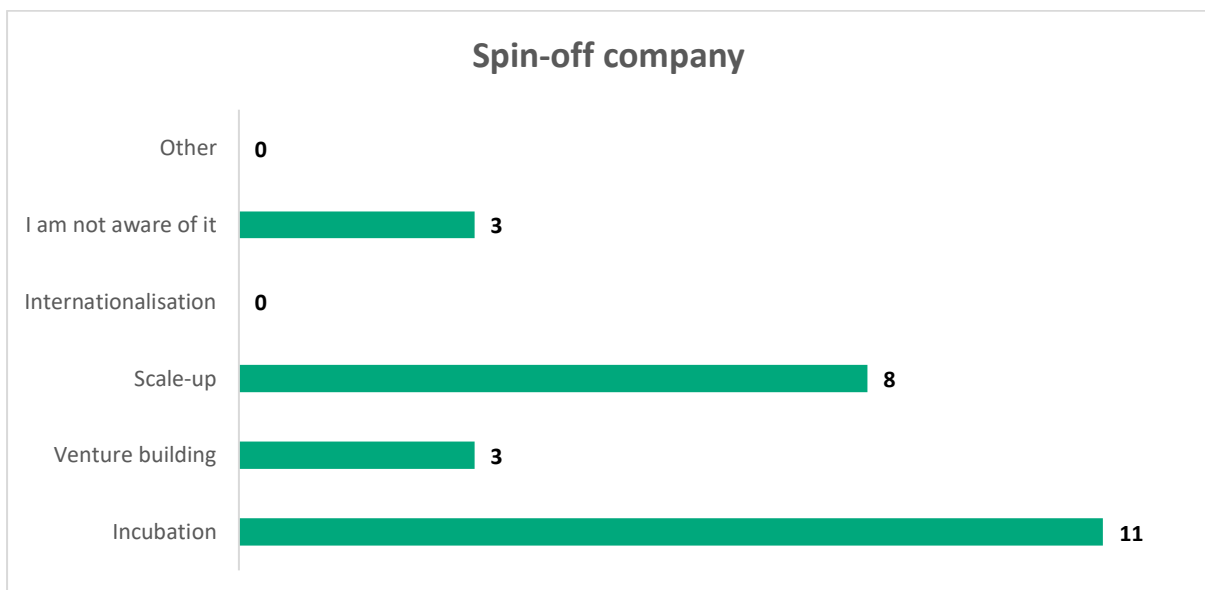
- **At what stages in the consolidation of a spin-off are there specific support programmes / initiatives in your region?**

In this question, respondents were asked to choose at what stages in the consolidation of a spin-off are there specific support programmes/initiatives in the Veneto region among 6 options. The options are: incubation; venture building; scale-up, internationalisation; I am not aware of it, other.

Among the 35 answers the following option was not selected: other. The total of answers selected is 64 by the 35 respondents. The stakeholders stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: incubation (37,50%); scale-up (21,88%); I am not aware of it (17,19%); venture building (14,06%); internationalisation (9,38%).

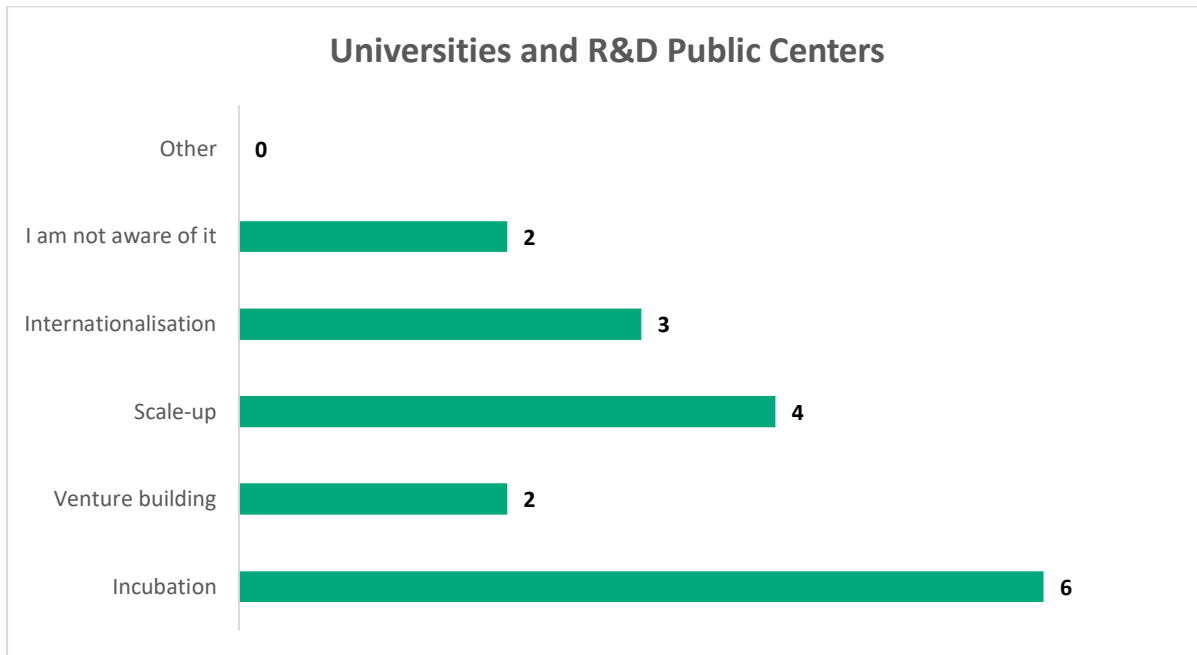


The Spin-off companies stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: incubation (44%); scale-up (32%); I am not aware of it (12%); venture building (12%).

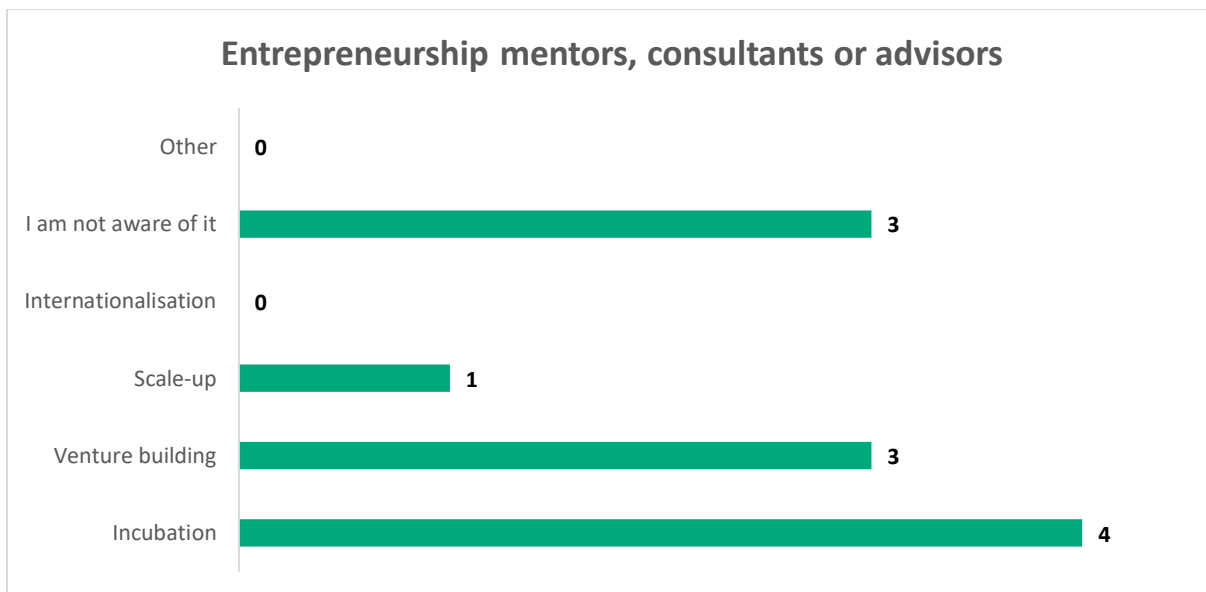


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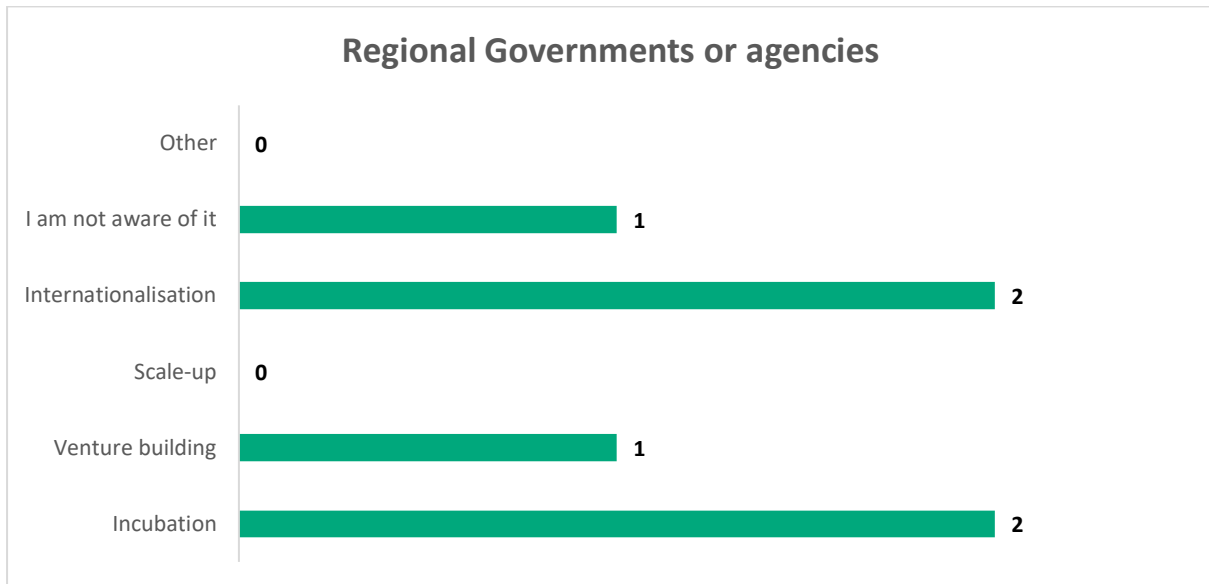
The Universities and R&D Public Centers stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: incubation (35,29%); scale-up (23,53%); internationalisation (17,65%); I am not aware of it (11,76%); venture building (11,76%).



The Entrepreneurship mentors, consultants or advisors stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: incubation (36,36%); I am not aware of it (27,27%); venture building (27,27%); scale-up (9,09%).



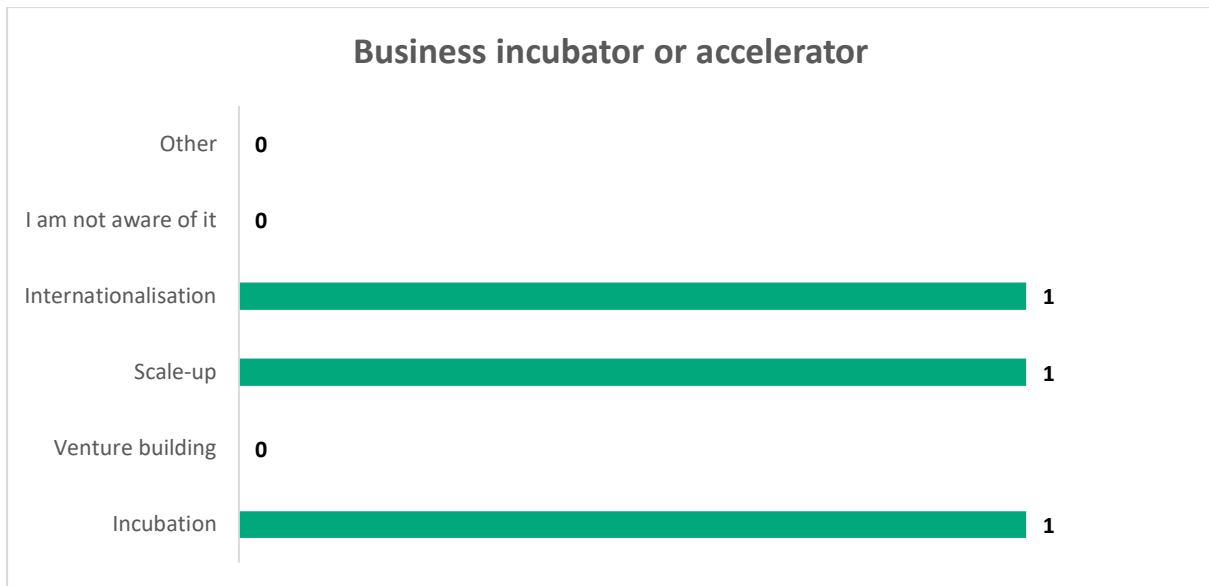
The Regional Governments or agencies stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: internationalisation (33,33%); incubation (33,33%); I am not aware of it (16,67%); venture building (16,67%).



The Entrepreneurship associations stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: I am not aware of it (100%).



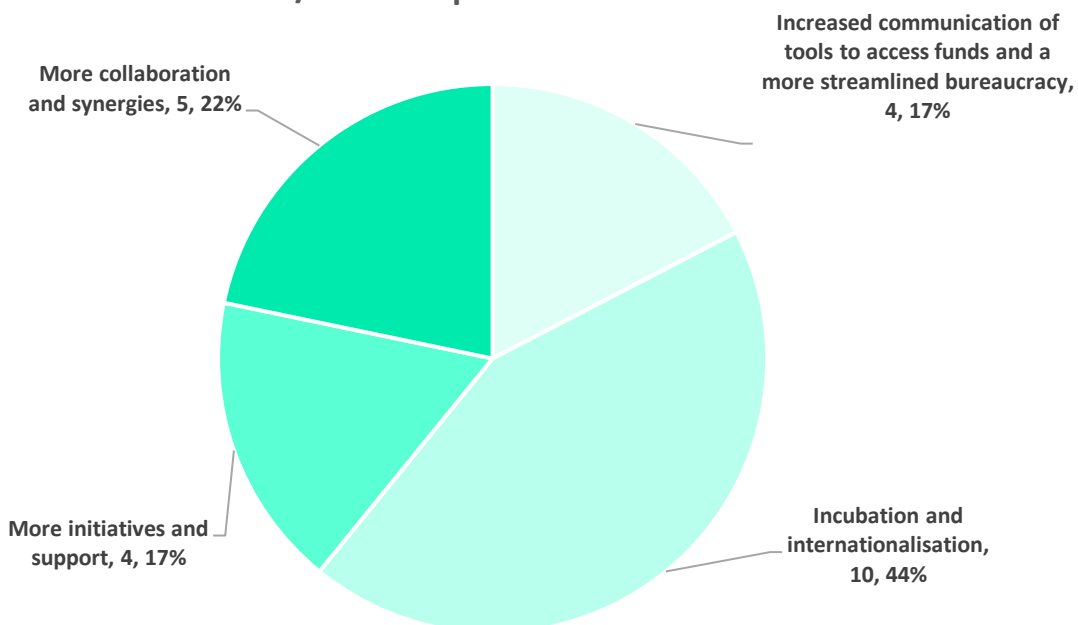
The Entrepreneurship associations stated that in the Veneto Region there are the following specific support programmes/initiatives for the consolidation of a spin-off: internationalisation (33,33%); scale-up (33,33%); incubation (33,33%).



- **What do you miss in your regional policy to consolidate and/or scale spin-off businesses?**

Among 23 respondents the answers were grouped into 4 macro groups of responses. As showed in the figure the stakeholders stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: more incubation and internationalisation (44%); more collaboration and synergies (22%); more communication of tools to access funds and a more streamlined bureaucracy (17%); more initiatives and support (17%).

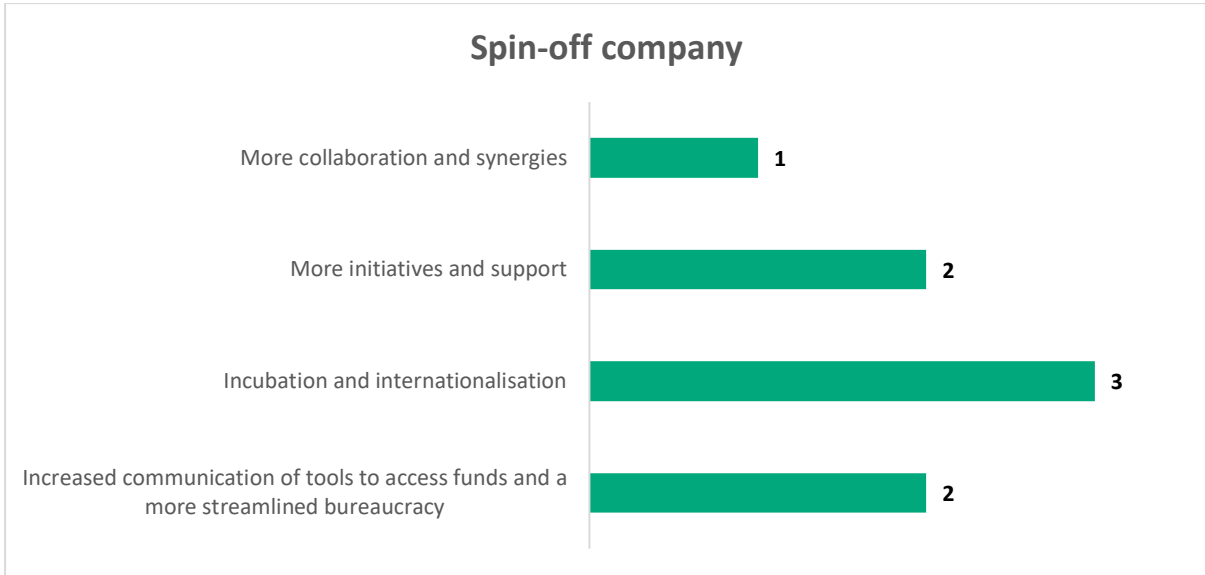
What do you miss in your regional policy to consolidate and/or scale spin-off businesses?



In the Veneto Region, the Spin-off companies stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: incubation and internationalisation (37,50%); more initiatives and support (25%); increased communication of tools to access funds and a more streamlined bureaucracy (25%); more collaboration and synergies (12,50%).

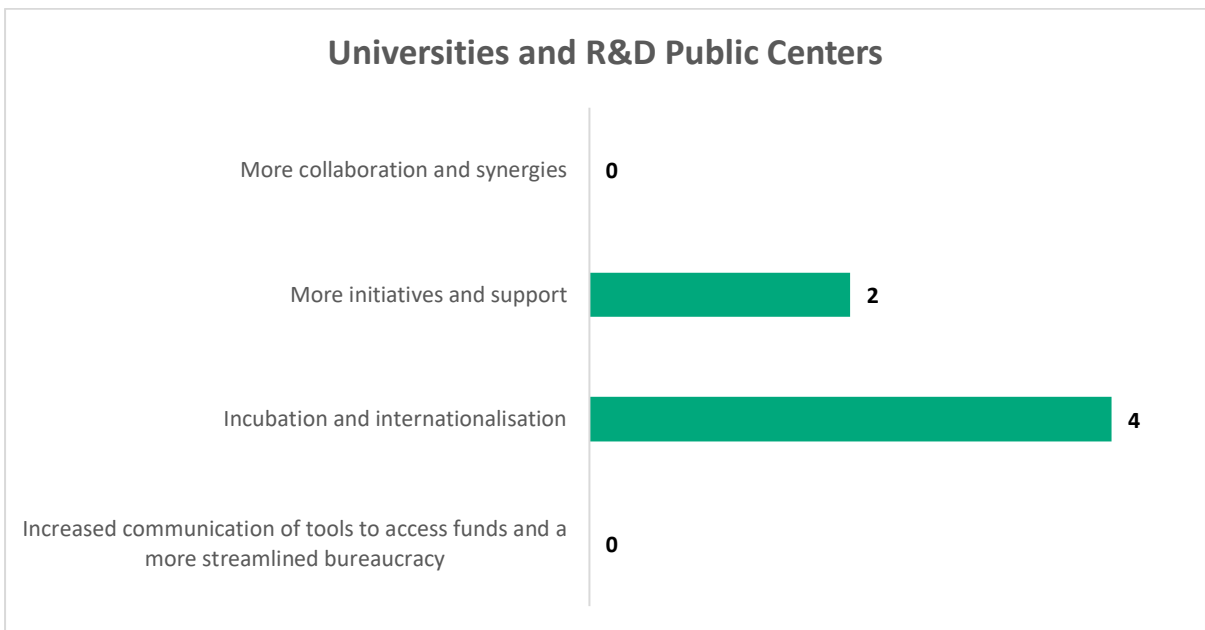
Among the Spin-off companies 6 respondents didn't answer to the question.

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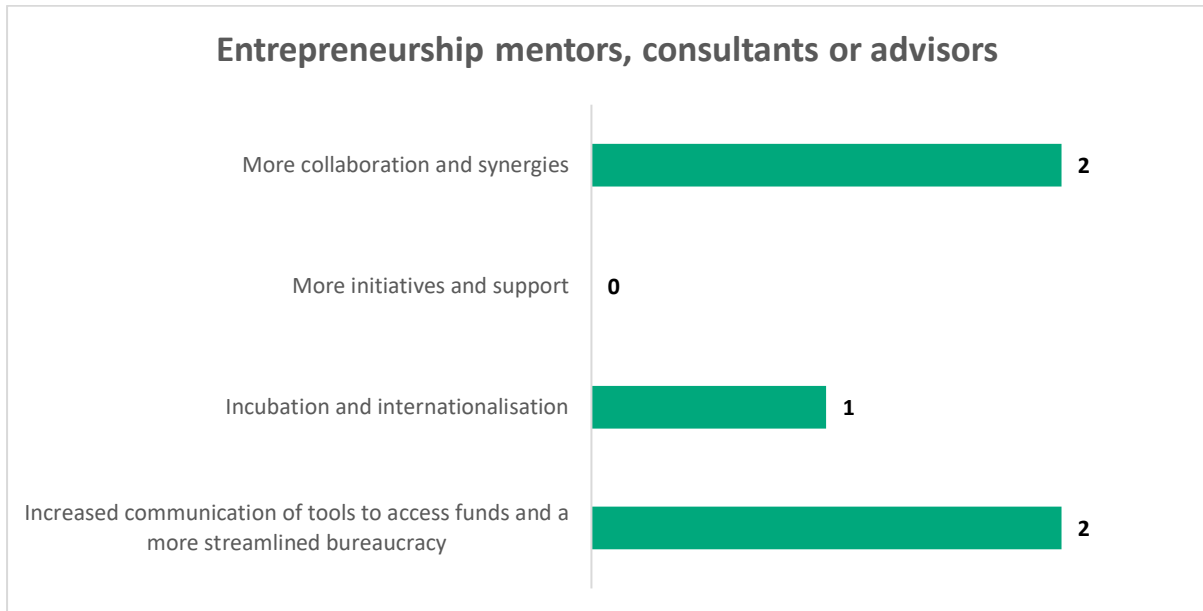
In the Veneto Region, the Universities and R&D Public Centers stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: incubation and internationalisation (66,67%); more initiatives and support (33,33%).

Among the Universities and R&D Public Centers 2 respondents didn't answer to the question.



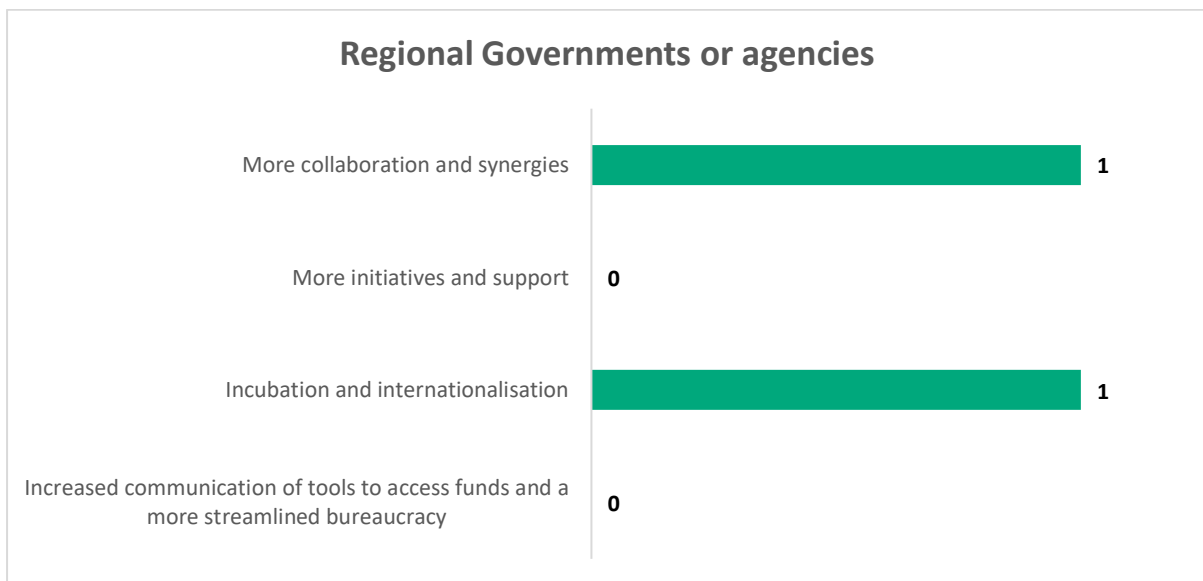
In the Veneto Region, the Entrepreneurship mentors, consultants or advisors stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: more collaboration and synergies (40%); increased communication of tools to access funds and a more streamlined bureaucracy (40%); incubation and internationalisation (20%).

Among the Entrepreneurship mentors, consultants or advisors 2 respondents didn't answer to the question.



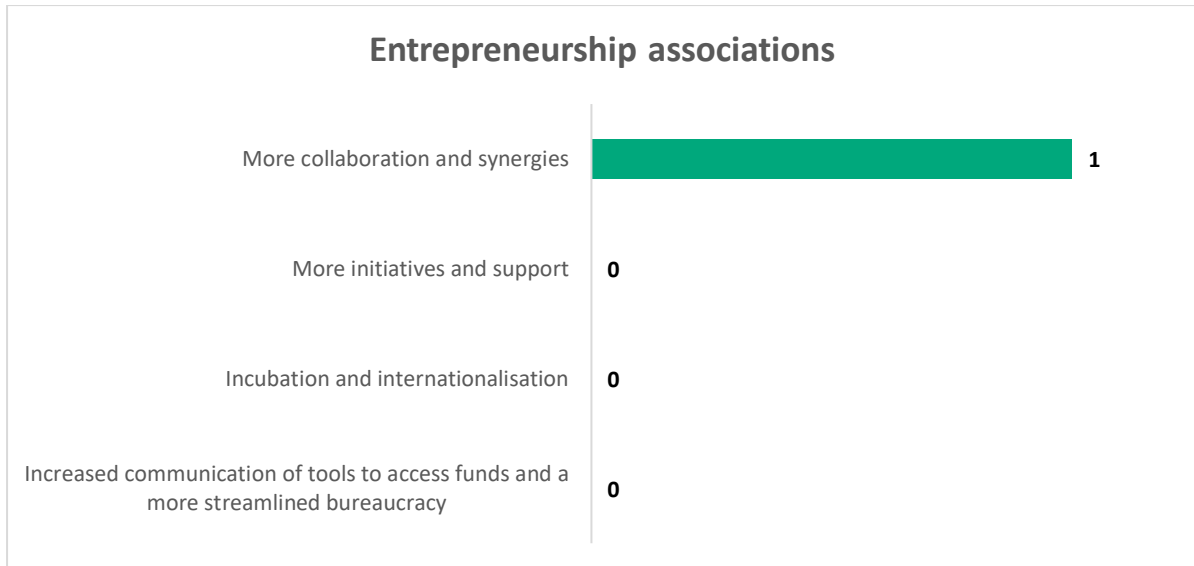
In the Veneto Region, the Regional Governments or agencies stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: more collaboration and synergies (50%); incubation and internationalisation (50%).

Among the Regional Governments or agencies 1 respondent didn't answer to the question.

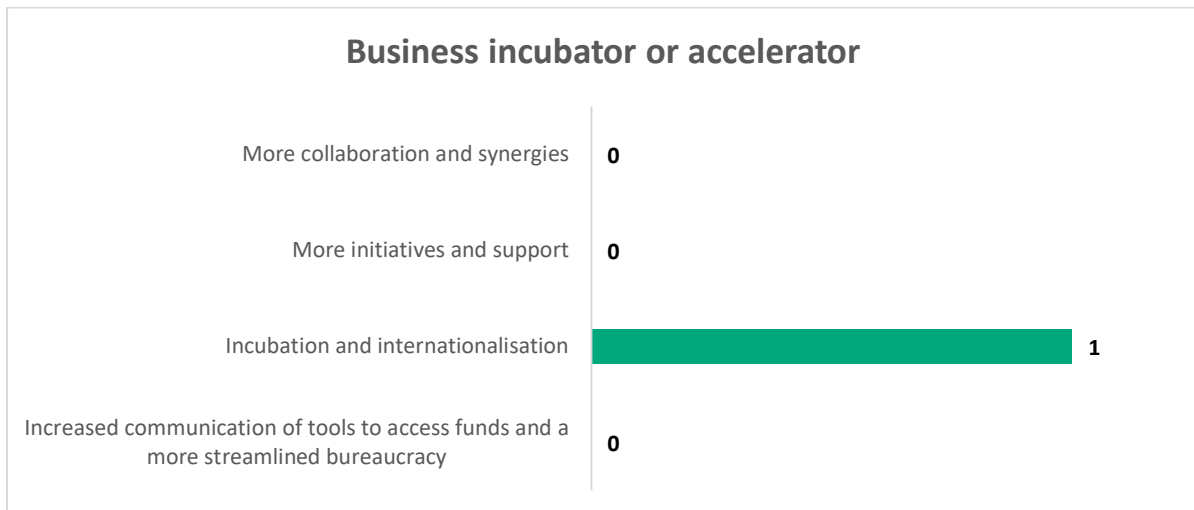


In the Veneto Region, the Entrepreneurship associations stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: more collaboration and synergies (100%).

Among the Entrepreneurship associations 1 respondent didn't answer to the question.



In the Veneto Region, the Business incubator or accelerator stated that in the regional policy of Veneto Region the following things are missing to consolidate and/or scale spin-off business: incubation and internationalisation (100%).



Conclusions for this section

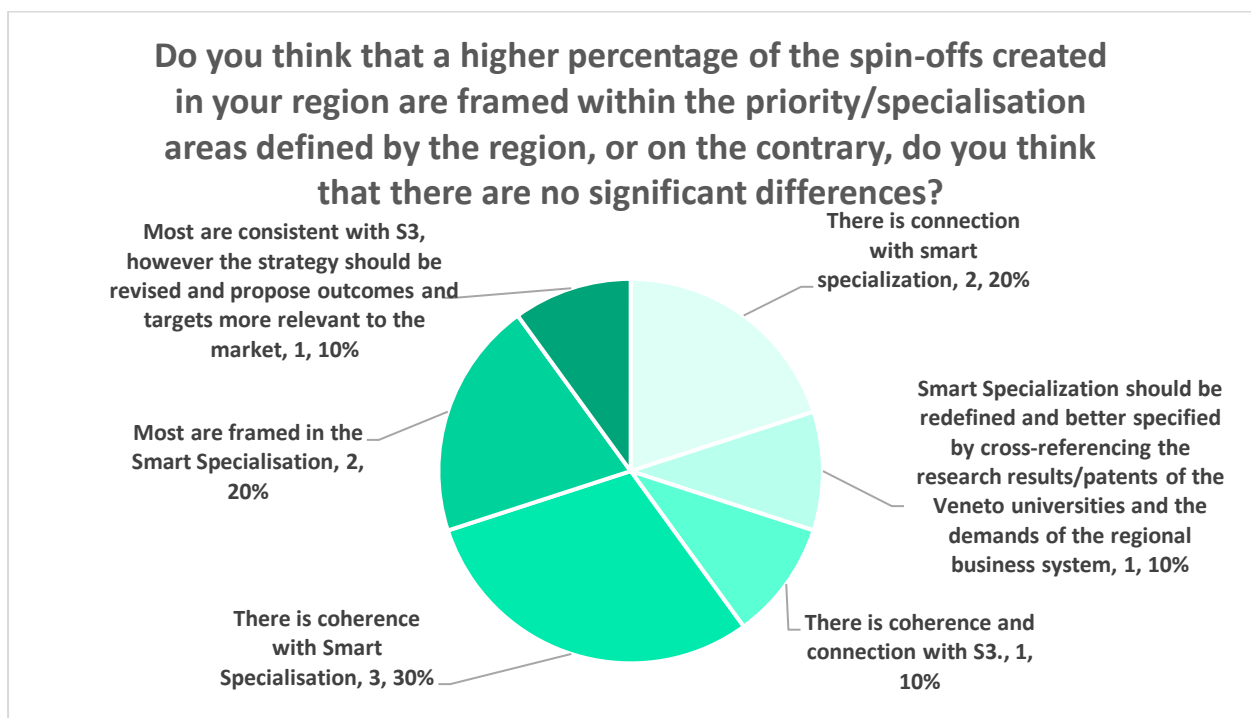
Regarding what is considered essential by the stakeholders for setting up a spin-off business, the main support that would be needed are funding opportunities and legal, fiscal, financial consultancy. Looking more in depth among the Spin-off companies' stakeholders are also important the contact network, the incubation and the training. Among the specific support programmes/initiatives for the consolidation of a spin-off business in the Veneto Region, the stakeholders consider that there are

more programmes/initiatives for the following stages of consolidation of a spin-off: incubation, and scale-up. In general, spin-offs needs more incubation programmes with a broad international point of view.

3.1.7 Smart Specialisation Strategy (S3)

- **Do you think that a higher percentage of the spin-offs created in your region are framed within the priority/specialisation areas defined by the region, or on the contrary, do you think that there are no significant differences?**

Overall, 10 respondents answered the questions stating that in the Veneto Region there is coherence and connection between the Smart Specialisation areas and the spin-offs created in the Region. In particular, 30% consider that there is coherence with Smart Specialisation; 20% consider that most spin-off are framed in the Smart Specialisation; 20% consider that there is connection with Smart Specialisation; 10% consider that most spin-off are consistent with S3, however the strategy should be revised and propose outcomes and targets more relevant to the market; 10% consider that there is coherence and connection with S3; 10% consider that Smart Specialisation should be redefined and better specified by cross-referencing the research results/patents of the Veneto universities and the demands of the regional business system.



Conclusions for this section

Given that the S3 is considered coherent with the creation of spin-offs in the Veneto Region, the current choice of areas of specialization is criticized and a revision of the strategy is suggested to make it more closely aligned with the desires and needs of the market.

3.2 SWOT Analysis

STRENGTHS

- *9 universities in one region*
- *Standard procedures for each department within one university*

WEAKNESSES

- *Lack of technical support for spin-off creation and implementation*
- *Lack of general trainings on fund research, management and administrative/legal processes*

OPPORTUNITIES

- *Lot of universities (9) with lot of profitable research results*

THREATS

- *Different policies in each of the 9 regional universities*
- *Due to the different and complex bureaucracy the research results in other Italian regions are more profitable for the creation of spin-off*

4 Conclusions and final remarks

One aspect that needs to be improved in the future is the technical and day-to-day enterprise support to already established spin-off companies. Another aspect that needs to be improved is the lack of proper training and courses to inform, communicate, describe and analyse the regional possibilities of fundings with the public researchers.