# SMART CAFFES Accelerator Operations Manual

Draft content

***Fostering university-enterprise cooperation and
entrepreneurship of students via SMART CAFFES/SMART"***

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1. Introduction

1.1. SMART CAFFES Project

The SMART CAFFES project aims to stimulate entrepreneurship with students before and after they spread their wings. A close relationship between higher education and industries in all fields fosters entrepreneurship so that it becomes a standard item in a curriculum of any programme in higher education. It enables to set up authentic projects in which students are confronted with authentic problems, gaps in the markets, missing links that their respective industries are dealing with. This allows students to immediately test their entrepreneurial skills and hence lower the threshold actually start up a business, profit or non-profit, themselves. They will learn to pitch their ideas to stakeholders. The SMART CAFFES will be host to an Accelerator programme, next to other services to stimulate entrepreneurship.

1.2. SMART CAFFES Accelerator

The SMART CAFFES Accelerator is a programme which involves a scalable start-up to grow the business into maturity. Through customized coaching, start-ups can overcome the typical start-up issues, such as limited financial resources, the lack of start-up experience, the lack of credibility to attract experienced employees and the lack of vision to seize opportunities when they present themselves and to expand marketing strategies.

Because of incubator facilities, business support services and investment formats, policy creators along with higher education, private investors and companies can support start-ups and boost the economy

2. Mission, Vision and Objectives

2.1. Mission

The vision of the SMART CAFFES project is to create an entrepreneurial climate in which the threshold to start up a profit or non-profit business is lowered so that anyone feels up to the challenge. Next to that, people should feel empowered to undertake any challenge that they feel up to, because of the fostering of their entrepreneurial skills.

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## 2.2. Vision

To accomplish a boost of new enterprises, the entrepreneurial vibe should be nurtured during education. In all levels, pupils and students can participate in projects, aimed at entrepreneurial thinking. In higher education at most, students should have all the necessary means to be immersed in entrepreneurship, such as one-on-one business coaching, legal aspects of becoming an entrepreneur, business modelling. .... gardless of their fields of study, as in any of those, entrepreneurship can be stimulated.

## 2.3. Objectives

The mission and vision are translated in specific objectives. The General Objective of the project is to advance employment and self-employment potential of graduates and enhance innovativeness of companies by fostering students' entrepreneurship, creation of business start-ups and open innovation approach in collaboration between universities and enterprises. The project will achieve this by developing a co-creative, motivating and supportive environment - SMART CAFFE networks which will encourage and foster students' entrepreneurial intent and at the same time support an open innovation approach in all domains.

The specific objectives are:

- **To set up, equip and networks and co-creative centres (SMART CAFFES) which support students and researchers to generate, develop, market and commercialize their own innovative ideas through entrepreneurship and/or open innovation.**

SMART CAFFES are a platform for generating, developing and commercializing innovative ideas through entrepreneurial rout (start-ups) or in collaboration with companies (open innovation). It will bring students, researchers, entrepreneurs, SMEs, solution and service providers, users into co-creative environment, cross different perspectives and deepen understanding about complex interactions between technologies and market; and thereby substantially increase the likelihood for both high potential start-ups and successful open innovations. SMART CAFFES will be physical and virtual space where innovative products and services can be conceptualized and validated then spun out into new venture initiatives.

- **To foster students' entrepreneurship and creation of start-ups at university settings.**

SMART CAFFES will foster the practical involvement of EaPC HEIs in entrepreneurial education putting students on the focus. SMART CAFFES are conceived as open hubs that welcome students, recent graduates who have starting ideas or creative potentials, but who lack skills and resources to realize those potentials. SMART CAFFES in different parts of EaPC HEIs will join forces by sharing knowledge, expertise and resources to help to students to expand their activities/ideas to the regional or even global market.

- **To introduce and implement open innovation as a new form of partnership among key stakeholders in knowledge triangles in the region**

SMART CAFFES are a new model of a public-private-people partnership that fits to EaCP context and uses a regional approach. This physical and virtual space will foster the process of education-research-innovation by straightening the cooperation between universities and entrepreneurial/industrial sector, students (directly) with industrial sector and its requests.

- **To revise and adapt curricula to include entrepreneurial skills and problem-based learning**

Trainings elaborated in collaboration with EU teaching staff, EaCP teaching staff and entrepreneurs for SMART CAFFES will be partly included in teaching process at EaCP HEIs. Inclusion of SMART CAFFES into teaching process, not only entrepreneurially oriented students, but students at large will become an integral part of new product and service developments, and new venture creation and thus get chance to enhance own employability. Additionally, to support entrepreneurial and work-based learning and inclusion of SMART CAFFES in teaching process at least 20 subjects from different departments will be revised and adapted. These revised curricula will be supported with development and publication of university-enterprise cooperation adequate teaching materials. Besides serving as a cross-disciplinary and multi-stakeholder platform for entrepreneurship, collaboration with industry, innovation and commercialization, SMART CAFFES at EaCP HEIs will offer a unique environment for problem- and work-based learning and improve educational experience for students at large and prepare them for active role at labour market.

3. Definition of Terms

- Start-up:
  o A start-up is a young, innovative and growth-oriented business (turnover, revenues, customers) that is looking for a sustainable and scalable business model. These start-ups could be profit and non-profit.
  o An enterprise can be identified as a pre-start-up, a start-up or a post start-up, the latter also often being referred to as a scale-up, depending on how evolved they
- Start-up programme:
  o Supports pre-start-ups in profit and non-profit
  o Offers business support and coaching, apart from infrastructure and investment,
  o Offers financial support,
- Incubation programme:
  o Open for anyone
  o A number of formats are being used to check whether a business is sustainable which incorporates the viability of an idea, the development of a team and to verify the business model:
  o An incubation programme can consist of accelerator programmes, co-workings office space, venture academies, workshops, competitions, awards and venture capitalist investment.
- Acceleration programme:
  o For scalable businesses
  o Open call, highly competitive
  o Usually pre-seed investment in exchange for equity
  o Focus on smaller teams instead of individual founders
  o Support is limited in time and consists of intensive monitoring and well-defined goals, training and events.

4. Purpose (of the Manual)

The purpose of this Manual is to guide those partnerships within a city that aim at fostering entrepreneurship. Key partners in such a consortium are of course the higher education institutions as they are the pivotal centre of innovation and education. They are the first line of contact for students who have an idea. Other partners are institutions and industry federations that support entrepreneurs, the local governments and other organizations that sustain entrepreneurship.

This manual is a blueprint of setting up SMART CAFFES in any country. With this plan of action, anyone can take up the necessary measures to start up SMART CAFFES in his or her city.

5. Scope (of the Manual)

5.1. Coverage and concept

This manual serves as a blueprint scenario for setting up SMART CAFFES. It covers different elements of the SMART CAFFES:

1) Concept: format of the SMART CAFFES, strategy, goals and objectives, target market and stakeholders (cfr. 5.2 Strategy)
2) Communication: internal and external (cfr. 8 Branding and Marketing)
3) Infrastructure, procurement and staff (cfr. 6 Organizational Structure)
4) Business model (cfr. 5.2 Legal Framework and 5.4 Source of Funds)
5) Licenses, permits, insurances (cfr. 5.2 Legal Framework and 5.3 IP Policies)

## 5.2. Strategy

As the mission and vision of the SMART CAFFES project state clear, the strategy, goals and objectives should be defined in the beginning. By using the Deloitte Strategy Cascade technique we can determine short-term and long-term strategy and corresponding goals and objectives.



The Strategy Cascade: the five questions every strategy needs to answer

The Strategy Cascade™

What is our Growth strategy?
- Purpose
- Financial objectives
- Non-financial objectives

Where will we play?
- Customers
- Products
- Geographies
- Vertical strategies

How will we win in chosen markets?
- Value proposition to customers
- Sources of defensible advantage
- Profit model(s)
- Partnerships

How will we configure?
- Distinctive capabilities
- Enabling operating model

What priority initiatives and investments?

Deloitte Consumer Business Predictions & Priorities 2013 - Growth & Emerging Markets          6          © Deloitte 2013

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[1] Deloitte Consumer Business Predictions and Priorities, 2013, https://issuu.com/deloittenl/docs/deloitte_cb_predictions_seminar_-_b_f9149d665e3381/6 - Accessed 1st October 2018

### 5.2.1. What is your growth strategy?

a) Purpose: what is your mission, what do you hope to achieve and what is your vision, how do you hope to achieve this?

The SMART CAFFES concept is an incubation concept that creates an entrepreneurial ecosystem for start-ups. The idea is to boost entrepreneurship in general by supporting start-ups while they are still attending higher education. By being immersed in entrepreneurship at that point, potentials entrepreneurs can experiment with ideas in the safe environment of a university where coaching and expertise are readily available. The SMART CAFFES value empowerment and in the long run, they will contribute to a healthy economic climate.

b) What are your financial and non-financial objectives?

This question forces to draw up short term KPIs to measure return on investment. Depending on the available financial support and team, each specific SMART CAFFES project should determine its own KPIs per annum in the following fields:

- How many team meetings with all partners and stakeholders within the SMART CAFFES project?
- How many business coaches within each of the higher education institutions (one for each faculty / field of study vs. a generic business coach within a university)?
- How many training sessions for teacher / business coaches within the universities?
- How many promotional activities inform students about the SMART CAFFES projects and its programmes and opportunities?
- How many entrepreneurial projects will the SMART CAFFES project introduce in the curricula of the universities?
- How often will students get in touch with their respective industries in terms of company visits and networking events?
- How many individual start-up questions / consults from an operational point of contact within the universities?
- How many inspirational seminars and networking events will the SMART CAFFES project organize?
- How many start-ups have been founded because of the SMART CAFFES project?
- What is the targeted occupancy rate of the co-working office space?
- How many start-ups does the SMART CAFFES project coach?
- How many start-ups participate in the SMART CAFFES acceleration programme?

- How many competitions / award shows will the SMART CAFFES project organize? How many applicants for such events?
- How much investment will the SMART CAFFES project yield?

Apart from that, a rise in start-ups should occur over a longer period of time, so we could summarize this goal as an increase of start-ups with **10 %** within 5 years. That is why the SMART CAFFES need research on the current situation as the point of reference as well.

### 5.2.2. Where will you play?

a) Who are the 'customers'?

The main target market for the start-ups are students. Students don't always feel ready to start up businesses themselves when they have just graduated because most of them want to gather experience in another firm before starting up a business themselves. However, the SMART CAFFES want to plant to seeds and lower the threshold for students from all fields to become profit and non-profit entrepreneurs by immersing them in entrepreneurial thinking throughout their studies and beyond.

Next to that, SMART CAFFES can attract researchers and scientists who see a business idea emerging from the research they are involved in.

However, to establish a firm bond between the local community, enterprises, start-ups and students, it is important that an entrepreneurial ecosystem doesn't only cater for students and people involved in higher education. This allows the SMART CAFFES to tie in into local network of existing entrepreneurs and organisations and existing services for entrepreneurs. There is a global trend that counters the extreme digitization in our society which expresses itself in a DIY and crafts movement. A lot of people start creating their own products that they sell at home or at markets and hence create an extra source of income for themselves. It is therefore important to also attract this type of job crafters to expand your reach.

In the end SMART CAFFES should become the point of reference and market leader in coaching young entrepreneurs.

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b) What products / services will you offer?

At first, entrepreneurship should be nurtured in the curricula. All programmes should allow flexible modules for about 10 % of the total curriculum to incorporate project-based or problem-based formats, for which real business cases are inserted, along with courses in general entrepreneurship. These modules should tie into the SMART Open Innovation which allows easy exchange of genuine business cases could be compulsory or optional, but at least they should exist within any programme. These business cases can be gathered in the SMART CAFFES_CHANNEL. Special attention is required to set up interdisciplinary projects, challenges and courses.

Although higher education plays a pivotal role in the SMART CAFFES concept, successful incubation programmes consist of several elements that cannot be embedded solely in the curricula:
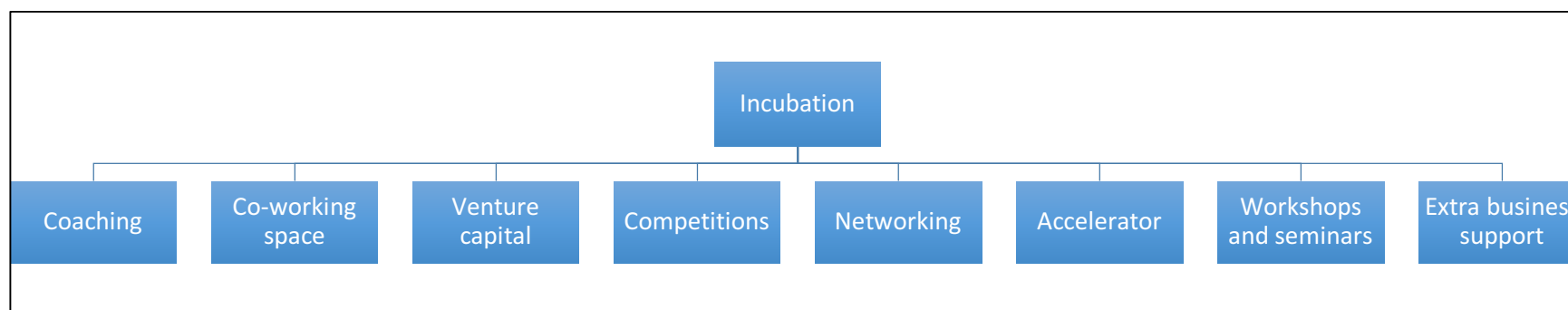


*Elements of Incubation*

- *Coaching*: one-on-one coaching by a mentor that can direct you to the next level, open to everyone and customized to the specific needs of a business idea or start-up in combination with generic and specific workshops, seminars and MOOC.

- *Co-working office space*: use of office space, whether individual or in a co-working landscape in combination with meeting rooms, gives start-ups the necessary credibility in the eyes of their stakeholders as opposed to having to work from 'bedroom' or 'living room' settings. Depending on the financial goals from the SMART CAFFES project, renting out this office space could be an extra source of income for the project. However, if the idea is to support start-ups, prices cannot be very high. It is

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also a delicate exercise not to compete with the existing real estate market that focuses on office space. Prices should therefore not be disruptive to this market, or if they are, contracts between start-ups and the SMART CAFFES project should be limited in time, so that prices can be justified in terms of support of a start-up, that needs to move out after some time to allow the next start-up in need of support to use the space.

- *Venture capital*: an injection or investment could be the breaking point for a start-up to launch or reach the next level. It is also one of the most difficult aspects of the SMART CAFFES projects to set up. It is important that a SMART CAFFES project can tap into a network of business angels that are keen to invest in start-up projects. In order to do so, it could prove to be very rewarding to reach out at the very start of a SMART CAFFES project to financial institutions, banks and established networks of business angels and leading enterprises within certain fields, industry federations… who might already have funds to invest in R&D and innovation. In the case of SMART CAFFES they are advantageous partners to welcome in a partnership, so it is advisable to chart these stakeholders at the very start

- *Competitions*: these lure out start-ups within your region that are not on your radar yet. It also urges start-ups that lack a bit of pace to reach deadlines and push themselves further. It also allows press coverage of the activities of the project.

- *Networking opportunities and events*: Usually these networking events are organized by inviting a key note speaker on entrepreneurship to inspire the participants, followed by networking opportunities. Networking skills can vary to large extents however, therefore it is advisable use particular networking formats in these events to avoid people talking to the people they already know. There should also be virtual networking which allows people who might not have an idea themselves to be inspired by others. In this respect, a Market of Ideas can share ideas that have no executors yet. Examples of these formats are discussed further (cfr. *5.2.3. How will you win the chosen markets*)?

- *Accelerator programmes*: these programmes invite a number of people with similar innovative ideas to form a team to create a start-up. These acceleration programmes often focus on ideas that are highly disruptive within their markets or extremely high-tech, scientific or digital of nature. They translate current trends in society into start-ups businesses, such as IoT, sustainability, artificial intelligence, life sciences, health care technology, cyber security…

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- *Workshops and seminars* on entrepreneurship might train and develop the skills a start-up leader lacks to successfully lead a company. This is the content that could be immersed in the curricula through project and research oriented educational formats and didactics. Topics are:
    o Business modelling: brainstorming, ideation, innovation
    o The Business Model Canvas, the Value Proposition and Strategy Cascade
    o Service Design
    o Intellectual Property
    o Branding, Communication and Marketing
    o Legal frameworks
    o How to pitch
    o Leadership skills, Group Dynamics
    o Revenue modelling (profit vs. social profit)
    o Accounting
    o Personnel: Social Law
    o CSR
    o Inspirational sessions with best practices: testimonials from young entrepreneurs, female entrepreneurs; failing forward sessions (start-ups that have first failed, but then emerged from that experience and grew stronger because of that experience; sessions by other supportive organisations (e.g. on IP, on new technologies, innovation…)

- *SMART CAFFES_CHANNEL*: to make all the information readily accessible to all stakeholders and create a community feeling, a virtual platform which will be referred to as the SMART CAFFES_CHANNEL, provides ~~on~~ online presence of the SMART CAFFES and which integrates a Market of Ideas and a SMART Open Innovation.

- *Extra business support*: this could range from secretarial, administrative support to support in accounting, marketing…

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c) Geographies

The SMART CAFFES need to define a radius around its location to establish as to where you will target your services. This area will in most cases correspond with the area the higher education institutions recruit from.

d) Vertical strategies

Vertical strategies force you to think about what the SMART CAFFES need to sustain their business. It is important to understand the market that the SMART CAFFES operate in, so there is need for market research that establishes the existing services for student entrepreneurs and start-ups. Apart from that there should be a physical location that will be identified with the SMART CAFFES project itself. This location is preferably a venue where it is possible to create a lot of office space, meeting rooms; but also space for informal networking, even during office hours. There is a fair amount of creatively designed leisure space in other best practices of incubators, which includes a kitchen, sofas, space for relaxation to give the mind a rest, usually offering some basic games.

Furthermore, the SMART CAFFES should also have easy access to mentors and business coaches who have extensive knowledge and expertise in entrepreneurship. Here we can identify at least two important profiles:

- In-house generic business coaches that can coach a start-up through all the basics steps of setting up a business,
- Mentors who are captains of industry, that are recruited within various fields of industry that understand the specificity within their markets.

By combining these two profiles a start-up can be coached from an unbiased perspective on the one hand and an experienced one on the other hand.

The physical space and coaches/mentors are the minimal viable products of the SMART CAFFES.

### 5.2.3. How will you win the chosen markets?

a) <mark>Value proposition to the customers</mark>

The value proposition model focuses on the potential customer of the SMART CAFFES, hence the start-ups. The customer jobs refer to those tasks the start-ups, are confronted with, and corresponding pains and gains, in order to allow the SMART CAFFES to design their products and services in order to accommodate them while relieving the pains and boosting the gains.



*The Value Proposition Model*

SMART CAFFES Manual – draft by VIVES University of Applied Sciences – Vanrenterghem, S., 30th September 2018
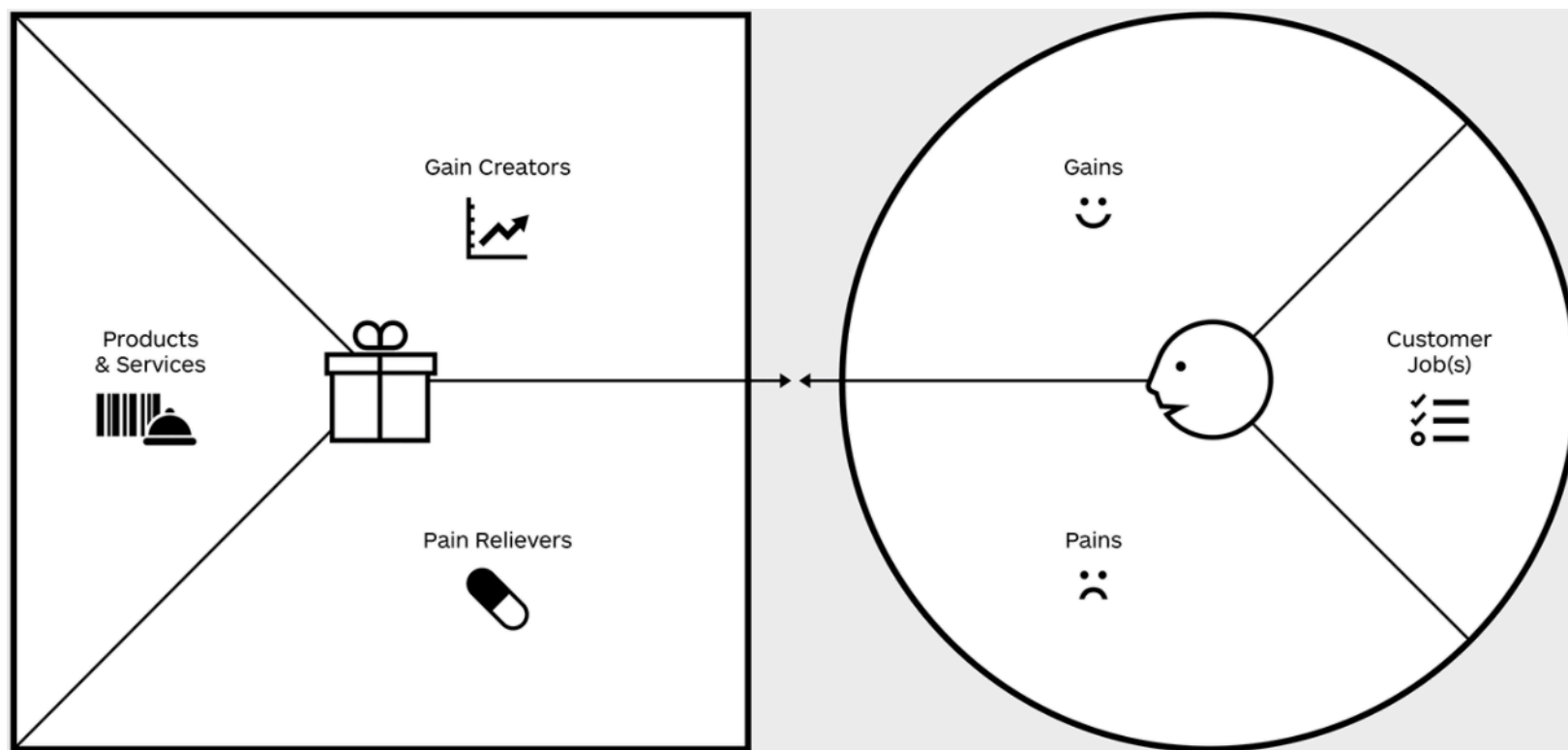
*Customer jobs*

The customer jobs that a start-up is confronted with while launching a new business are:

- Designing and producing a business idea: whether the idea is a product or a service, there will be a different approach: for products, it is important to understand the minimum viability, the prototyping and the production process, the logistics, distribution and supply chain. For services, it is important to understand the service design and the tools that are required to be able to deliver the services. While designing the idea, start-ups need to consider the USPs of their ideas and how they can protect it from copycats by establishing the IP.
- Designing the business plan:
  o Identifying the mission and vision of the business and its strategy in the short and the long run,
  o Exploring the market:
    ▪ what is the industry or market you are entering: size, cyclical sensitivity, access for start-ups, trend sensitivity, seasonality, future evolution…?
    ▪ who are the competitors: what is the positioning of the start-up in relation to its competitors?
    ▪ who are the suppliers?
    ▪ who are the target markets: segmentation, customer benefits and economic drivers?
  o Designing the marketing strategy:
    ▪ Designing the corporate identity
    ▪ Designing the marketing strategy: Products / Services, Pricing, Place / Distribution, Promotion
  o Business model: drawing up a financial plan (Liquidity, solvability, profitability), either for profit or non-profit
- Deciding on the legal framework (sole proprietorship, limited liability partnership…) and taking the necessary steps to launch as such.
- Deciding on the organizational structure:
  o What are the roles within the start-up: what jobs need to be fulfilled, which profiles correspond to these jobs, how will you recruit?
  o What is the HR strategy (recruitment, rewarding, retention, assessment)?
  o What will the start-up take up itself and what will it outsource?
  o What are the working hours?

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-   Once start-ups have launched and are up and running, there need to think about a strategy for growth (cfr. Ansoff matrix).

While trying to accomplish these tasks, start-ups could be confronted with some problems (pains) and elements which could be perceived as gains. That is why it is important to recognise the needs of a start-up:

-   Start-ups need to tap into a larger network within their industry: this implies that it is important to check if there are substantial role models and activity for each industry. They need access to their markets.
-   Start-ups need to be connected in a local ecosystem:
    -   This implies referral to other start-up programmes to ensure the better fit of best match: that is why it is important to collaborate with other start-up programmes,
    -   This also implies networking opportunities of start-ups amongst one another, even if from different industries as true innovative ideas arise at the crossroads of industries.
-   Start-ups need finance to be able to roll out their business and pay wages and other overheads.
-   Start-ups need credibility in order to persuade partners and need corresponding skills, such as pitching.
-   Start-ups need low-cost, flexible infrastructure.
-   As start-ups grow, they need different support, hence start-up programmes need to grow along: this implies differentiation between general incubation vs. the accelerator programme.
-   Start-ups need specific expertise, e.g. job crafters often look for web shop, digital and e-marketing expertise, enterprises that are product-oriented need expertise in scalable logistics and supply chain management.

*Problems or pains that may occur while trying to fulfil the needs of the start-up could be:*

-   It could be difficult to meet the key actors in the right industry is there is no pre-existing link, as well as to tie in into a well-established local ecosystem.
-   It could be difficult to find the right type of coaching or expertise, definitely with students that have no prior experience in the working field.

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- It could be difficult to get access to finance, definitely when students who lack the expertise to back-up their ideas with a solid financial plan. Students that have no financial or business courses definitely struggle to understand financial aspect of their business.
- Experienced entrepreneurs have less difficulties to persuade partners as they might rely on their track record. This is not the case with students, so they need to address the lack of credibility by focusing on pitching their ideas as solid business models.
- While starting up a business, costs are usually very high and in the beginning revenues are not covering all of them. Start-ups however need space to work in a professional environment, but the market of existing office space doesn't make a distinction between well-established enterprises and start-ups, so the standard office space for leasing is relatively expensive for a start-up.
- Students within certain fields of study will always lack an overall picture of how to run a business.
- Once start-ups have successfully launched, there is always the next level to reach. That is why the needs of scale-ups are different from the needs of start-ups, e.g. how to launch abroad.

Start-ups will experience gains while launching if their needs and customer jobs are easily fulfilled:

- As they are trying to set up their businesses, start-ups will look for help in various ways: people that be soundboard to confirm or help to identify the best strategy to move forward. Coaching is readily accessible.
- A full option support is what may distinguish SMART CAFFES from other types of incubation concepts. As SMART CAFFES will be linked to higher education, business ideas from all industries can be nurtured, as they correspond to different fields of study within higher education.

*Products and services*

The products and services of the SMART CAFFES have already been listed in terms of strategy in *5.2.1. – What products and services will you offer*, but here they will be elaborated upon in terms of the customers' perspective by offering a solution to the needs of start-ups in relation to its key activities.

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- *Coaching*: Business coaches within each field of study should be able to help student entrepreneurs in all the elements that came up with the customer jobs above. That is why they need to be trained in these topics themselves. An intake interview will shed light on the specific needs of the potential student entrepreneur or start-up. Often, students are looking for a soundboard on a business idea they have been thinking about before they decide on turning it into a business. Questions won't always have the finality to emerge into businesses. could also be about publishing a book, creating a film… SMART CAFFES should foster all these questions, profit and non-profit to establish a solid ground for entrepreneurship.
The questions that pop up the most in these interviews could become the source of seminars and workshops: a lot of students e.g. will need information on the steps of starting up their businesses legally, that is registering a business with the local governments etc., so it could prove to be interesting to organise small seminars on those generic topics, to avoid explaining generic topics in one-on-one coaching. These generic topics could also be adapted in MOOC. Coaching should be readily available and have a very low threshold. The fact that a SMART CAFFE is embedded within a higher education setting allows the close interaction of business coaches, teachers and researchers to work closely together. Teachers are the first point of contact for students and need to become the ambassadors of the SMART CAFFES and eventually become business coaches themselves.

- *Co-working office space*: start-ups and student entrepreneurs have different needs as to office space. While students are still finishing their education, they probably won't need office space 24/7, so it is interesting to have flexible systems of booking office space and meeting rooms; so they are able to limit the expenditure on office space to a minimum. Apart from the standard office space, there should also be room for a studio that could serve as the MOOC lab, where webinars and videos on can be created. In the end, there should also be more standard office space for the more mature start-ups.

- *Venture capital*: as mentioned before, an injection or investment could be the breaking point for a start-up to launch or reach the next level. To be able to match start-ups and VCs, SMART CAFFES should organize pitching events which have the goal of procuring investment. To maintain a good relationship with business angel networks however, much attention must be devoted to preparing a solid case before you address them. That is why there should be a quality check or conditions they have to live up to before start-ups can present themselves to these networks.

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- *Competitions*: to stimulate start-ups to focus competitions can be an excellent exercise for start-ups to prepare themselves before reaching out to potential partners and stakeholders. Competitions can be the playing field in which start-up train their commercial and pitching skills, before they contact business related partners.

- *Networking opportunities and events*: these allow start-ups to increase their networks and boost recognition and reputation. By allowing start-ups to present themselves during these networking events, they may attract attention to themselves and gather some word-of-mouth promotion which might lead up to new business opportunities.
  Networking events also allows start-ups to belong to a community of like-minded people and will translate into start-ups helping out each other. That is why it is important to also create the virtual platform to facilitate this

- *Accelerator programmes*: once start-ups have successfully launched, the risk of not being able to follow the success of the business is real. Small-scale start-ups that become very successful over a short period of time often struggle to keep up. Then again, some businesses only become profitable once they can scale the business and can generate a minimum turnover. Apart from that, some businesses need to roll out in other markets (or regions) in order to use the momentum that they have created to avoid to be copied by other companies. IP remains very difficult and often expensive to protect business ideas.

- *Workshops and seminars on entrepreneurship*: the topics of the formal workshops and seminars have already been listed in *5.2.2 - Where will you play?* But it is important to add inspiring stories and best practices of entrepreneurs who reconstruct how they once started and all the hurdles they have taken. To avoid students not identifying with established entrepreneurs, there should be variation in the programming of these entrepreneurs. On the one hand, inviting start-ups to testify how they are currently experiencing their starting up might facilitate students imagining themselves as entrepreneurs more easily. On the other hand, students should hear successful entrepreneurs to understand that with the right amount of passion, drive and perseverance, they can get there.
  Another interesting take on entrepreneurship can be presented by inviting speakers who want to testify about failure and how failure has made them progress. Students can learn a lot from Failing Forward stories, as they shed light on why a business didn't work out and how an entrepreneur has learnt from that experience and how he has incorporated that knowledge into new ventures.

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- *Extra business support*: in the beginning, a start-up doesn't necessarily need fulltime support on specific tasks (e.g. administrative, accounting, marketing). When there is not enough work yet to hire extra staff for these tasks, but it still needs to be done however, it could be interesting if the SMART CAFFES provided in staff for al of the start-ups. They might hire an administrative assistant, an accountant, a graphic designer... r they could attract a start-up in accounting, graphic design to work for the other start-ups.

- *Integration of entrepreneurship in the curricula*: workshops and seminars on entrepreneurship can be integrated in the curricula so that nobody is left out, but it is important to invite speakers who students feel connected to to be truly inspired. Students in social sciences or education for example don't ten associate themselves with entrepreneurship, although there shouldn't any prejudice about who can or cannot become an entrepreneur. That is why they need role models within their own fields of study. Undergraduate programmes tend to have better integration of entrepreneurial skills and projects within their curricula; because they often prepare students for immediately entering the labour market after graduation. But it is important to develop modules in each of the following fields of study, for which the focus entirely is aimed at entrepreneurship within its field:
  o Faculty of Economics
  o Faculty of Health Care
  o Faculty of Social Science
  o Faculty of Law
  o Faculty of Art
  o Faculty of Classics
  o Faculty of Commerce
  o Faculty of Natural Sciences
  o Faculty of Medicine
  o Faculty of Education
  o Faculty of Engineering
  o Faculty of Humanities
  o Faculty of Information Technology
  o Faculty of Management Studies
  o Faculty of Music

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- o Faculty of Philosophy
- o Faculty of Political Sciences
- o Faculty of Graduate Studies a.k.a. Applied Sciences
    - Agriculture
    - Architecture and Design
    - Business
    - Divinity
    - Education
    - Engineering and technology
    - Environmental studies and forestry
    - Family and consumer science
    - Human physical performance and recreation
    - Journalism, media studies and communication
    - Law
    - Library and museum studies
    - Health care
    - Military Science
    - Public administration
    - Social Work
    - Transportation

Apart from that, society doesn't only want to educate narrow-minded specialists. As mentioned above, innovation most likely occurs at the crossroads of disciplines, so by organising workshops and seminars that show interdisciplinary examples of start-ups, we might inspire more students into entrepreneurship.

To fully integrate entrepreneurship within higher education, SMART CAFFES also need to develop a strong connection with local entrepreneurs. That is why universities will have to invest in SMART Open Innovation, which allow enterprises to present cases and problems to students, who can work out solutions while being coached by their teachers. In each curriculum,

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there should be problem-based of project-based education and research, starting from real business cases. The best didactics for boosting entrepreneurial skills with students however are to set up student companies, supervised by teachers who act as coaches: e.g. run the marketing department of the university by a student company, run by students in marketing studies, run the accountancy department by students in accounting, run the hospitality services by students in hospitality management etc. These *student companies* are not spin-offs, but engage the students in an authentic experience in order to learn how to run a business.

Sometimes, students will be interested in becoming an entrepreneur, but struggle to find a solid idea to transform into a business. To accommodate these potential entrepreneurs, a Market of Ideas can be established, where potential business ideas who don't have executors yet can be matched to students who aspire to become entrepreneurs. This Market of Ideas can be integrated in the SMART CAFFES_CHANNEL, the virtual platform.

- *Accelerator programme*: the accelerator programme is aimed at start-ups that have been in business for a while and have experienced how their business is progressing. To scale up the business, an accelerator programme can identify the needs of the start-ups to make it to the next level. An accelerator programme will focus on a customized approach that brings together those elements that a start-up requires to scale up.

- *SMART CAFFES_CHANNEL (virtual platform)*: this online platform will collect all information and all opportunities for the start-ups and the stakeholders. Below you find a draft trestructure for the platform, which consists of a public and a private part. To be able to access the private part, a person will first have to register to be able to create a profile page and create log-in data. If necessary, a site moderator could act as a gate keeper who approves of the submitted individual profile pages before granting access to the private part of the website. Information that is required to receive access to the restricted part of the website can be used for the individual profile page and allows gathering data for market research and tracking purposes:
    o Name
    o First Name
    o Photo
    o Contact details: mobile phone number, e-mail address
    o Education: year, degree, name of the university, graduated or not

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- o Job Experience: year, profile, company
- o Hobbies & interests
- o Role within the SMART CAFFES project: start-up, mentor, links to SMART CAFFES elements (Market of Ideas, Workshops, SMART Open Innovation).
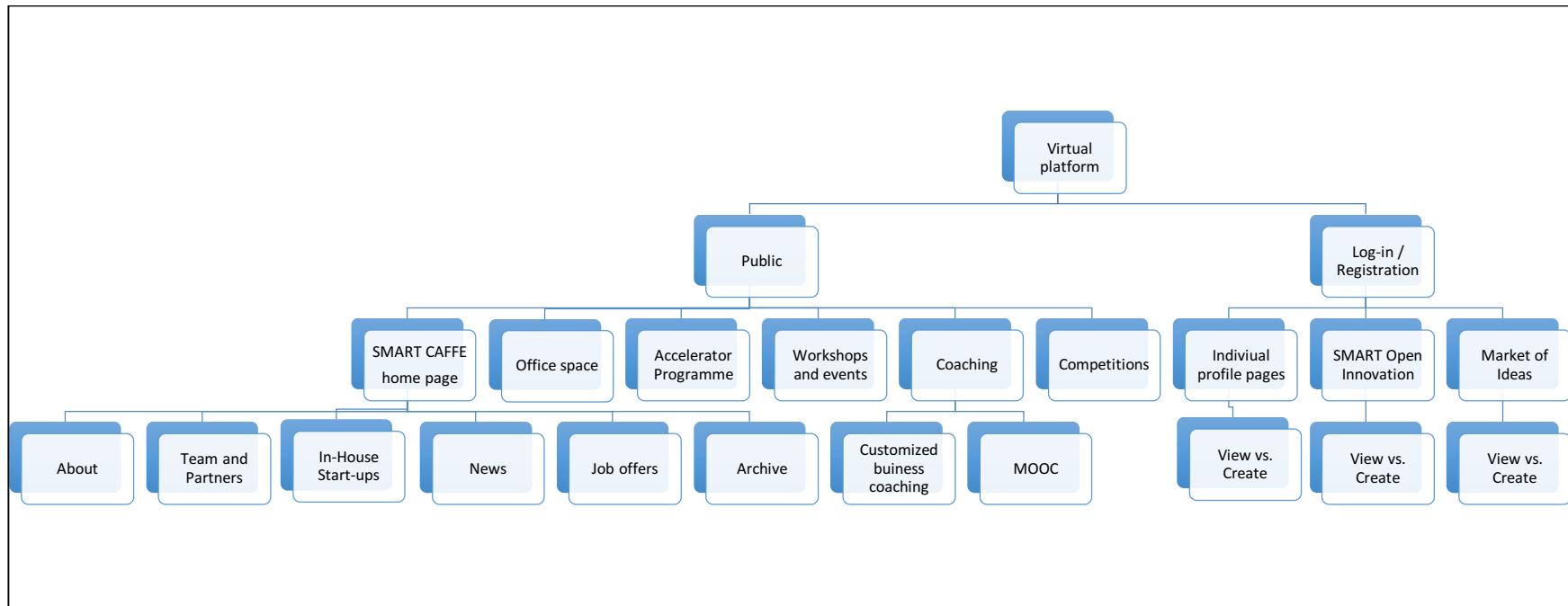


*Basic Tree Structure of the SMART CAFFES_CHANNEL*

- o In the public part, visitors first find the SMART CAFFES home page, which also host the other tabs of the website and the log-in button to enter the private part of the website. The SMART CAFFES home page should also host the links to a feed from its most current social media (LinkedIn, Facebook, Instagram being the most likely).

- The SMART CAFFES home page consists of a few subtabs:
  - *About*: this part explains the full scope and origin of the SMART CAFFE project and is the manual to navigate to the other parts of the website.
  - *Team and Partners*: this part allows to present the team of the SMART CAFFE projects, consisting of both fixed staff, freelance mentors, but also the partners involved in the particular SMART CAFFE.
  - *In-house Start-ups*: this part presents the start-ups that are participating in the accelerator programme and / or are using the office space in house.
  - *News*: this part highlights all recent and upcoming activities, gathers media and press coverage of any of the SMART CAFFES stakeholders, shares job offers etc. The latest items from the News page should be visible on the home page as a current feed.
  - *Job Offers*: on this page, job offers from start-ups can be shared, but also offers from partners and enterprises. By offering these enterprises the opportunities of sharing their job offers, you offer them an extra incentive to become a part of the SMART CAFFES network.
- *Office space*: this part of the website elaborates on the use of office space and incorporates a booking tool so that students and start-ups alike can book flexible meeting space. Before they do that, they should first need to register in the SMART CAFFES_CHANNEL.
- *Accelerator Programme*: this part of the website elaborates on the accelerator programme: the conditions of entering the accelerator programme, recruitment procedures, content, coaches etc., as well as reviews of start-ups after the first draft of the programme.
- *Workshops and Events*: this part of the website promotes upcoming workshops, seminars and events as mentioned earlier.
- *Coaching*: this part of the website elaborates on the one-on-one business coaching but also offers FAQs and MOOC.
  - Customized business coaching: this part explains who students can contact for an intake interview in which they can get feedback on their business idea and advice on how to proceed to start up a business from the idea.
  - MOOC: MOOC offer the content of workshops and seminars in a virtual view, readily accessible to anyone, anytime, anywhere. In this draft of the SMART CAFFES_CHANNEL tree structure, MOOC are freely accessible, but the MOOC could also be limited to the private part of the website which would require to log on first. For tracking

o   *Competitions*: in this part of the website, competitions will be announced. This includes the regulations, conditions, procedure of how to enter the competitions and what participants can get in return. Apart from that, visitors of the website will be able to read the reports of previous editions.

o   The private part of the SMART CAFFES_CHANNEL can only be accessed by logging on. For all subtabs in the private part of the SMART CAFFES_CHANNEL, there should be a distinction between an active and a passive visitor. An active visitor adds information into the platform, while a passive visitor browses through the existing information. The private part of the website consists of:

  ▪   *Individual profile pages*: here people can create a personal page in which they present themselves. This could be interesting for job offers etc. Instead of creating a customized format, one could also consider to create a link of an existing LinkedIn profile.

  ▪   *SMART Open Innovation*: Open Innovation should not only gather business cases for students, but could also present problems or projects for any kind of potential entrepreneurs. People here should see following information:

    •   Name of the project
    •   Abstract
    •   Problem
    •   Relevance
    •   Company
    •   Contact person
    •   Function
    •   Contact details
    •   Procedure
    •   Status: is anyone already working on this, albeit it an individual, a team of students within a university, a start-up.

  ▪   *Market of Ideas*: in this part of the website, ideas that have no executors yet, may be shared in a forum like style.
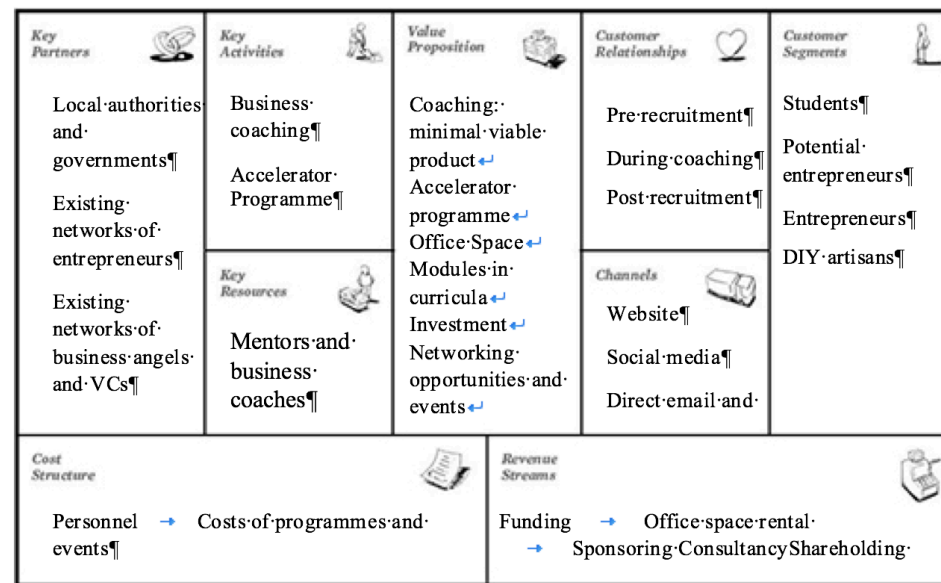
b) Sources of defensible competitive advantage / USPs

We can distinguish two explicit USPs, which allow the SMART CAFFES to differentiate from other services for start-ups.

1) The SMART CAFFES will have the full range of services for start-ups at any level and will thus be the point of reference for anyone who needs guidance and will be highly accessible.
2) The immediate ties with higher education allows qualitative R'n'D innovation, expertise in coaching and are the basis for a solid increase of entrepreneurs. Teachers and researchers are the first point of contact for students whenever they have questions, so they can immediately refer to an in-house service, such as the SMART CAFFE.

It is important to consolidate all the services, so that a positive word-of-mouth is generated.

3) Business model

| Key Partners | Key Activities | Value Proposition | Customer Relationships | Customer Segments |
|---|---|---|---|---|
| Local·authorities and· governments¶<br><br>Existing· networks·of· entrepreneurs¶<br><br>Existing· networks·of· business·angels· and·VCs¶ | Business· coaching¶<br><br>Accelerator· Programme¶<br><br>**Key Resources**<br><br>Mentors·and· business· coaches¶ | Coaching:· minimal·viable· product↵<br>Accelerator· programme↵<br>Office·Space↵<br>Modules·in· curricula↵<br>Investment↵<br>Networking· opportunities·and· events↵ | Pre·recruitment¶<br><br>During·coaching¶<br><br>Post·recruitment¶<br><br>**Channels**<br><br>Website¶<br><br>Social·media¶<br><br>Direct·email·and· | Students¶<br><br>Potential· entrepreneurs¶<br><br>Entrepreneurs¶<br><br>DIY·artisans¶ |

| Cost Structure | Revenue Streams |
|---|---|
| Personnel → Costs·of·programmes·and· events¶ | Funding → Office·space·rental·<br>→ Sponsoring·Consultancy Shareholding· |

*The SMART CAFFES Business Model*

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4) Partnerships

The SMART CAFFES should build up partnerships with like-minded organizations, who are committed to supporting entrepreneurship in their region, such as local governments, the universities, industry federations, leading companies and captains of industry. These stakeholders will play a crucial role in the funding of the SMART CAFFES and in creating a network of business angels and venture capitalists willing to invest in the start-ups that are linked to the SMART CAFFES.

### 5.2.4. How will you configure?

a) Distinctive capabilities

The core of the new model is a network of co-creative, multi-disciplinary systems– SMART CAFFES and students as primary users. SMART CAFFES are conceived as open hubs that welcome students, recent graduates who have ~~starting~~ ideas or creative potentials, but ~~who~~ lack skills and resources to realize that. The hub environment will provide full hardware and software training, mentoring and networking support for the growth of student's ideas. Also, it will improve students' educational experience at large and prepare them for active role at labour market.

SMART CAFFES will be physical and virtual space where innovative products and services can be conceptualized and validated then spun out into new initiatives, tied into the universities as university incubators have a unique position at the early stage to detect potential entrepreneurs among the student population, to trigger entrepreneurship within the same population because of stimulating didactics and embedded entrepreneurial programmes and research in the curricula (see Open Innovation etc.) and to stimulate busin coaching easily because of the close relationship between students and their teachers which ensures a low threshold to start up business coaching which enables the creation of start-ups .

Development of a new model is based on best practices from EU regarding idea incubators, business accelerators and detailed analyses of local entrepreneurial needs at EaCP. The concept of this new model defines structure and focus, suitable and needed equipment for virtual and physical environment. key knowledge and skills (trainings) that students need to achieve.

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The main focus of SMART CAFFES will be mainly on ICT, GIS and mobile applications, media and creative industries, energy and environment, local and rural development etc. But every idea should be fostered. Also, different SMART CAFFES in different cities will join forces by sharing knowledge, services and developments based on win-win strategies to create regional market for ideas and to pave the way for young and micro-entrepreneurs and SMEs which don't have the expertise and resources to expand their activities to the regional or even global market.

b) Enabling operating model

The operating model needs a solid and sustainable business model, cfr. *5.3 Source of Funds and 6 Organizational Structure*. This operating model should incorporate a quality

5.2.5. What are your top priority initiatives and investments?

Top priority is the venue that will be identified with the SMART CAFFES and the staff that will take up the role of mediator. This venue also needs to accommodate the team that is responsible for running the SMART CAFFES.

Next to that, we need to address its legal framework.

5.3. Legal Framework (Governance and guidelines depending on the schools)

The legal framework for the SMART CAFFES will depend on the countries in which they will be launched and who will be the leading partner in the network, responsible for the set-up. Here SMART CAFFES should decide whether to accommodate the SMART CAFFES within an existing organisation, such as a higher education institution, a local government or another partner; or to set-up a new organisation in which the SMART CAFFES could be considered as a non-profit organization.

## 5.4. IP Policies

An important difference between start-ups and spin-offs is that start-ups retain the intellectual property of their businesses, while spin-offs grow within the higher education institutions themselves and usually are mainly funded by university programmes. That is why it is important to draw up an agreement between the SMART CAFFES on the one hand and a start-up / spin-off on the other hand, in which arrangements can be fixed as to who is entitled to what elements of the business idea. This means that all forms of intellectual property and technical knowhow, such as patents, brands, models, databases, software, copyright, topographies, software, procedures, research, tests, experiments, production processes, quality control should be allocated to either the spin-off or the SMART CAFFES in such an agreement. Apart from that, a paragraph should be added regarding confidentiality.

In the end, if the SMART CAFFE is a part of a spin-off or whether it becomes an important shareholder of the start-off, it should be clear as to what extent the SMART CAFFE is involved: this implies the agreement should state what costs the SMART CAFFE (or in this case the university) will bear in terms of infrastructure (use of facilities, labs, materials for prototyping etc.), staff (researchers on the payroll of the university), and what it gets in return as opposed to the spin-off / start-up. Other clauses which refer to payment, liability, duration, dissemination etc. can be added.

5.5. Source of Funds

There are six main sources of revenues for the SMART CAFFES:



Revenues Model for SMART CAFFES

- *Funding*: A lot of potential partners may share a similar mission to support entrepreneurship with students and other entrepreneurs, such as the local governments, the universities, industry federations, leading companies and captains of industry; so it may be interesting to create a consortium or partnership of those stakeholders which may contribute to the funding of the SMART CAFFES project within a city. Because of the unique position of the higher education institutions, they should act as the promotors of the SMART CAFFES projects.

- *Sponsoring*: Some companies may benefit from sponsorship deals in which they may present themselves as supporters of young entrepreneurship and economic development in their region or they may want to expand their network because they

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want to create an investment deal flow, they are looking for new customers as service providers or they are looking for new insights, innovation and suppliers as corporate partners. In return for financial support, they may benefit from the network and the stakeholders the SMART CAFFES will bring forth.

- *Office space rental*: even though the majority of the available office space should be rented out at very economical prices, there are several other ways of procuring revenues, as the meeting rooms and co-working space can be booked flexibly by any of the stakeholders here. Start-ups should benefit from discount prices, but other stakeholders may have to pay competitive prices.

- *Shareholding*: if the SMART CAFFES become shareholders in successful start-ups, they may benefit from their success and gather revenues this way,

- *Consultancy*: the Open Innovation concept may also generate revenues if the companies pay for the research and the projects that the universities take up and the role of the SMART CAFFES as a mediator may be recognised. Here as well, coaching could be available to anyone, while start-ups benefit from discount prices, while other mature organizations pay for consultancy at competitive prices.

- *Events and hospitality*: the SMART CAFFES may host events which allow revenues from ticket fees, extra sponsoring and hospitality during these events. If the venue can accommodate it, there could be a start-up who operates hospitality concepts, such as a SMART CAFFES bar of restaurant. The start-up should then pay an exploitation fee to the SMART CAFFES.

Based on these different sources of revenues, several revenues models can be drawn up, based on an unequal division of all potential revenues:

- *Growth driven*: In the growth driven revenues model, revenues mainly originate from shareholding and investment by business angels and VCs. To have a sustainable business model, the SMART CAFFES need a sufficient number of start-ups with a high potential for growth and co-investment is crucial. Start-ups however will try to avoid giving up too many of their shares.

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- *Fee driven*: In the fee driven revenues model, revenues mainly originate from subscription and services fees (e.g. rent) that start-ups have to pay to be able to benefit from the SMART CAFFES services. This however implies that start-ups need to have the necessary maturity to cover these expenses and the maintain this business model, the SMART CAFFES need a sufficient number of start-ups who pay for these services and there should be enough office space to be able to rent out. A lot of fees however may be unattractive to start-ups, so choosing this model, will decrease the number of start-ups in the SMART CAFFES.

- *Independent*: In the independent revenues model, revenues mainly originate from public funding, events and the corresponding hospitality revenues, and sponsorship as opposed to revenues that originate from the start-ups themselves. This model has the broadest scope in supporting entrepreneurship because it caters for pre-start-ups as well.

The revenues models that work best for the start-ups depend on the phase the start-up is in.

|  | Pre-start-up | Start-up | Scale-up |
| --- | --- | --- | --- |
| Independent | X | X | X |
| Fee driven |  | X | X |
| Growth driven |  |  | X |

Apart from that, the emphasis on a specific revenues model will imply a different approach. This manual adheres to a holistic model that accommodates any type of student entrepreneur or start-up, profit or non-profit, in any phase, which corresponds with the independent revenues model. The holistic view is less restrictive as to what type of services a SMART CAFFE will offer to any potential student entrepreneur or start-up. In the beginning, the focus should be aimed at people associating SMART CAFFES with support for entrepreneurship in any sense, in order to create a solid base to grow sustainable businesses. Being too restrictive in the beginning, could damage the overall recruitment of student entrepreneurs and start-ups. Only a proportion of start-ups are scalable and some start-ups only become scalable because of extensive coaching in strategy.

The independent model can incorporate elements from the growth driven and fee driven model to some extent, whereas the fee driven model can only incorporate the growth driven model and the growth driven itself cannot easily incorporate the other models.

|  | Growth driven | Fee driven | Independent |
|---|---|---|---|
| Start-up phase | Scale-up | Start-up | Pre-start-up |
| Formats | - Accelerator programme<br>- Investment<br>- Use of office space | - Incubator coaching<br>- Use of co-working space, meeting rooms | - Use of co-working space, meeting rooms<br>- Courses |
| Risk | High | Medium | Low |
| Number of participants | Limited | Average | Open to anyone |
| Selectivity | High | Medium | Low |
| KPIs for the SMART CAFFES | Internal Rate of Return (IRR)<br>Valuation of participants<br>Investment in participants | Occupancy rate<br>Revenues from events and hospitality | Number of participants in coaching<br>Number of start-ups<br>Amount of activities embedded in courses in higher education<br>Number of participants in competitions |
| Duration | Limited and intensive programme for a couple of months | On average, support could last up till a year or two. | Not specified: not all pre-start-ups will launch |

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## 6. Organizational Structure

### 6.1. Organizational Chart

The following picture represents the organizational structure of the SMART CAFFES.
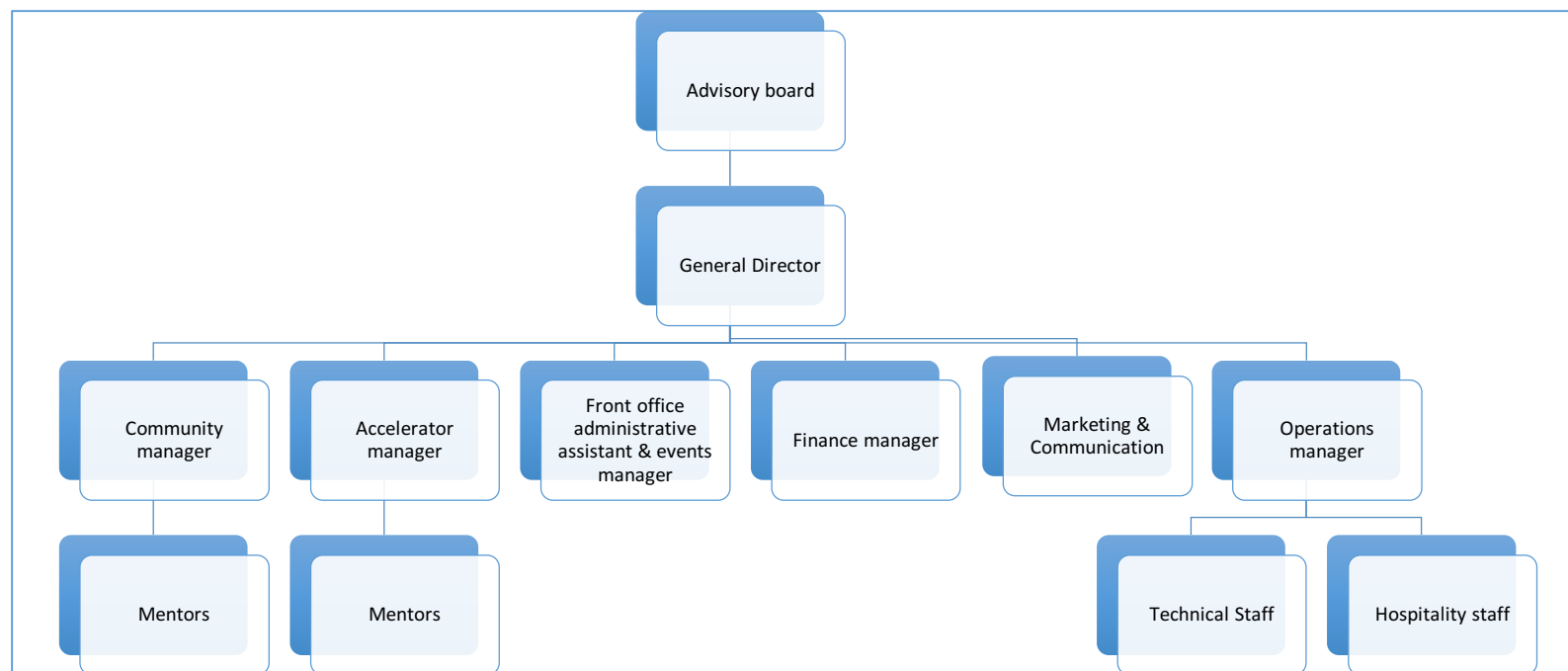


*Organizational chart*

### 6.2. Job Descriptions

Several roles within the SMART CAFFES can be identified. In the beginning, a small number of people will probably take up different roles. As the SMART CAFFES grow, its team can also grow and these profiles can match job descriptions.

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### 6.2.1. Advisory Board

This advisory board guards the mission and the vision of the SMART CAFFES and consists of members who represent several ~~of the~~ stakeholders of the SMART CAFFES network: the higher education institutions, the local government, the local organisations that support entrepreneurship, industry federations, companies and investors.

### 6.2.2. Director

The General Director is responsible for all activities of the SMART CAFFE and reports back to. Every year, he has to draw up a plan of action, in which he states the objectives and has to round up the year by reporting on the accomplishments. In the beginning, if the general director is the only person working for the SMART CAFFE, he or she may take up several other tasks as well, such as community manager, finance manager etc. But his or her primary role is being a business coach for profit and non-profit related questions. He or she is the first point of contact for student entrepreneurs within the SMART CAFFE and his or her profile consists of following elements:

- Is an entrepreneurial ambassador,
- Has entrepreneurial experience, has an entrepreneurial mindset and is constantly developing his or her entrepreneurial skills, by participating in entrepreneurial workshops and events to keep on upgrading his or her expertise to current trends,
- Has expertise in topics such as ideation, prototyping, innovation, value proposition, strategy, business model canvas, service design, IP, funding, marketing, accounting, legal issues, HR, group dynamics, pitching, CSR for profit and non-profit organisations.
- Detects entrepreneurial students and attracts them into the SMART CAFFES,
- Has coaching skills that are customized to the potential entrepreneurs,
- Has a large network within the local industries, to which he can refer start-ups in need of specialised expertise,
- Supports colleagues in the network, such as fellow teachers who need support to implement entrepreneurship in their curricula,
- Designs entrepreneurial didactic methods, such as student companies, student cooperatives, living labs…
- Facilitates open innovation,

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- Gives workshops on entrepreneurial topics,
- Curates workshops to instigate fellow teachers to become business coaches themselves,
- Organizes networking events for all stakeholders within the SMART CAFFES network.

Higher education institutions may choose to delegate some of their staff for a part of their mandate to take up a role in the SMART CAFFE, but at least one fully dedicated business coach is needed to develop the SMART CAFFE. If the SMART CAFFES don't require full time staff for the other positions in the beginning, a mixture of part time dedicated SMART CAFFES staff and delegates from the higher education institution will enable a strong network that is well connected to all stakeholders. This part time staff will probably combine their jobs with a similar position within the higher education (e.g. for accounting, marketing…) or with a similar position in a company or another organization. All the roles which are discussed below, can be combined in one profile. As the SMART CAFFES grow and its operations expand however, recruiting extra staff for these profiles may be recommended.

### 6.2.3. Community manager

The community manager is a generic business coach in the first place, so his or her profile should be a person who is experienced in entrepreneurship (see above). Apart from that he will be a community manager who is responsible for setting up events, finding the necessary partners for the start-ups, linking the start-ups to mentors etc. He or she is well tied into the local network of entrepreneurs. He takes care of partnerships and takes care of additional business services, by e.g. drafting start-ups who can deliver services to other services. This position may be combined with marketing and communication.

### 6.2.4. Accelerator manager

The accelerator manager is responsible for the accelerator programme. His or her tasks are to focus on the specific scale-ups which are ready to accelerate their business. He will have to recruit these scale-ups, analyse whether they are mature enough to enter the accelerator programme and coach them on their strategy of growth by connecting the scale-up in a network which enables their growth. He shares a similar profile with the community manager but focuses on the growth strategies of scale-ups.

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### 6.2.5. Front office administrative assistant & events manager

The front office administrative assistant is a first point of contact for anyone who comes into the physical SMART CAFFES and who takes care of the bookings of the meeting rooms, the MOOC lab, the collaborative co-working space. Apart from that, he or she will also prepare the events (workshops, seminars, networking events) of the SMART CAFFES, in collaboration with the community manager.

### 6.2.6. Mentors

Mentors are representatives from the industries, with a main focus on ICT and GIS, media and creative industries, energy and environment, local and rural development, but in order to create a healthy network, it is important to have mentors from all industries, profit and non-profit. They serve as coaches from specific industries for questions that go beyond the expertise of the business coaches. These mentors are not necessarily hired as fixed staff by the SMART CAFFES, but are solicited when needed.

### 6.2.7. Finance manager

The finance manager is responsible for all accounting and budgeting.

### 6.2.8. Marketing & communications manager

The marketing & communications manager is responsible for the promotion of the SMART CAFFE and all of its activities. He or she will have to draw up the communication strategy (see further) to attract and recruit the students and start-ups.

### 6.2.9. Operations manager

The operations manager is responsible for the infrastructure and procurement of the SMART CAFFES.

### 6.2.10. Hospitality staff

The hospitality staff takes care of the venues' hospitality operations.

### 6.2.11. Technical Staff

The technical staff will take care of the maintenance but also the IT infrastructure.

7. Infrastructure

The venue which accommodates the SMART CAFFES should be designed for collaboration purposes. There should be some basic necessities: such as internet connectivity, pantry, kitchen, leisure space with some sofas. Apart from that, there should be physical offices, co-working space, meeting rooms and a MOOC lab. As mentioned before, start-ups may have several requirements as to how intensively they need space at the SMART CAFFES. That is why for use of physical offices, agreements should be drawn up about the time start-ups are able to rent. Agreements should be limited in time, so that start-ups which have grown into maturity are moving out to make room for new start-ups to benefit from the infrastructure of the SMART CAFFES. This enables a healthy influx of new start-ups. Some offices could be rented out as fixed offices for a number of start-ups, part time or full time, but there could also be one flex office which allows flexible booking.

For other start-ups, office space as such, is perhaps not necessary, but they need co-working space and meeting rooms. This should be available through a booking tool.

For the location of this venue, it is important that there is close proximity to key establishments within the city, in the first place referring to the embedding of the SMART CAFFES in higher education institutions.

7.1. Physical Office

A few offices in which start-up teams can work consist of a few tables and chairs and all the necessary facilities to connect computers. These offices can be rented by start-ups, either full time or part time (e.g. company X rents the office on Mondays and Tuesdays, company Y on Wednesdays, Thursdays and Fridays).

7.2. Co-working Space and Meeting Rooms

~~In the general co-working space and meeting rooms,~~ start-ups who don't need fulltime offices can book a seat in the co-working space to work or book a meeting room when they need private space to have a meeting with suppliers or customers.

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## 7.3. MOOC Lab

The MOOC Lab enables the creation of online courses. It preferably is a black box studio with one green key screen which has recording materials available to facilitate the creation of MOOC.
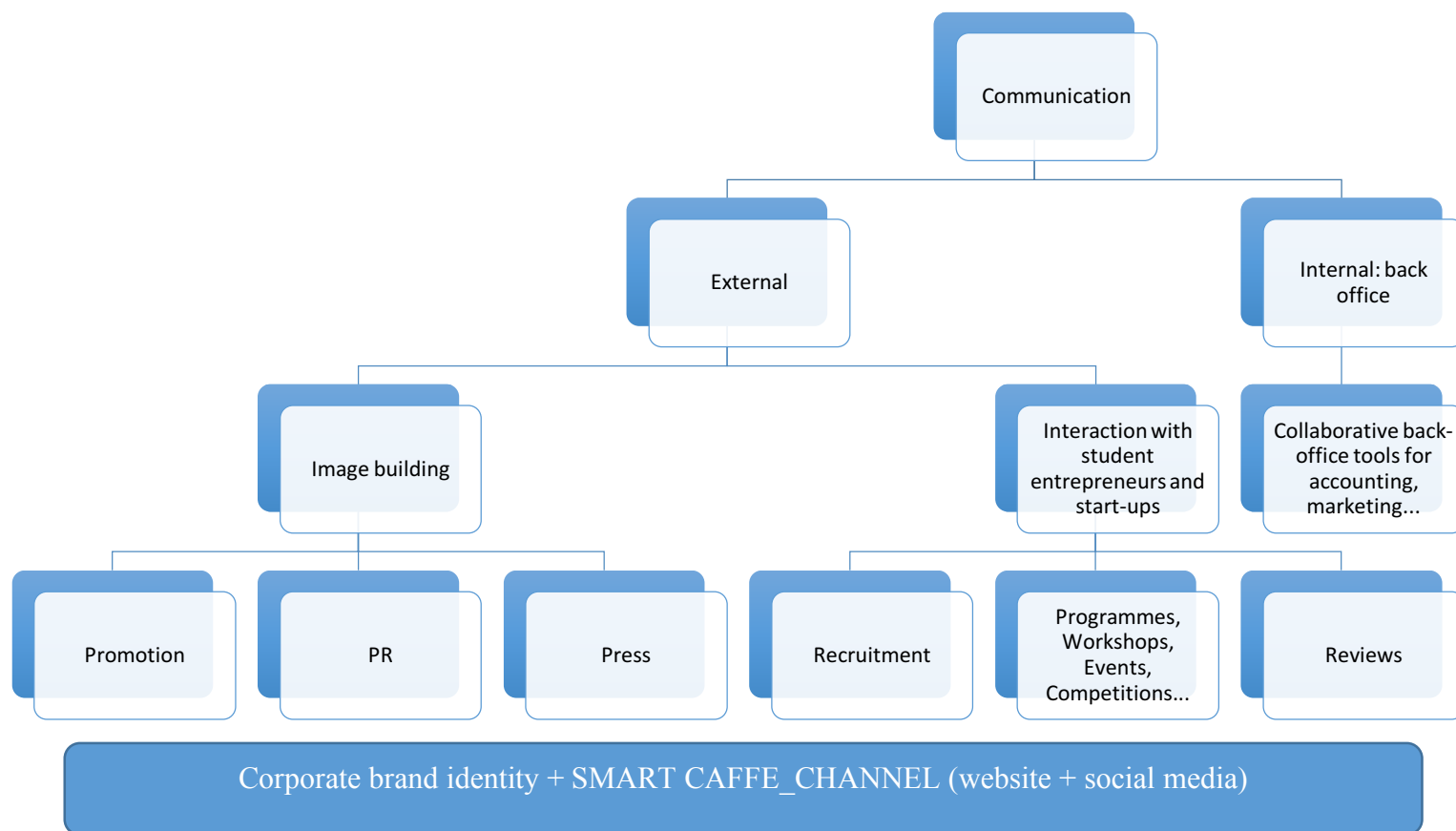
## 7.4. SMART CAFFES_CHANNEL

The structure of the virtual platform has been discussed in *5.1.1.3 -How will you win the chosen markets? – a) Value proposition to the customers.* It is important to have the platform up and running before the start of the SMART CAFFES, so in the preparation of the SMART CAFFES, one needs to address the design of the virtual platform as well and start gathering all the information that needs to be implemented on the website.

8. Branding and Marketing

The SMART CAFFES need to be launched at a certain point and will have to draw up a communication strategy to convey the message and spread the word.



*Communication matrix for SMART CAFFES*

## 8.1. Basic Values

The Basic Values should be visible in all communication channels and personify the brand identity. SMART CAFFES should breathe 'an innovative, entrepreneurial and dynamic vibe' which is also present in its communication. SMART CAFFES aspire to be the top of mind brand for helping out young entrepreneurs and start-ups in their quest to become successful. To create this brand awareness, there a logo should be designed that triggers immediate top-of-mind recognition.

The basics for all communication flows is the corporate identity, the SMART CAFFE_CHANNEL website as a landing page where Google searches will refer to and social media to keep the SMART CAFFES top of mind. It is then important to start collecting authentic images and videos that represent student entrepreneurship to integrate these as visuals in all communication channels.

## 8.2. External communication

The external communication for the SMART CAFFES consists of several elements. First, SMART CAFFES need to focus on their image building by investing in promotion, PR and press. Apart from that, SMART CAFFES need to maintain an open communication with their 'customers', the student entrepreneurs and start-up that participate in coaching, events… Here we distinguish above-the-line and below-the-line communication. Above-the-line communication focuses on interaction with our target market for specific events and goals. Below-the-line communication is about image building and establishing the SMART CAFFES as a top of mind brand for entrepreneurship.

All elements should be summed up in a communication strategy and a communication plan, which consists of the following elements:

- communicative goals and objectives,
- target markets,
- (market research),
- strategy for image building and interaction,
- cognitive, affective, emotive, conative objectives,
- message: storyboard / moodboard,
- action plan: choice of media = what, where, when, how, how often.

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- budget,
- ROI: effect.

### 8.2.1. Image building

In the image building, we focus on promotion, PR And press.

#### 8.2.1.1. Promotion

Promotion focuses on all channels that we deploy to communicate about the SMART CAFFES and its initiatives by using a 360°-degree approach and a multichannel strategy in order to reach all potential stakeholders involved. In the communication strategy, SMART CAFFES choose the necessary media for promotion and to what extent they will be applied. At first, we should focus on online communication (website and social media), along with printed communication (flyers and posters) and direct emailing (e.g. if possible, by using the existing university online platform or intranet). Whenever there is an opportunity, the business coach can also present the SMART CAFFE to students in promotional events and fairs, e.g. in the beginning of a new academic year or in classes.
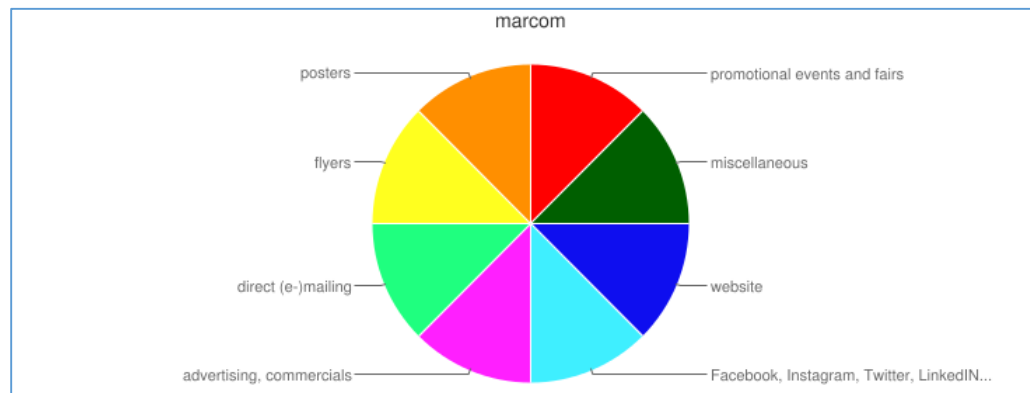


*360° multichannel strategy*

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### 8.2.1.2. PR

PR focuses on the communicative relationship with all stakeholders. SMART CAFFES should integrate the partners in communication and set up communicative initiatives here, e.g. promoting other activities and events about entrepreneurship in its own promotional channels. This establishes the SMART CAFFES in a wider network of supportive organizations.

### 8.2.1.3. Press

SMART CAFFES should also draw up a database with the most important press contacts to attract media attention with inspiring stories from young entrepreneurs. Press can help you to build a strong brand identity.

### 8.2.2. Interaction with student entrepreneurs and start-ups

To communicate with your key target market, the potential student entrepreneurs and start-ups, we need to focus on their recruitment before they take part in the SMART CAFFES initiatives. Once we know who they are, we can add their contact details to a database and then we can customize our communication to their needs for the promotion of specific programmes or events within the SMART CAFFES projects.

### 8.2.2.1. Recruitment

SMART CAFFES should first establish communication with potential student entrepreneurs and start-ups. The graphic below shows a potential customer journey and its corresponding media through each phase. It is important that for the recruitment of the appropriate target market the SMART CAFFES draw up a customer journey themselves within their contexts and environments.

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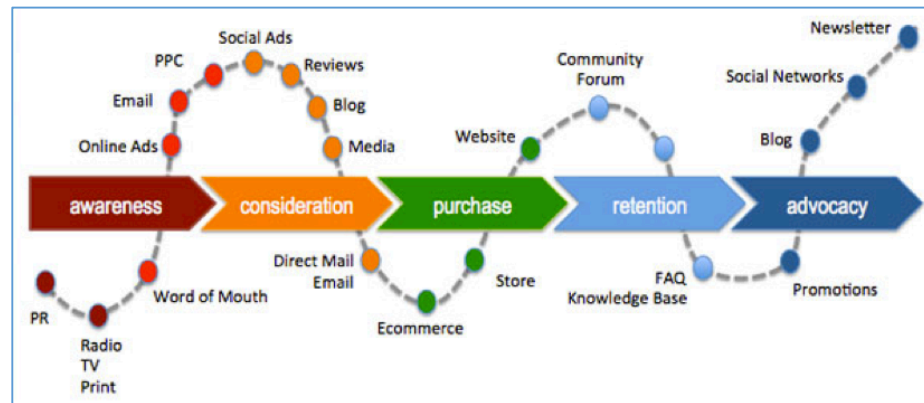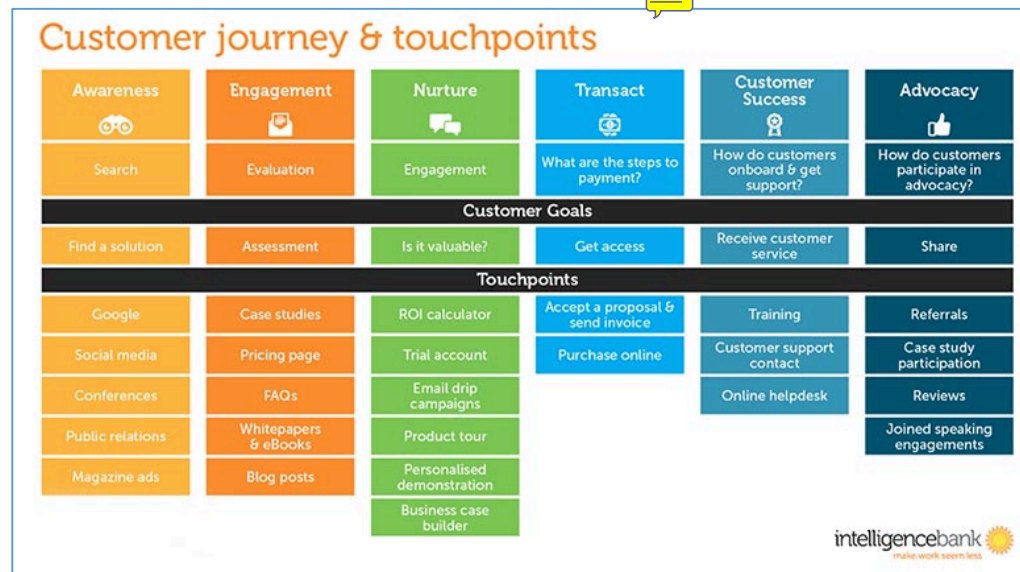
*Customer journey*



*Customer journey and touchpoints*

### 8.2.2.2. Communication for the execution of events, workshops, competitions…

This part focuses on participants in the SMART CAFFES initiatives and consists of all information they need ~~to of the~~ promotional communication while building the brand identity and corresponds

### 8.2.2.3. Reviews

As traditional marketing dictates, we use rational media such as posters and advertising and apply the AIDA strategy to persuade our potential customers. AIDA refers to first attracting the Attention of the potential customers, in order to elicit a certain Interest and Desire with them and then call them to Action. Traditional marketing addresses a larger number of the potential target, only to convert some of them into customers. Modern marketing stipulates that traditional marketing is no longer enough, because customers have lost confidence in traditional marketing channels and are overwhelmed by the abundance of promotional messages. That is why we need influencer marketing as well: here you use the ADIA strategy, which focuses on your existing customers and convert them into you ambassadors: first you Acknowledge your existing customers and you start a Dialogue with them to Incentivize them and Activate them as your Ambassadors.
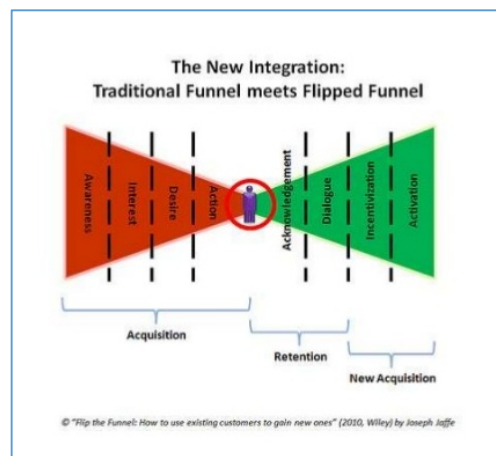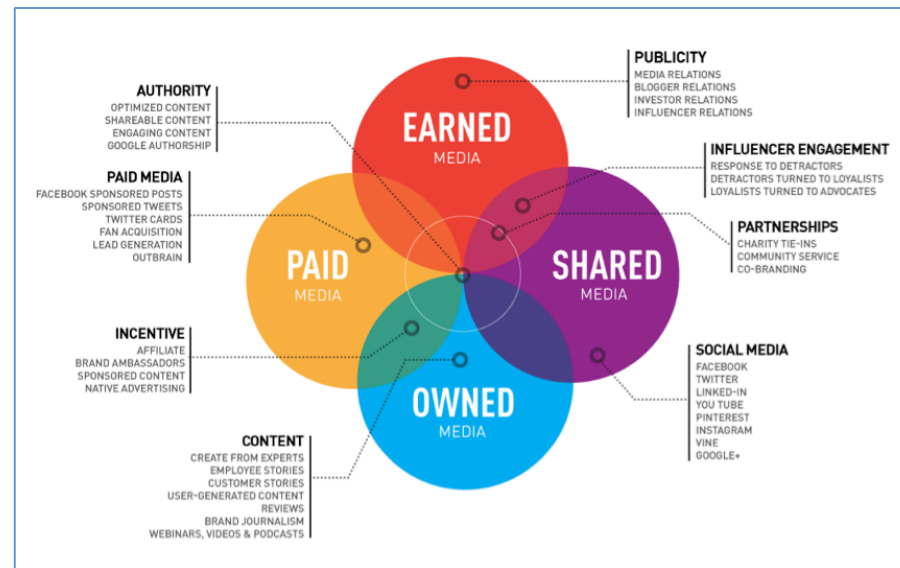


*Flipping the marketing funnel*

The best way of generating ambassadorship is by deploying your social media as such and share the stories of the student entrepreneurs and start-ups of the SMART CAFFES. Those are most likely the stories to be picked up and shared because you need not only to invest in your own media, but also in your earned and shared media.
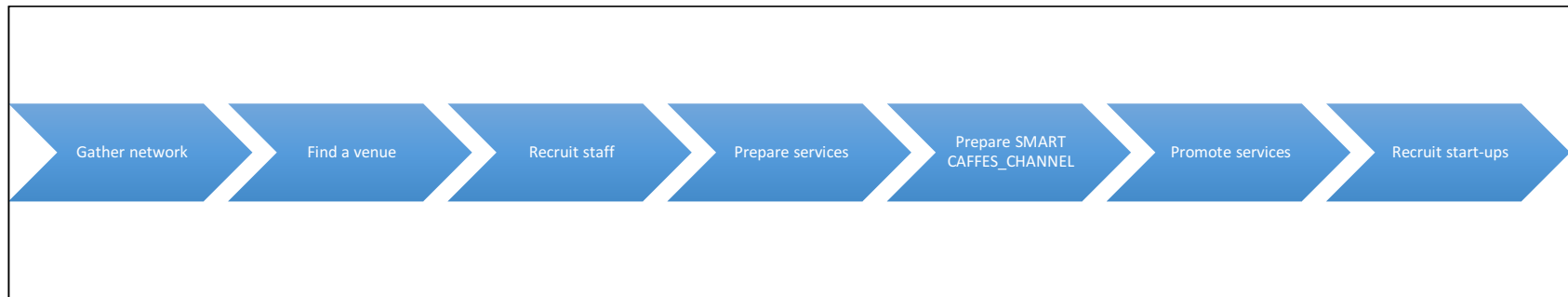


*Owned, paid, earned, shared media*

8.3. Internal communication

The internal communication consists of back office collaborative tools to allow the team to keep track of all the processes within the SMART CAFFES.

9. Summary

To summarize this manual and successfully start up SMART CAFFES, you need first to establish the SMART CAFFES partnership or consortium in your city. Next this partnership needs to find the physical location that can be transformed into a SMART CAFFE. Then the partnership should appoint the necessary staff who can then prepare the services and prepare the website and communication. This will enable the promotion of the services and hence the recruitment of the start-ups and student entrepreneurs can begin.

| Gather network | Find a venue | Recruit staff | Prepare services | Prepare SMART CAFFES_CHANNEL | Promote services | Recruit start-ups |

Good luck,

Sylvie Vanrenterghem