

“Entrepreneurship encouragement - InnoWave”

Information Sessions in Bulgaria and Greece

Work Package 4

Activity 1

Deliverable 4.2.1 Information Sessions in Bulgaria and Greece

Project Title: “InnoWave”, Project Code 5070630

*Co-funded by the European Regional Development Fund and by national funds of the countries
participating in Interreg VA “Greece-Bulgaria 2014-2020” Cooperation Programme*

<https://innowave-interreg.eu>

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InnoWave Project
*International Hellenic University (I.H.U.)***

ie - General economic aspects

- o 4.7% - the level of "birth rate" of enterprises for 2018. A total of 800 839 enterprises
- o 96.9% is the survival rate of enterprises born 1 year ago.
- o 78% is the survival rate of enterprises born 3 years ago. They represent 6.49% of the entire business sector in the country.
- o Types of active enterprises in 2018 (out of a total of 800 839 enterprises in 2018)
 - ✓ 72.49% (580 528) of the enterprises in 2018 are in the field of services;
 - ✓ 15.25% (122 128) of the enterprises in 2018 are in the field of manufacturing;
 - ✓ 12.27% (98,263) of enterprises in 2018 are in the field of agriculture.

Greece - General aspects

- o Greece is in 9th place in the European ranking in terms of innovative companies 2016-2018
- o 60.3%, of Greek companies innovate
 - ✓ *Increase of 2.6 percentage points compared to the period 2014-2016*
 - ✓ *European average (50,3%)*
- o Greece ranks 4th among European countries in product innovation
 - ✓ *With 42.5% (increase by 11,8 percentage points compared to 2014-2016)*
 - ✓ *European average (29,8%)*

(Community Innovation Survey – Greek National Documentation Centre & Hellenic Statistical Authority)

Greece - General aspects (ii)

- o Most innovative field : Media and Communication, with 68% innovating
- o Large enterprises (>250 employees) are the most innovative (90,3%)
- o 23,8% of sales comes from innovative products
- o 20,8% of Greek companies work together for innovative activities

(Community Innovation Survey – Greek National Documentation Centre & Hellenic Statistical Authority)

Greek region entrepreneurship statistics

Social aspects of entrepreneurship

- o 30.1% of people between the ages of 18 and 64 have known at least 1 entrepreneur in the last 2 years.
- o 49.9% of people aged 18-64 believe that they have good conditions for starting a business in their regions
- o 46.9% think it is easy to build a business in Greece

Greek region entrepreneurship statistics

Social aspects of entrepreneurship

- o About 53,1% believe that they personally have the potential and skills to start a business
- o 51,46% do not want to start a business due to fear of failure
- o 9,58% have entrepreneurial intentions

Greek region entrepreneurship statistics

Individual habits and traditions, views, upbringing in the family and values

- o About 68% believe that they very rarely see real opportunities for new business
 - o About 51% believe that even when they see an opportunity, they very rarely take action on it
 - o About 78% say that every professional action in their lives is part of a larger career plan than a business start-up action
 - o About 44% say other people think they are innovative
- Habits, traditions, family play an integral part

Greek region entrepreneurship statistics

Economic data

- o 8.2% of the adult population aged 18-64 is actively involved in starting or running new businesses; 43% of these 8% are in the field of services aimed at the end user (food, beverages, restaurants, hairdressers, etc.), and 18.1% are in the field of business services (technological, consulting and other services and businesses)
- o Greece ranks 8th in terms of economic activity among the 33 high-income countries
- o 14.3% of people between the ages of 18 and 64 own and manage established businesses
- o 1.9% of the adult population between the ages of 18 and 64 is engaged in intra-company entrepreneurship - creating a new product for the company in which he works, a new business model, opening a new team and / or office at the company in which he works.

Greek region entrepreneurship statistics

Reasons for starting a business

- o 32.3% of the population aged 18-64 say they have the motivation to change the world as a key cause of entrepreneurship. Women, more likely with 32.5%.
- o 48.2% want to improve their financial situation as the main motivation for starting a business. Men more likely with this motivation with 52%
- o 35.3% want to continue a family business - men more likely with 38%
- o 51.6% are motivated by having their own business, as believe that jobs are limited - women more often with 53%.

Greek region entrepreneurship statistics

Male-female Ratio

- o About 7.5% of women in Greece are entrepreneurs
- o About 8.5% -9% of men in Greece are entrepreneurs
- o Female/Male Ratio 0,7

Age

- o About 14% of people between the ages of 18 and 24 are entrepreneurs - the highest percentage in Greece;
- o About 10% of people aged 45-54 are entrepreneurs
- o About 8% of the other 3 age groups are entrepreneurs in Greece, account for approximately 24-25% of all. Among them, with the lowest percentage, are people between the ages of 25 and 34.

Greek region entrepreneurship statistics

Entrepreneurship financing

- o About 4.9% of people aged 18-64 said they had invested in a business started by someone else;
- o The average value of these investments is \$ 12,000.
- o Since 2020, 9 different Entrepreneurship financing programmes in the region in different sections
- o ~370M Euros allocated to Existing or new Enterprises in the Region
- o In 2019, Greece reduced corporate tax from 29% to 24% → Now it is 22%

Greek region entrepreneurship statistics

Termination of activity

- o Just under 3% of respondents between the ages of 18 and 64 say they have stopped their businesses.
- o Active entrepreneurship is reduced by 1,39% (vs 2019)
- o Clothing section has the biggest reduction
- o In the market of Thessaloniki
 - → small increase of closed stores (0.17%)
 - New record low in terms of the percentage of closed stores

Greek region entrepreneurship statistics

History of entrepreneurship in Greece in the last 10 years

- o The levels of entrepreneurship in the country have not changed significantly, maintaining the same level over the past 10 years.
 - ✓ BUT: Innovation Levels increased *(industry by 10 percentage points, services ~7 percentage points)*
- o The Global Report for 2018 marks the introduction of the National Entrepreneurship Context of the GEM Index (NECI), which reflects the national conditions for entrepreneurship. For Greece, this index in 2019 is 4.1
→40th place out of all 54 countries surveyed.
- o In 2019, Greece introduced new policies regarding the business environment, which further facilitated the opportunities for entrepreneurship - **One Click Land Information System**.

Greek region entrepreneurship statistics

Thessaloniki

- o Second Largest City ~1M
- o Only 14th in Greece in GNP per capita (15.103 euros)
- o 5.309 Active Enterprises
- o Retail accounts for 64,48% of all enterprises
 - Clothing 17,52%
 - Food and Drink 17,81
 - Other fields 17,71
- o 29,57% of Central Commercial Venues remain Closed (2020 - new record-low)

Source: ELSTAT & INEMY/ΕΣΕΕ

Greek region entrepreneurship statistics

Serres

- o Population of Serres : ~164.544
- o LOWEST in Greece in GNP per capita
- o Main sectors are agriculture and livestock farming
 - ✓ 1st in Greece in irrigated crops
 - ✓ 2nd in Greece in livestock (number of animals)

Greek region entrepreneurship statistics **Kavala**

- o Population of Kavala : 131.875
- o The prefectures of Kavala and Thassos account for 27% of the GDP of the Region of Eastern Macedonia and Thrace
- o 23rd in Greece in GNP per capita (14.257 euros)
- o During the economic crisis, the GDP of Kavala and Thassos prefectures decreased by 31,3%
 - Higher than the average level of reduction of the Region (-28.1%), Northern Greece (-26.5%) and the country (-28 %)
- o Based on turnover the main sectors are Commerce and Agriculture
- o However, the hotel industry holds the largest share in terms of investment funds, which demonstrates its increased importance for the region

Greek region entrepreneurship statistics

Xanthi

- o Population 110.868
- o 43rd in Greece in GNP per capita (11.438 euros)
- o Accounts for ~16% of the GDP of the Region of Eastern Macedonia and Thrace
- o Growth in 2021 in No of Enterprises, by 190

Greek region entrepreneurship statistics

Resume for the 3 Greek regions

- o Underperforming Regions → Officially Considered *"Less Developed Areas"*
- o Different Strengths
- o Belong in first region in Greece in contribution to GDP in the primary sector



Entrepreneurship innovation encouragement

“Inno wave”

Work Package 4

Deliverable 4.2.2

Activity 2 for the organization of 1 Business club/forum in GR



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“Business models in the digital era”

International Hellenic University (I.H.U.)

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ICT and entrepreneurship

Entrepreneurship, technology and innovation are mutually supportive.

Technology provides entrepreneurs with new tools to improve the efficiency and productivity of their business, or with new platforms on which to build their ventures.

In turn, entrepreneurs fuel technological innovation by developing new or improving existing products, services or processes and ensuring commercialization.

ICT and entrepreneurship

Information communication technology refers to the technology systems used to transmit, store, process, display, create, and automate information dissemination.

These technologies include items such as television; fixed telephone lines; mobile phones; radio; satellite systems; video; computers; network software and hardware; and the equipment and services related to these technologies, such as emails, video-conferencing, blogs, and social media.

Technology innovation is the systematic application of all sources of organized knowledge, such as literature, science, and the arts, geared toward organizational performance.

ICT and entrepreneurship

ICT raises firms' productivity and market share and provides firms with many benefits, such as help in introducing new products and services, becoming more customer-oriented, responding better to market changes, and being able to innovate for better firm performance.

However, ICT cannot improve firm performance or sustain a competitive advantage if it is not implemented innovatively, or if organizational structures and work processes are not improved or changed.

ICT innovation comprises all the processes aimed at creating a new technique, idea, or product for the ICT sector, defined by the social, political, or ecological context.

ICT and entrepreneurship

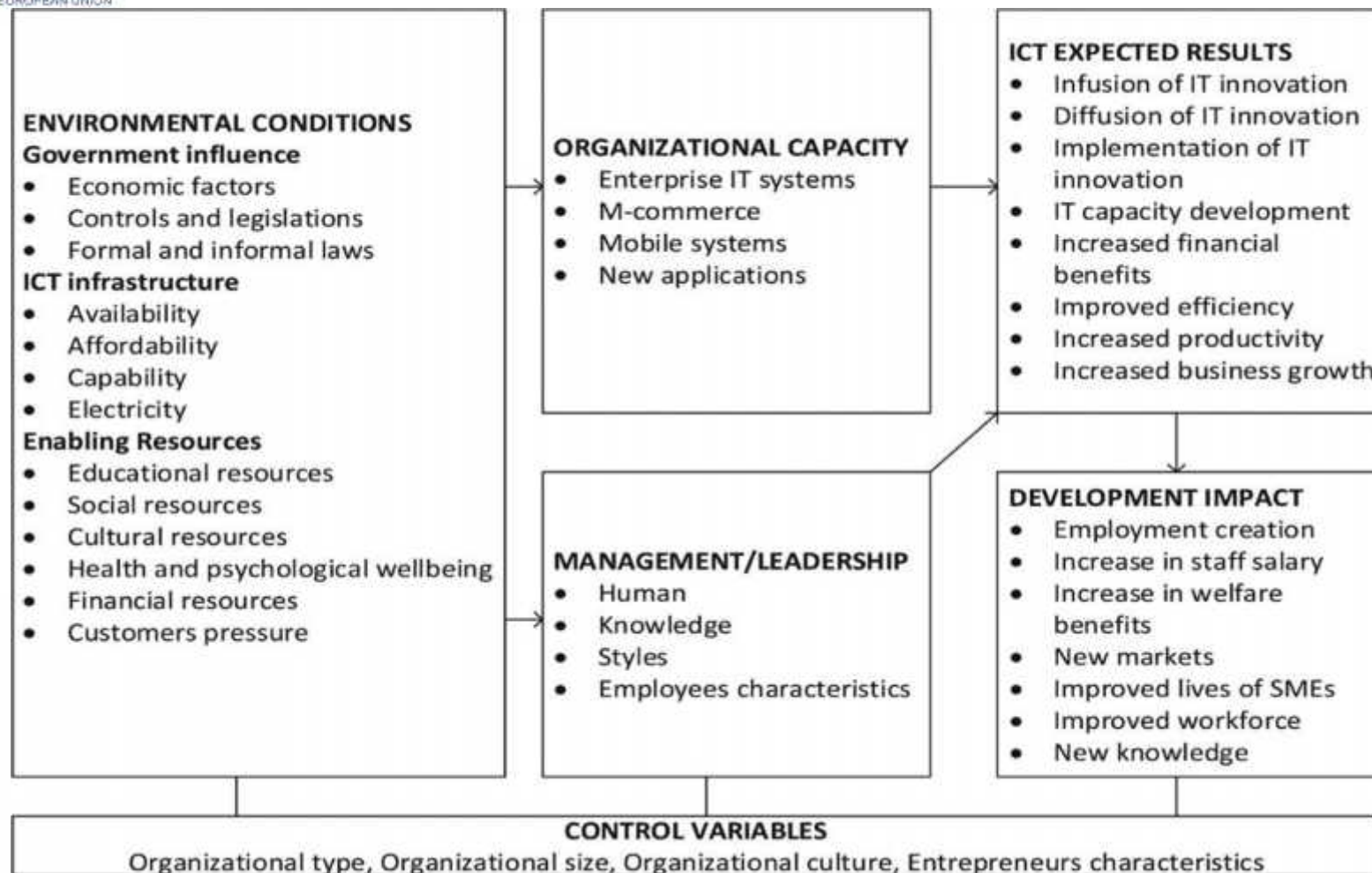
Innovation improves a firm's value chain and introduces new products, services, solutions, and work procedures.

Innovation plays an important role not only in business but also in a country's economic development and a firm's competitive advantage.

Innovative entrepreneurs gain first-mover advantage by bringing about new ideas, processes, products, or services, or improving the utility of a product or service, thus increasing profitability.

SMEs are progressively deliberated as the critical source of new product development and new technologies.

ICT for Development



Notable contribution of ICT in entrepreneurship

- Access to Markets
- Virtual and efficient business coordination.
- Advertising and Marketing Communication.
- Increasing revenue streams and Saving Time/Money.
- Teleconferencing.

Digital Entrepreneurship

Strategic Pillars for the Stimulation Digital Entrepreneurship in Europe

Digital Knowledge Base and ICT Market

- Initiatives of government and/or private sector in supporting creation and development of new companies (e.g. through expenditure in R&D : business and governmental).
- Supporting knowledge diffusion to enhance digital innovation (e.g. number of technology patents, number of firms in ICT sector) .
- The performance of the ICT sector as an engine for diffusion and commercialization

Digital Entrepreneurship

Strategic Pillars for the Stimulation Digital Entrepreneurship in Europe

Digital Business Environment

- State of the art of digital infrastructure (e.g. % of businesses with broadband access, investments of telecommunications industry in networks) .
- Regulatory environment including administrative burden (e.g. ease of doing business) , trademark and trademark registration systems , privacy and security issues (e.g. share of businesses facing any obstacle related to connectivity/high cost/ security risks/technical obstacles)

Digital Entrepreneurship

Strategic Pillars for the Stimulation Digital Entrepreneurship in Europe

Access to Finance

- Enhanced access to finance to promote the creation, survival and growth of digital entrepreneurs (e.g. venture capital availability, ease of raising money through local equity markets).
- Fiscal and tax frameworks favourable to foster entrepreneurial investment (e.g. total tax rate, cost of tax compliance)

Digital Entrepreneurship

Strategic Pillars for the Stimulation Digital Entrepreneurship in Europe

Digital Skills and e-Leadership

- A supportive education system allowing for a wider exploitation of new opportunities arising from digital growth, overall resulting in the improvement of business efficiency and development of new business models.
- Increase the capabilities of managers, entrepreneurs and business executives to enhance growth, export, and degree of connection to the global digital markets

Digital Entrepreneurship

Strategic Pillars for the Stimulation Digital Entrepreneurship in Europe

Entrepreneurial Culture

- Enhancing the digital entrepreneurial culture will benefit mainly digital entrepreneurs (e.g. entrepreneurship and development index, % of employees that find fairly desirable or very desirable to become self-employed within the next 5 years)

Benefits of enhancing digital entrepreneurship and innovative ecosystem

Benefit to government/public sector	Benefit to businesses	Benefit to society/citizens
Encouraging collaborations between public sector – businesses – universities etc.	Facilitating the entry into the market of new and dynamic players	Job creation
Enhancing technology transfer	Strengthening business networks between SME's and large-sized firms	Reducing unemployment rate at regional and national levels
Increasing and ensuring tax returns	Making possible for SME's becoming fully integrated international business partners	Knowledge diffusion within and between regional locations
Increasing GDP and improving productivity and competitiveness of the economy	Streamlining business processes	Improving skills of human capital within a region
	Increasing returns on ICT investment	
	Improving business transactions	
	Reducing administrative costs and errors	

Digital business models characteristics

There is often a confusion about digital offerings vs. digital business models.

In general a digital offering is just an addition to existing services or products like an app for your product, a chatbot for contacting the support or a interface to control the product.

Digital business models on the other side have certain characteristics that help to distinguish them from digital offerings.

Digital business models characteristics

- 1. The value is created using digital technologies**
- 2. Digital business models are new to the market**
- 3. Digital customer acquisition and distribution**
- 4. USP is created digitally**

11 Digital Business Models

- 1. Free-Model (Ad-supported Model)**
- 2. Freemium Model**
- 3. On-Demand Model**

11 Digital Business Models

4. E-Commerce Model

5. Marketplace Model (Peer-to-peer, two-sided marketplace)

6. Ecosystem Model

11 Digital Business Models

7. Access-Over-Ownership Model / Sharing Model

8. Experience Model

9. Subscription Model



11 Digital Business Models

10. Open-Source Model

11. Hidden revenue generation Model

Choosing the right digital business model

Every business needs to see what kind of offers they want to have and where they want to optimize.

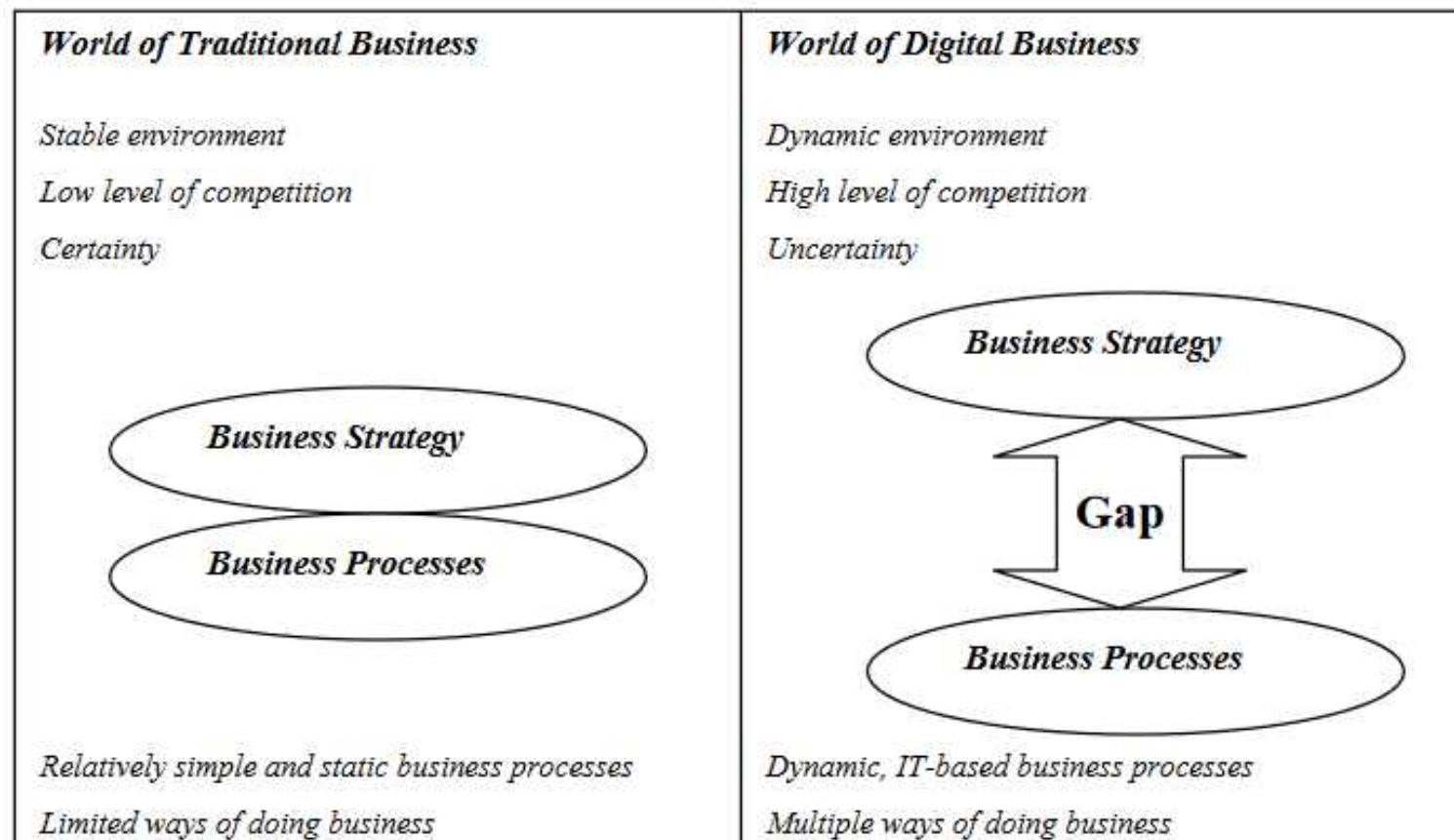
Two-sided marketplaces are extremely complex and take longer to grow, Freemium is widely adapted and can be combined with Ad-supported business models and digital ecosystems might be the most complex and highest risk business models as it involves massive investments, big user-base and also the orchestration of many partners and streams.

Choosing the right digital business model

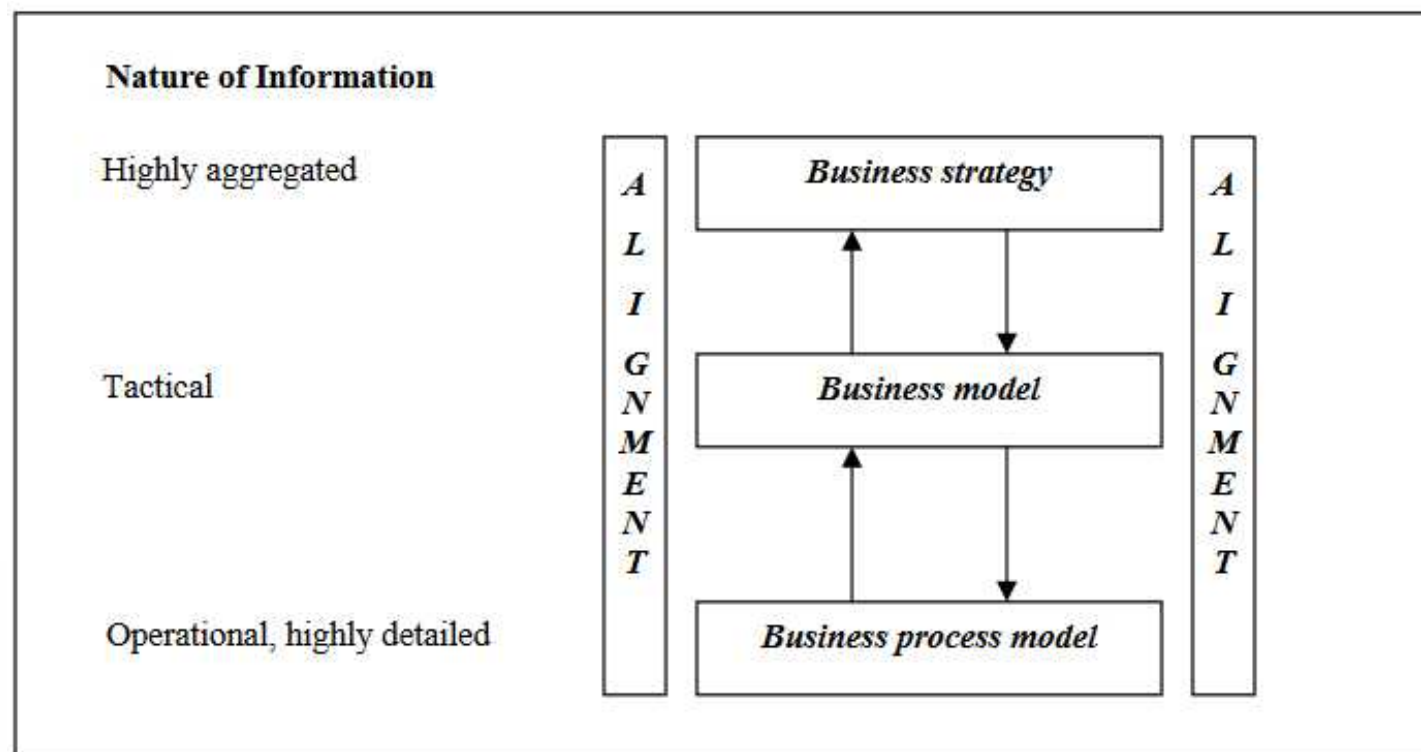
Digital business models need a critical mass and a critical base to leverage a monetization model and therefore need quite some time and investment before they can even start generating revenues. This is why there are 2 different strategies:

- For earlier/faster monetization it is, therefore, better to look at Freemium, E-Commerce, or Subscription models. They are easier as the supply-side is already fixed/can be better controlled, you can generate direct incomes and can only focus on generating the demand side.
- Business models which are more long-term and network effect-driven, are usually double-sided platforms, double-sided marketplaces and especially digital ecosystems. They must grow for a long time before monetization makes sense and therefore have a long financing gap, which needs to be overcome. But on the long-run they might financially outgrow other businesses as they use the network effect, you could call it the “the winner takes it all”-effect, to dominate a market due to the size and decrease the entrance of new competitors as they first would need to catch up.

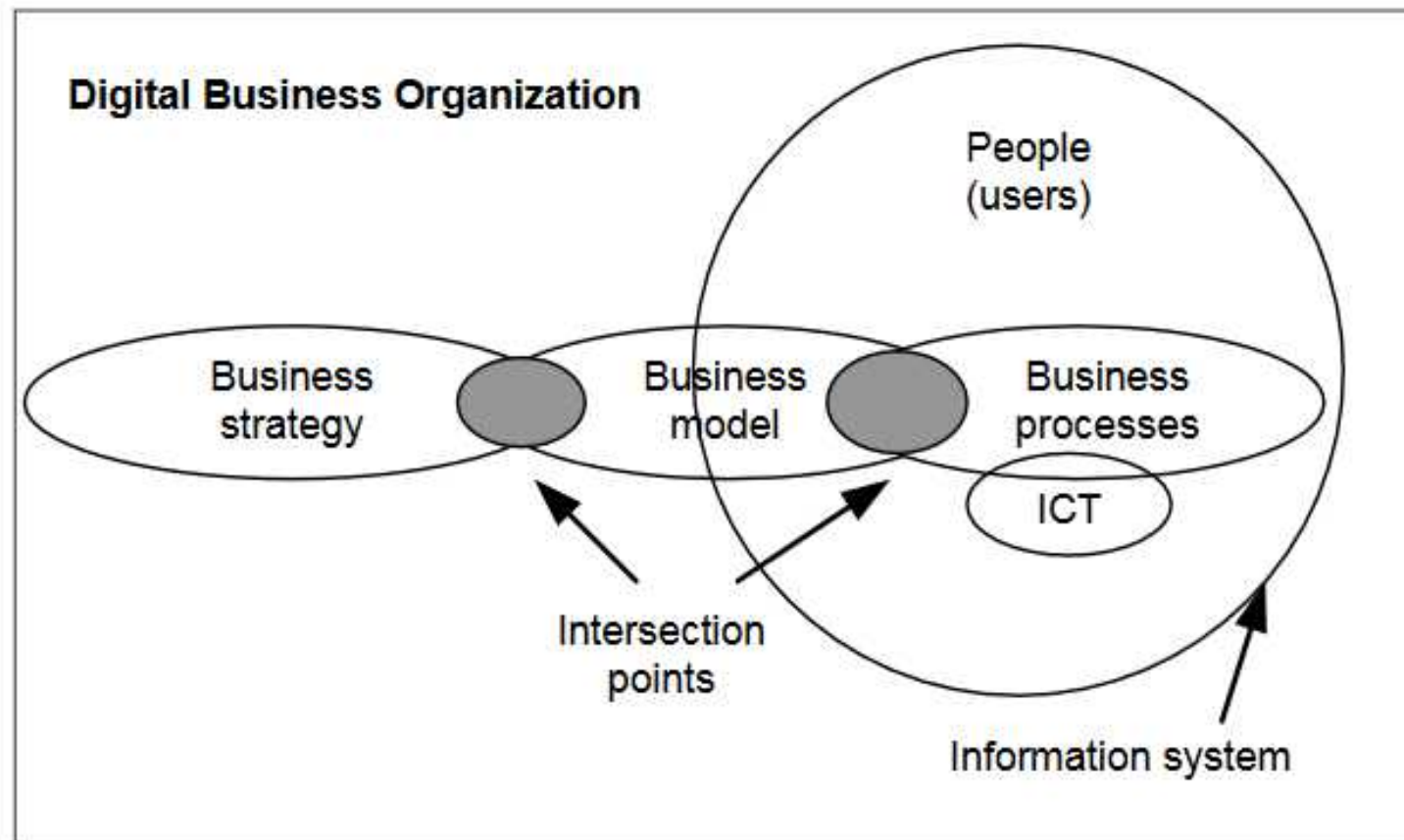
Comparison between the World of Traditional and Digital Business



Digital Business Layers



Business Model Intersection Points



Methodology for developing and improving the digitalization of a business model

Every industry has technology leaders who have already digitally transformed their businesses.

Consumers, using their services, have time to get used to the convenient interface of information resources and mobile applications, the presence of a website and an online chat, the ability to quickly place an order and track the process of its packaging, assembly and delivery in real time, and get quick feedback.

It has already become the norm to minimize the need to visit an office (store) when submitting a service request, ordering goods, processing a request to provide access to information or some kind of digital resource.

At the same time, consumers' expectations in relation to other companies on the market naturally grow, even if they operate in a different industry and market segment.

Methodology for developing and improving the digitalization of a business model

Consumers value their time, want to receive services quickly and conveniently, and expect companies to satisfy their needs. To do this, companies need to accelerate the digitalization of their business processes.

Every company that is going to change its business model to digital must first have a strategy that will guide the analysis and change of the current business model.

Methodology for developing and improving the digitalization of a business model

A company needs to creatively analyze existing business processes and essentially redesign them in an attempt to achieve the following goals:

- reduction of the execution time of the decision-making loop;
- orientation of business processes to the characteristics and needs of their consumers;
- reduction in the number of employees involved in each business process.

Five Pitfalls in a Digital Transformation

1. Inadequate focus on the challenges of change
2. Absent or unsophisticated governance
3. Inexperienced planning and execution teams
4. Insufficient resourcing
5. Inadequate risk management or monitoring

Thank you for your attention!

“Επιχειρηματικά μοντέλα στην ψηφιακή εποχή”

ΔΙΕΘΝΕΣ ΠΑΝΕΠΙΣΤΗΜΙΟ ΕΛΛΑΔΟΣ

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ΤΠΕ και επιχειρηματικότητα

Η επιχειρηματικότητα, η τεχνολογία και η καινοτομία αλληλοϋποστηρίζονται.

Η τεχνολογία παρέχει στους επιχειρηματίες νέα εργαλεία για τη βελτίωση της αποδοτικότητας και της παραγωγικότητας της επιχείρησής τους ή νέες πλατφόρμες στις οποίες μπορούν να χτίσουν τις επιχειρήσεις τους.

Με τη σειρά τους, οι επιχειρηματίες τροφοδοτούν την τεχνολογική καινοτομία αναπτύσσοντας νέα ή βελτιώνοντας τα υπάρχοντα προϊόντα, τις υπηρεσίες ή τις διαδικασίες διασφαλίζοντας την εμπορευματοποίηση τους.

ΤΠΕ και επιχειρηματικότητα

Η τεχνολογία πληροφοριών και επικοινωνίας αναφέρεται στα τεχνολογικά συστήματα που χρησιμοποιούνται για τη μετάδοση, αποθήκευση, επεξεργασία, εμφάνιση, δημιουργία και αυτοματοποίηση της διάδοσης των πληροφοριών.

Αυτές οι τεχνολογίες περιλαμβάνουν είδη όπως: η τηλεόραση, σταθερές τηλεφωνικές γραμμές, κινητά τηλέφωνα, ραδιόφωνο, δορυφορικά συστήματα, βίντεο, υπολογιστές, λογισμικό και υλικό δικτύου, τον εξοπλισμό και τις υπηρεσίες που σχετίζονται με αυτές τις τεχνολογίες, όπως μηνύματα ηλεκτρονικού ταχυδρομείου, τηλεδιάσκεψη, ιστολόγια και μέσα κοινωνικής δικτύωσης.

Η τεχνολογική καινοτομία είναι η συστηματική εφαρμογή όλων των πηγών οργανωμένης γνώσης, όπως η βιβλιογραφία, η επιστήμη και οι τέχνες, με γνώμονα την απόδοση του οργανισμού.

ΤΠΕ και επιχειρηματικότητα

Οι ΤΠΕ αυξάνουν την παραγωγικότητα και το μερίδιο αγοράς των επιχειρήσεων και παρέχουν στις επιχειρήσεις πολλά οφέλη, όπως βοήθεια στην εισαγωγή νέων προϊόντων και υπηρεσιών, προσανατολισμό στον πελάτη, καλύτερη ανταπόκριση στις αλλαγές της αγοράς και δυνατότητα καινοτομίας για καλύτερη απόδοση της επιχείρησης.

Ωστόσο, οι ΤΠΕ δεν μπορούν να βελτιώσουν την απόδοση της επιχείρησης ή να διατηρήσουν ένα ανταγωνιστικό πλεονέκτημα εάν δεν εφαρμοστούν με καινοτόμο τρόπο ή εάν οι οργανωτικές δομές και οι εργασιακές διαδικασίες δεν βελτιωθούν ή αλλάξουν.

Η καινοτομία των ΤΠΕ περιλαμβάνει όλες τις διαδικασίες που στοχεύουν στη δημιουργία μιας νέας τεχνικής, ιδέας ή προϊόντος για τον τομέα των ΤΠΕ, που ορίζεται από το κοινωνικό, πολιτικό ή οικολογικό πλαίσιο.

ΤΠΕ και επιχειρηματικότητα

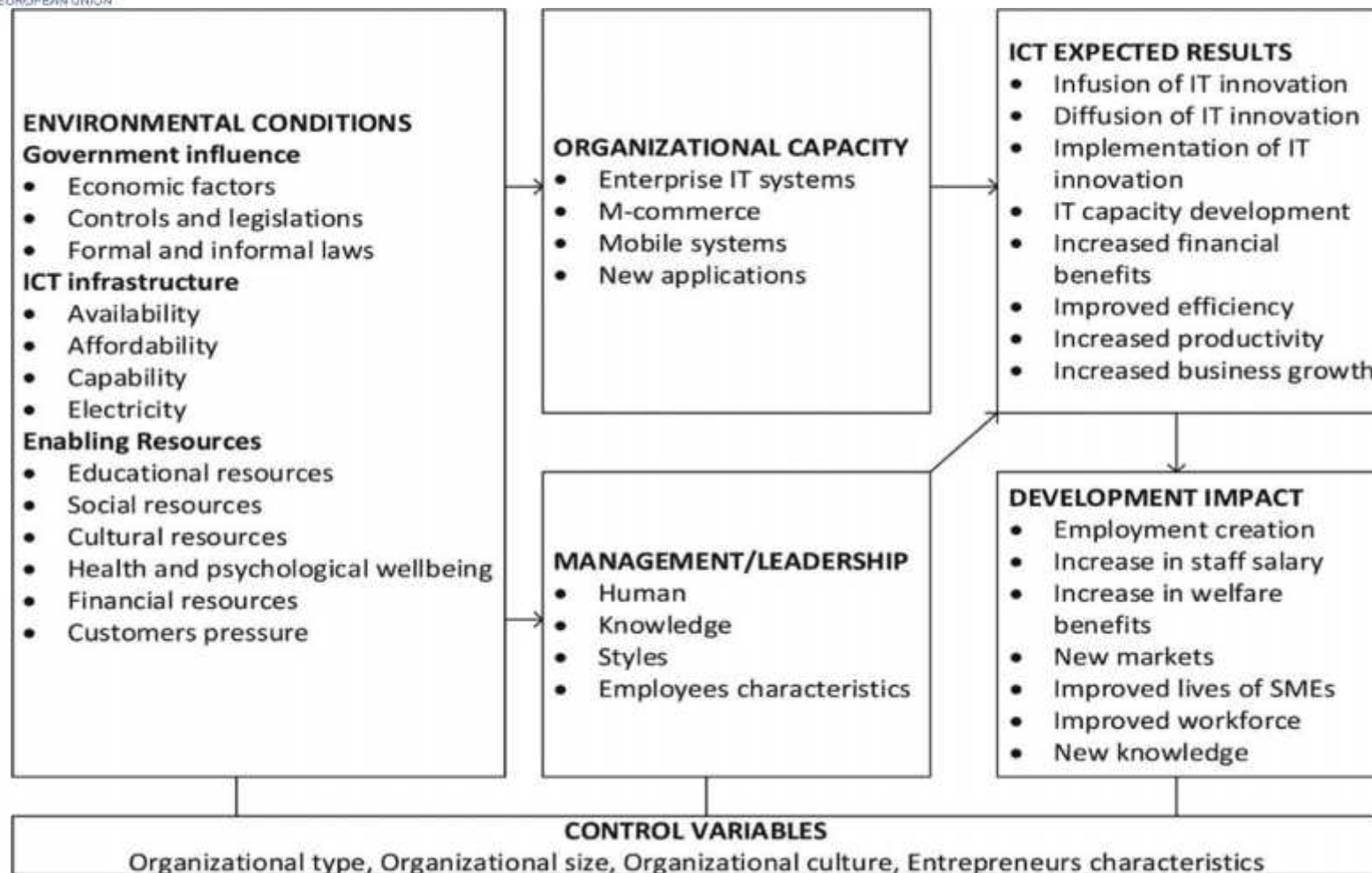
Η καινοτομία βελτιώνει την αλυσίδα αξίας μιας επιχείρησης και εισάγει νέα προϊόντα, υπηρεσίες, λύσεις και διαδικασίες εργασίας.

Η καινοτομία παίζει σημαντικό ρόλο όχι μόνο στις επιχειρήσεις αλλά και στην οικονομική ανάπτυξη μιας χώρας και στο ανταγωνιστικό πλεονέκτημα μιας επιχείρησης.

Οι καινοτόμοι επιχειρηματίες κερδίζουν πλεονέκτημα πρώτης κίνησης φέρνοντας νέες ιδέες, διαδικασίες, προϊόντα ή υπηρεσίες ή βελτιώνοντας τη χρησιμότητα ενός προϊόντος ή μιας υπηρεσίας, αυξάνοντας έτσι την κερδοφορία.

Οι ΜΜΕ θεωρούνται σταδιακά ως η κρίσιμη πηγή ανάπτυξης νέων προϊόντων και νέων τεχνολογιών.

ΤΠΕ για την Ανάπτυξη



Η συμβολή των ΤΠΕ στην επιχειρηματικότητα

- Πρόσβαση στις αγορές.
- Εικονικός και αποτελεσματικός επιχειρηματικός συντονισμός.
- Επικοινωνία Διαφήμισης και Μάρκετινγκ.
- Αύξηση των εσόδων και εξοικονόμηση χρόνου/χρημάτων.
- Τηλεδιάσκεψη.

Ψηφιακή επιχειρηματικότητα Στρατηγικοί πυλώνες για την τόνωση της ψηφιακής επιχειρηματικότητας στην Ευρώπη

Ψηφιακή Βάση Γνώσης και Αγορά ΤΠΕ

- Πρωτοβουλίες της κυβέρνησης και/ ή του ιδιωτικού τομέα για την στήριξη της δημιουργίας και της ανάπτυξης νέων επιχειρήσεων (π.χ. μέσω επενδύσεων σε Έρευνα και Ανάπτυξη, είτε κυβερνητικών είτε από επιχειρήσεις)
- Στήριξη της διάχυσης της γνώσης για την βελτίωση της ψηφιακής καινοτομίας (π.χ. αριθμός τεχνολογικών πατέντων, αριθμός επιχειρήσεων στον τομέα ΤΠΕ)

Ψηφιακή επιχειρηματικότητα Στρατηγικοί πυλώνες για την τόνωση της ψηφιακής επιχειρηματικότητας στην Ευρώπη

Επιχειρηματικό περιβάλλον για
ψηφιακές επιχειρήσεις

- Τεχνολογική υποδομή τελευταίας τεχνολογίας (π.χ. Ποσοστό επιχειρήσεων με πρόσβαση με ευρυζωνική πρόσβαση, επενδύσεις της βιομηχανίας τηλεπικοινωνιών στα δίκτυα)
- Κανονιστικό περιβάλλον συμπεριλαμβανομένων των διοικητικών βαρών (π.χ. ευκολία επιχειρείν), συστήματα κατοχύρωσης εμπορικών σημάτων και σημάτων αξιοπιστίας (trustmarks) (π.χ. ποσοστό επιχειρήσεων που αντιμετωπίζει κάποιο εμπόδιο σχετικό με την συνδεσιμότητα/ υψηλό κόστος/ κίνδυνοι ασφάλειας/ τεχνικά εμπόδια)

Ψηφιακή επιχειρηματικότητα Στρατηγικοί πυλώνες για την τόνωση της ψηφιακής επιχειρηματικότητας στην Ευρώπη

Πρόσβαση στη χρηματοδότηση

- Βελτιωμένη πρόσβαση στην χρηματοδότηση για να προωθηθούν η δημιουργία, η επιβίωση και η ανάπτυξη τεχνολογικών επιχειρηματιών(π.χ. διαθεσιμότητα επιχειρηματικών κεφαλαίων, ευκολία εύρεσης πόρων από τις τοπικές αγορές μετοχών)
- Δημοσιονομικά και φορολογικά πλαίσια ευνοϊκά για νέα επιχειρηματική επένδυση(π.χ. συνολικός φορολογικός συντελεστής, κόστος φορολογικής συμμόρφωσης)

Ψηφιακή επιχειρηματικότητα Στρατηγικοί πυλώνες για την τόνωση της ψηφιακής επιχειρηματικότητας στην Ευρώπη

Ψηφιακές δεξιότητες και ηλεκτρονική ηγεσία

- Ένα υποστηρικτικό εκπαιδευτικό σύστημα που επιτρέπει την ευρύτερη εκμετάλλευση των νέων ευκαιριών που προκύπτουν από την ψηφιακή ανάπτυξη, οδηγώντας συνολικά σε βελτίωση της αποδοτικότητας των επιχειρήσεων και στην ανάπτυξη νέων επιχειρηματικών μοντέλων
- Αυξημένες δυνατότητες των managers, των επιχειρηματιών και των στελεχών των επιχειρήσεων να βελτιώσουν την ανάπτυξη, τις εξαγωγές και το βαθμό διασύνδεσης με τις παγκόσμιες ψηφιακές αγορές

Ψηφιακή επιχειρηματικότητα Στρατηγικοί πυλώνες για την τόνωση της ψηφιακής επιχειρηματικότητας στην Ευρώπη

Επιχειρηματική κουλτούρα

- Η βελτίωση της επιχειρηματικής κουλτούρας θα ωφελήσει κυρίως τους ψηφιακούς επιχειρηματίες (π.χ. δείκτης επιχειρηματικότητας και ανάπτυξης, ποσοστό εργαζομένων που βρίσκουν αρκετά ελκυστικό ή πολύ ελκυστικό το να γίνουν αυτοαπασχολούμενοι μέσα στα επόμενα 5 χρόνια)

**Οφέλη από την
ενίσχυση της
ψηφιακής
επιχειρηματικότητας
και του καινοτόμου
οικοσυστήματος**

Οφέλη για Δημόσιο τομέα	Οφέλη για επιχειρήσεις	Οφέλη για κοινωνία / πολίτες
Ενθάρρυνση συνεργασιών μεταξύ δημοσίου τομέα-επιχειρήσεων - πανεπιστημίων	Διευκόλυνση της εισόδου στην αγορά των νέων και δυναμικών παικτών	Δημιουργία θέσεων εργασίας
Ενίσχυση της μεταφοράς τεχνολογίας	Ενίσχυση επιχειρησιακών δικτύων ανάμεσα στις μικρομεσαίες και τις μεγάλες επιχειρήσεις	Μείωση ποσοστών ανεργίας
Αύξηση και διασφάλιση των φορολογικών δηλώσεων	Είναι δυνατόν οι ΜΜΕ να γίνουν πλήρως ολοκληρωμένοι διεθνείς επιχειρηματικοί εταίροι	Διάχυση γνώσης ανάμεσα στις περιφέρειες
Αύξηση του ΑΕΠ και βελτίωση της παραγωγικότητας και ανταγωνιστικότητας της οικονομίας	Εξορθολογισμός επιχειρηματικών διαδικασιών	Βελτίωση ικανοτήτων ανθρώπινου κεφαλαίου
	Αυξημένες αποδόσεις των επενδύσεων σε ΤΠΕ	
	Βελτίωση επιχειρηματικών συναλλαγών	
	Μείωση διοικητικού κόστους και λαθών	

Χαρακτηριστικά ψηφιακών επιχειρηματικών μοντέλων

Υπάρχει συχνά μια σύγχυση σχετικά με τις ψηφιακές προσφορές έναντι των ψηφιακών επιχειρηματικών μοντέλων.

Γενικά, μια ψηφιακή προσφορά είναι απλώς μια προσθήκη σε υπάρχουσες υπηρεσίες ή προϊόντα, όπως μια εφαρμογή για το προϊόν σας, ένα chatbot για επικοινωνία με την υποστήριξη ή μια διεπαφή για τον έλεγχο του προϊόντος.

Τα ψηφιακά επιχειρηματικά μοντέλα από την άλλη πλευρά έχουν ορισμένα χαρακτηριστικά που βοηθούν στη διάκρισή τους από τις ψηφιακές προσφορές.

Χαρακτηριστικά ψηφιακών επιχειρηματικών μοντέλων

1. Η αξία δημιουργείται με τη χρήση ψηφιακών τεχνολογιών
2. Τα ψηφιακά επιχειρηματικά μοντέλα είναι νέα στην αγορά
3. Ψηφιακή απόκτηση πελατών και διανομή
4. Η μοναδική πρόταση πώλησης δημιουργείται ψηφιακά

10 Ψηφιακά Επιχειρηματικά Μοντέλα

ΜΟΝΤΕΛΟ	Πώς διαταράσσει	Παραδείγματα εταιρειών
Subscription	Διαταράσσει μέσω του "κλειδώματος" ενός προϊόντος ή μιας υπηρεσίας που αγοράζεται με συνδρομή ad hoc ή με ελιαναλαμβανόμενο κλειδίωμα που αναπροσαρμόζεται, χρεώνοντας μια συνδρομή για συνεχή πρόσβαση στο προϊόν / την υπηρεσία.	Netflix, Dollar Shave Club, Apple Music, Microsoft
Freemium	Διαταράσσει μέσω της ψηφιακής δειγματοληψίας, όπου οι χρήστες πληρώνουν για μια βασική υπηρεσία ή προϊόν με τα δεδομένα τους ή με «έκθεση» αντί για χρήματα και στη συνέχεια χρεώνουν για αναβάθμιση στην πλήρη προσφορά. Έργα όπου το οριακό κόστος για επιπλέον μονάδες και διανομή είναι χαμηλότερο από τα διαφημιστικά έσοδα ή την πώληση προσωπικών δεδομένων.	Spotify, LinkedIn, Dropbox
Free	Διαταράσσει με ένα μοντέλο "όπου αν δεν πληρώνεις τότε είστε εσείς το προϊόν" και περιλαμβάνει την πώληση προσωπικών δεδομένων ή "διαφημιστικών ματιών" που συλλέγονται προσφέροντας στους καταναλωτές ένα «ελεύθερο» προϊόν ή υπηρεσία όπου καταγράφονται τα δεδομένα/η προσοχή τους.	Google, Facebook
Marketplace	Διαταράσσει με την παροχή μιας ψηφιακής αγοράς όπου συναντώνται απευθείας οι αγοραστές και οι πωλητές, έναντι αμοιβής ή προμήθειας για την συναλλαγή ή τοποθέτηση.	eBay, iTunes, App Store, Uber, Airbnb
Access-over-Ownership	Διαταράσσει παρέχοντας προσωρινή πρόσβαση σε προϊόντα και υπηρεσίες που παραδοσιακά διατίθενται μόνο μέσω αγοράς. Περιλαμβάνει τους διαταράκτες της οικονομίας, οι οποίοι λαμβάνουν προμήθεια από τους ανθρώπους που αποτιμούν τα περιουσιακά τους στοιχεία (σπίτι, αυτοκίνητο, κεφάλαιο), με τη δανειοδότηση τους σε «δανειολήπτες».	Zipcar, Peerbuy, Airbnb
Hypermarket	Διαταράσσει με το «βιολογισμό μαζικής» χρησιμοποιώντας την καθαρή ισχύ στην αγορά και σε μεγάλη κλίμακα συντρίβοντας τον ανταγωνισμό, συχνά με την πώληση σε τιμή κάτω του κόστους.	Amazon, Apple
Experience	Διαταράσσει παρέχοντας μια ανώτερη εμπειρία, για την οποία οι άνθρωποι είναι διατεθειμένοι να πληρώσουν.	Tesla, Apple, Disney
Pyramid	Διαταράσσει με την πρόσληψη ενός "στρατού" μεταπωλητών και θυγατρικών που συχνά πληρώνονται σε ένα μοντέλο μόνο για προμήθεια.	Amazon, Microsoft, Dropbox
On-Demand	Διαταράσσει με το χρόνο αποκλής και την πώληση στιγμιαίας πρόσβασης με ένα αντίτιμο. Περιλαμβάνει τη λήψη προμήθειας από ανθρώπους με χρήματα (αλλά χωρίς χρόνο) που πληρώνουν για προϊόντα και υπηρεσίες που παρέχονται από ανθρώπους με χρόνο (αλλά χωρίς χρήματα).	Uber, Operator, Taskrabbit
Ecosystem	Διαταράσσει με την πώληση μιας διασύνδεσης και αλληλεξαρτώμενης σοκίτας προϊόντων/υπηρεσιών που αυξάνουν την αξία καθώς αγοράζονται περισσότερα. Δημιουργεί εξάρτηση των καταναλωτών.	Apple, Google

Επιλέγοντας το σωστό ψηφιακό επιχειρηματικό μοντέλο

Κάθε επιχείρηση πρέπει να δει τι είδους προσφορές θέλει να έχει και πού θέλει να βελτιστοποιηθεί.

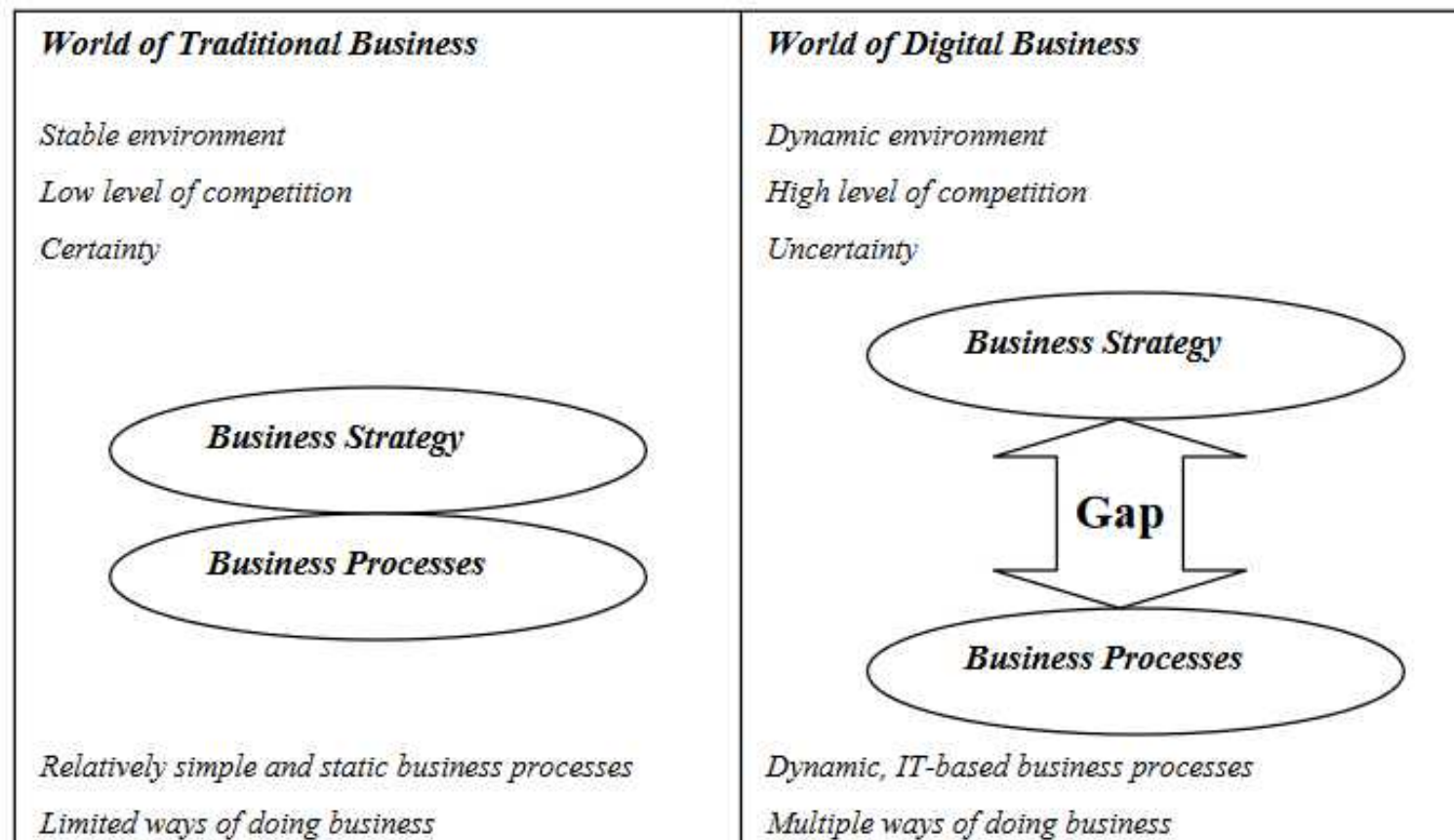
Οι αγορές διπλής όψης είναι εξαιρετικά περίπλοκες και χρειάζονται περισσότερο χρόνο για να αναπτυχθούν, το μοντέλο Freemium είναι ευρέως προσαρμοσμένο και μπορεί να συνδυαστεί με επιχειρηματικά μοντέλα που υποστηρίζονται από διαφημίσεις και τα ψηφιακά οικοσυστήματα μπορεί να είναι τα πιο σύνθετα και υψηλότερου κινδύνου επιχειρηματικά μοντέλα, καθώς περιλαμβάνουν τεράστιες επενδύσεις, μεγάλη βάση χρηστών και επίσης την συμμετοχή πολλών συνεργατών και streams.

Επιλέγοντας το σωστό ψηφιακό επιχειρηματικό μοντέλο

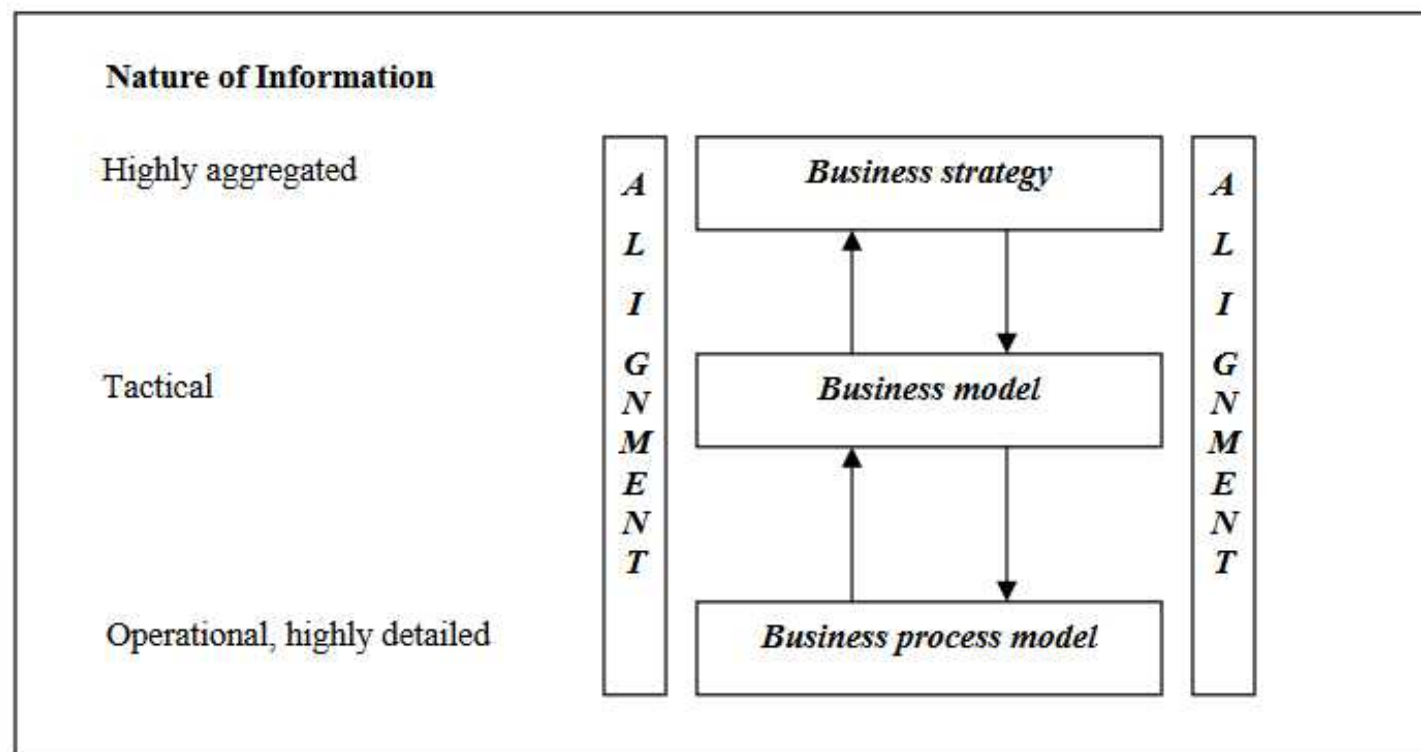
Τα ψηφιακά επιχειρηματικά μοντέλα χρειάζονται μια κρίσιμη μάζα και μια κρίσιμη βάση για να αξιοποιήσουν ένα μοντέλο δημιουργίας εσόδων και, επομένως, χρειάζονται αρκετό χρόνο και επένδυση προτού μπορέσουν καν να αρχίσουν να παράγουν έσοδα. Αυτός είναι ο λόγος που υπάρχουν 2 διαφορετικές στρατηγικές:

- Για γρηγορότερη δημιουργία εσόδων, είναι, επομένως, καλύτερο να εξετάσετε τα μοντέλα Freemium, Ηλεκτρονικού Εμπορίου ή Συνδρομής. Είναι ευκολότερα, καθώς η πλευρά της προσφοράς είναι ήδη σταθερή/μπορεί να ελεγχθεί καλύτερα, μπορείτε να δημιουργήσετε άμεσα εισοδήματα και μπορείτε να εστιάσετε μόνο στη δημιουργία της πλευράς της ζήτησης.
- Τα επιχειρηματικά μοντέλα που είναι πιο μακροπρόθεσμα και βασίζονται στο δίκτυο, είναι συνήθως πλατφόρμες διπλής όψης, αγορές διπλής όψης και ειδικά ψηφιακά οικοσυστήματα. Πρέπει να αναπτυχθούν για μεγάλο χρονικό διάστημα, προτού η δημιουργία εσόδων έχει νόημα και, ως εκ τούτου, έχει ένα μεγάλο χρηματοδοτικό κενό, το οποίο πρέπει να ξεπεραστεί. Αλλά μακροπρόθεσμα μπορεί να ξεπεράσουν οικονομικά άλλες επιχειρήσεις καθώς χρησιμοποιούν το εφέ δικτύου, θα μπορούσε να το αποκαλεστεί ως «ο νικητής τα παίρνει όλα», για να κυριαρχήσουν σε μια αγορά λόγω του μεγέθους και να μειώσουν την είσοδο νέων ανταγωνιστών αφού θα πρέπει πρώτα να καλύψουν τη διαφορά.

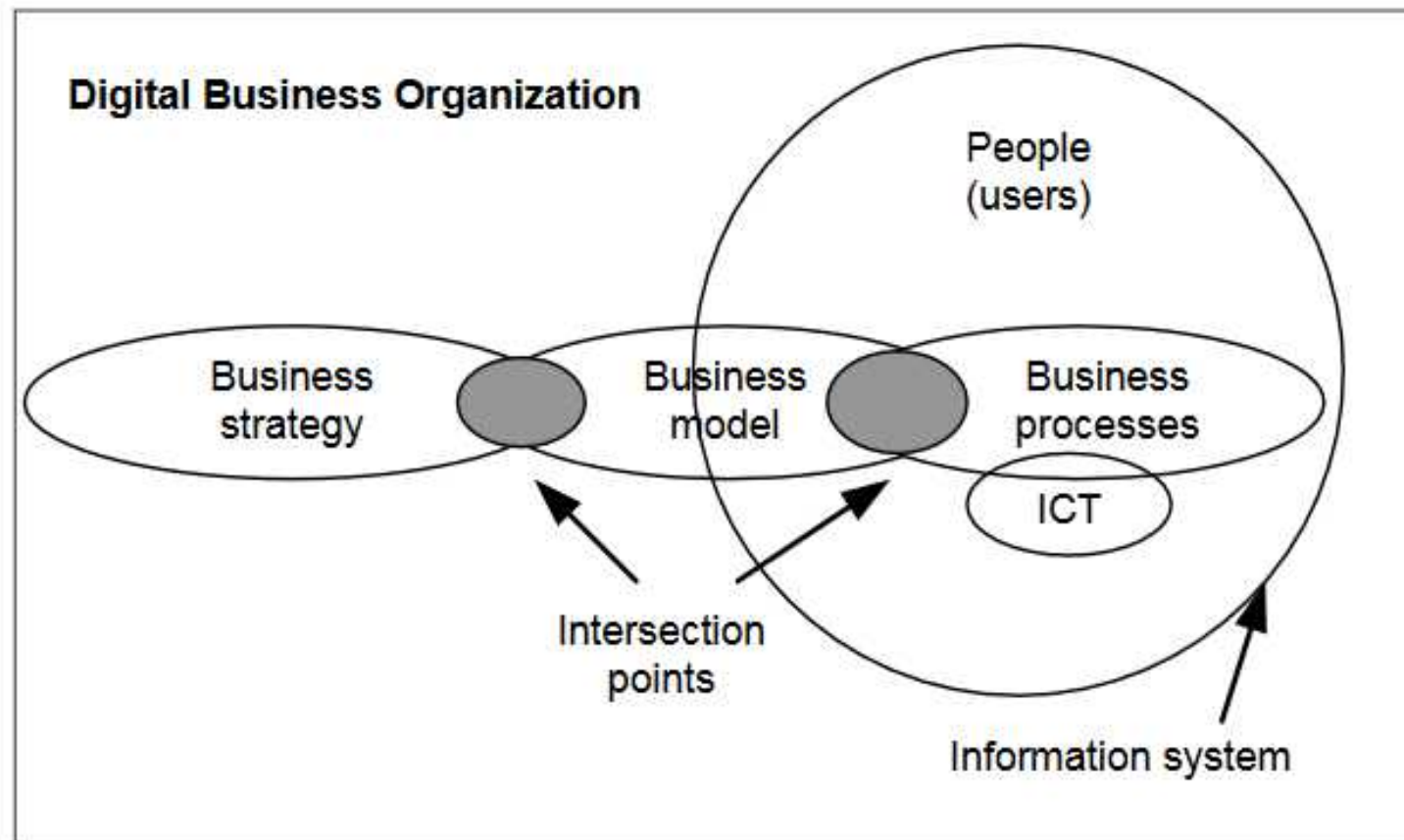
Σύγκριση μεταξύ του Κόσμου των Παραδοσιακών και Ψηφιακών Επιχειρήσεων



Digital Business Layers



Σημεία τομής επιχειρηματικού μοντέλου



Μεθοδολογία για την ανάπτυξη και τη βελτίωση της ψηφιοποίησης ενός επιχειρηματικού μοντέλου

Κάθε κλάδος έχει ηγέτες τεχνολογίας που έχουν ήδη μεταμορφώσει ψηφιακά τις επιχειρήσεις τους.

Οι καταναλωτές, χρησιμοποιώντας τις υπηρεσίες τους, έχουν χρόνο να συνηθίσουν στην εύκολη διεπαφή πόρων πληροφοριών και εφαρμογών για κινητά, την παρουσία ενός ιστότοπου και μιας διαδικτυακής συνομιλίας, τη δυνατότητα γρήγορης παραγγελίας και παρακολούθησης της διαδικασίας συσκευασίας, συναρμολόγησης και παράδοσής σε πραγματικό χρόνο και να λάβουν γρήγορη ανατροφοδότηση.

Έχει γίνει ήδη ο κανόνας η ελαχιστοποίηση της ανάγκης επίσκεψης σε ένα γραφείο/κατάστημα όταν χρειάζεται μια υπηρεσία, παραγγελία αγαθών, παροχή πρόσβασης σε πληροφορίες ή κάποιου είδους ψηφιακού πόρου.

Ταυτόχρονα, οι προσδοκίες των καταναλωτών σε σχέση με άλλες εταιρείες στην αγορά αυξάνονται φυσικά, ακόμη κι αν δραστηριοποιούνται σε διαφορετικό κλάδο και τμήμα της αγοράς.

Μεθοδολογία για την ανάπτυξη και τη βελτίωση της ψηφιοποίησης ενός επιχειρηματικού μοντέλου

Οι καταναλωτές εκτιμούν τον χρόνο τους, θέλουν να λαμβάνουν υπηρεσίες γρήγορα και άνετα και περιμένουν από τις εταιρείες να ικανοποιήσουν τις ανάγκες τους. Για να γίνει αυτό, οι εταιρείες πρέπει να επιταχύνουν την ψηφιοποίηση των επιχειρηματικών τους διαδικασιών.

Κάθε εταιρεία που πρόκειται να αλλάξει το επιχειρηματικό της μοντέλο σε ψηφιακό πρέπει πρώτα να έχει μια στρατηγική που θα καθοδηγεί την ανάλυση και την αλλαγή του τρέχοντος επιχειρηματικού μοντέλου.

Μεθοδολογία για την ανάπτυξη και τη βελτίωση της ψηφιοποίησης ενός επιχειρηματικού μοντέλου

Μια εταιρεία πρέπει να αναλύσει δημιουργικά τις υπάρχουσες επιχειρηματικές διαδικασίες και ουσιαστικά να τις επανασχεδιάσει σε μια προσπάθεια να επιτύχει τους ακόλουθους στόχους:

- μείωση του χρόνου εκτέλεσης της διαδικασίας λήψης αποφάσεων
- προσανατολισμός των επιχειρηματικών διαδικασιών στα χαρακτηριστικά και τις ανάγκες των καταναλωτών τους
- μείωση του αριθμού των εργαζομένων που εμπλέκονται σε κάθε επιχειρηματική διαδικασία.

Πέντε παγίδες σε έναν ψηφιακό μετασχηματισμό

1. Ανεπαρκής εστίαση στις προκλήσεις της αλλαγής
2. Απουσία ή μη επιτηδευμένη διακυβέρνηση
3. Μη έμπειρες ομάδες σχεδιασμού και εκτέλεσης
4. Ανεπαρκείς πόροι
5. Ανεπαρκής διαχείριση ή παρακολούθηση κινδύνου

Ευχαριστώ για την προσοχή σας!



Entrepreneurship innovation encouragement

“Inno wave”

Work Package 4

Deliverable 4.2.2

Activity 3 for the organization of 3 Webinars



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“InnoWave Project”

Business plan preparation

What is a Business plan

A business plan is an essential written document that provides a description and overview of your company's future. The plan should explain your business strategy and your key goals to get from where you are now to where you want to be in the future.

A good business plan guides you through each stage of starting and managing your business. You'll use your business plan as a roadmap for how to structure, run, and grow your new business. It's a way to think through the key elements of your business.

Business plans can help you get funding or bring on new business partners. Investors want to feel confident they'll see a return on their investment. Your business plan is the tool you'll use to convince people that working with you — or investing in your company — is a smart choice.

Business plan categories

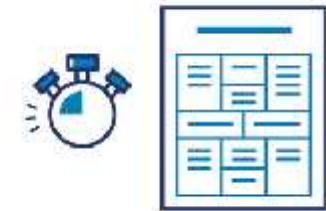
Most business plans fall into one of two common categories:

- **Traditional business plans** are more common, use a standard structure, and encourage you to go into detail in each section. They tend to require more work upfront and can be dozens of pages long.
- **Lean startup business plans** are less common but still use a standard structure. They focus on summarizing only the most important points of the key elements of your plan. They can take as little as one hour to make and are typically only one page.



Traditional business plan

This type of plan is very detailed, takes more time to write, and is comprehensive. Lenders and investors commonly request this plan.



Lean startup plan

This type of plan is high-level focus, fast to write, and contains key elements only. Some lenders and investors may ask for more information.

Business plan categories

When you write your business plan, you don't have to stick to the exact business plan outline.

Instead, use the sections that make the most sense for your business and your needs.

Traditional business plan format

Traditional business plans use some combination of these nine sections:

- Executive summary
- Company description
- Market analysis
- Organization and management
- Service or product line
- Marketing and sales
- Funding request
- Financial projections
- Appendix

Traditional business plan format

- **Executive summary**

Briefly tell your reader what your company is and why it will be successful. Include your mission statement, your product or service, and basic information about your company's leadership team, employees, and location. You should also include financial information and high-level growth plans if you plan to ask for financing.

Traditional business plan format

- **Company description**

Use your company description to provide detailed information about your company. Go into detail about the problems your business solves. Be specific, and list out the consumers, organization, or businesses your company plans to serve.

Explain the competitive advantages that will make your business a success. Are there experts on your team? Have you found the perfect location for your store? Your company description is the place to boast about your strengths.

Traditional business plan format

- **Market analysis**

You'll need a good understanding of your industry outlook and target market. Competitive research will show you what other businesses are doing and what their strengths are. In your market research, look for trends and themes. What do successful competitors do? Why does it work? Can you do it better? Now's the time to answer these questions.

Traditional business plan format

- **Organization and management**

Tell your reader how your company will be structured and who will run it.

Describe the legal structure of your business.

Use an organizational chart to lay out who's in charge of what in your company. Show how each person's unique experience will contribute to the success of your venture. Consider including CVs of key members of your team.

Traditional business plan format

- **Service or product line**

Describe what you sell or what service you offer. Explain how it benefits your customers and what the product lifecycle looks like. Share your plans for intellectual property, like copyright or patent filings. If you're doing research and development for your service or product, explain it in detail.

Traditional business plan format

- **Marketing and sales**

There's no single way to approach a marketing strategy. Your strategy should evolve and change to fit your unique needs.

Your goal in this section is to describe how you'll attract and retain customers. You'll also describe how a sale will actually happen. You'll refer to this section later when you make financial projections, so make sure to thoroughly describe your complete marketing and sales strategies.

Traditional business plan format

- **Funding request**

If you're asking for funding, this is where you'll outline your funding requirements. Your goal is to clearly explain how much funding you'll need over the next five years and what you'll use it for.

Specify whether you want debt or equity, the terms you'd like applied, and the length of time your request will cover. Give a detailed description of how you'll use your funds. Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Always include a description of your future strategic financial plans, like paying off debt or selling your business.

Traditional business plan format

- **Financial projections**

Supplement your funding request with financial projections. Your goal is to convince the reader that your business is stable and will be a financial success.

If your business is already established, include income statements, balance sheets, and cash flow statements for the last three to five years. If you have other collateral you could put against a loan, make sure to list it now.

Provide a prospective financial outlook for the next five years. Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be even more specific and use quarterly — or even monthly — projections. Make sure to clearly explain your projections, and match them to your funding requests.

This is a great place to use graphs and charts to tell the financial story of your business.

Traditional business plan format

- **Appendix**

Use your appendix to provide supporting documents or other materials were specially requested. Common items to include are credit histories, resumes, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

Lean startup format

There are different ways to develop a lean startup template. Below are nine components of a model business plan:

- Key partnerships
- Key activities
- Key resources
- Value proposition
- Customer relationships
- Customer segments
- Channels
- Cost structure
- Revenue streams

Lean startup format

- **Key partnerships**

Note the other businesses or services you'll work with to run your business. Think about suppliers, manufacturers, subcontractors, and similar strategic partners.

- **Key activities**

List the ways your business will gain a competitive advantage. Highlight things like selling direct to consumers, or using technology to tap into the sharing economy.

- **Key resources**

List any resource you'll leverage to create value for your customer. Your most important assets could include staff, capital, or intellectual property.

Lean startup format

- **Value proposition**

Make a clear and compelling statement about the unique value your company brings to the market.

- **Customer relationships**

Describe how customers will interact with your business. Is it automated or personal? In person or online? Think through the customer experience from start to finish.

- **Customer segments**

- Be specific when you name your target market. Your business won't be for everybody, so it's important to have a clear sense of whom your business will serve.

Lean startup format

- **Channels**

List the most important ways you'll talk to your customers. Most businesses use a mix of channels and optimize them over time.

- **Cost structure**

Will your company focus on reducing cost or maximizing value? Define your strategy, then list the most significant costs you'll face pursuing it.

- **Revenue streams**

Explain how your company will actually make money. Some examples are direct sales, memberships fees, and selling advertising space. If your company has multiple revenue streams, list them all.

Business model

- A **business model** describes how an idea will create value.
- A **business model** is defined as:

A plan for the successful operation of a business, identifying sources of revenue, the target customer base, products, and details of financing

Building a Business model using a business model canvas

- A **business model canvas** is a strategic management tool you can use to visualize and assess your business idea or concept.
- It's a one-page document containing nine boxes that represent different fundamental elements of a business.

Business Model Canvas Advantages

- Easy to understand
- Focused
- Flexible
- Customer Focused
- Shows Connections
- Easy to communicate

Different types of Business Model Canvases

- Lean Canvas
- Value proposition canvas
- Mission model canvas
- Business model canvas

Lean Canvas

PROBLEM List your top 3 problems.	SOLUTION Outline a possible solution for each problem.	UNIQUE VALUE PROPOSITION Design value proposition message that states why you are different and worth paying attention.	UNFAIR ADVANTAGE Something that cannot easily be bought or copied.	CUSTOMER SEGMENTS List your target customers and others.
EXISTING ALTERNATIVES List main market substitutes and related things.	KEY METRICS List the key success indicators and how you measure progress or output.	HIGH-LEVEL CONCEPT List your A to Z challenge (e.g. WeTube vs. YouTube for artists).	CHANNELS List your path to customers (internal or external).	EARLY ADOPTERS List the characteristics of your ideal customers.
COST STRUCTURE List your main and variable costs.		REVENUE STREAMS List your sources of revenue.		

Value Proposition Canvas

Value Proposition Canvas

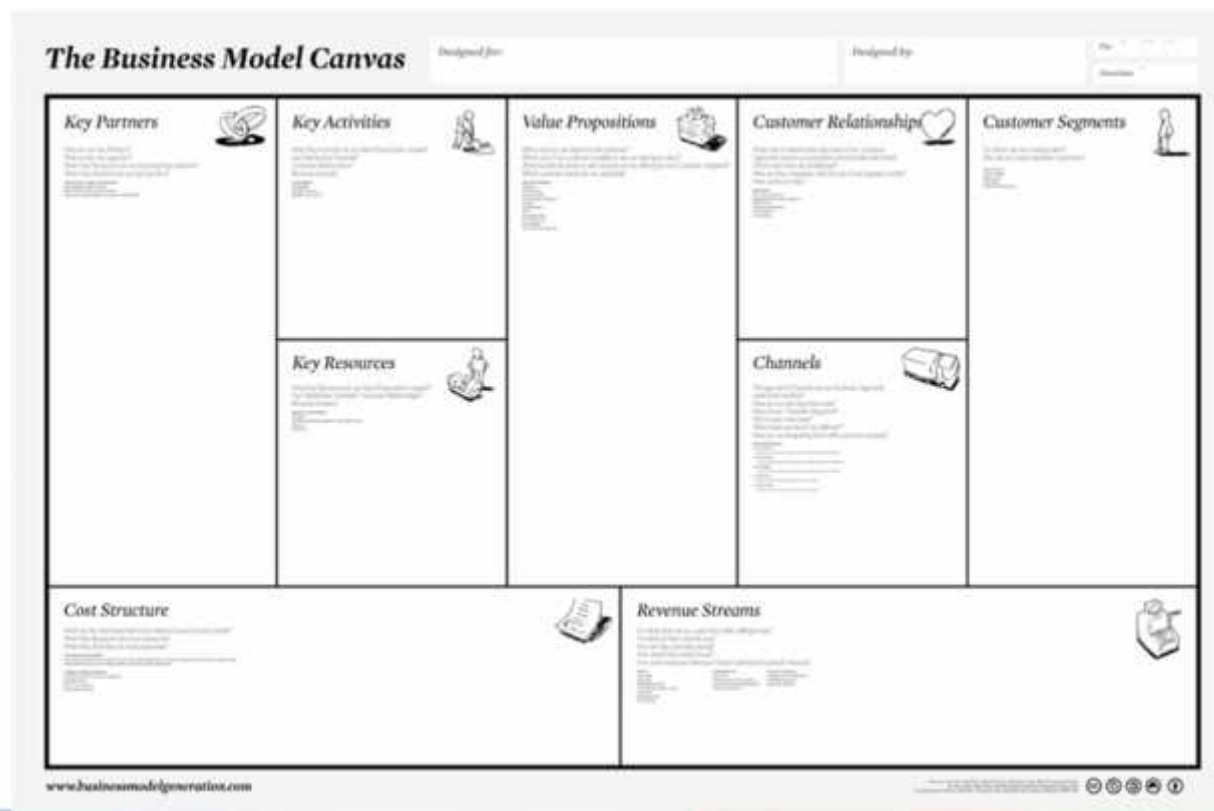


Mission Model Canvas

The Mission Model Canvas		Mission/Problem Description	Designed by:	Date:	Version:
Key Partners 	Key Activities 	Value Propositions 	Buy-in & Support 	Beneficiaries 	
	Key Resources 				
Mission Budget/Cost 		Mission Achievement/Impact Factors 			

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Business Model Canvas



"The project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme"

1. Customer Segments

In this building block you enter the different customer segment or that you will serve.

2. Value Proposition

The value proposition describes the value you deliver to each customer segment.

3. Channels

Channels refer to how your products or services are sold to customers.

4. Customer Relationships

The Customer Relationships building block answers the question of how to get, keep, and grow customers.

5. Revenue Streams

Where does the money come from?

In this building block, you state where your revenue is generated.

Taking a Step Back

If you look at what we have done so far, we've filled in our Value Proposition and the building blocks to the right of it.

6. Key Resources

This building block describes your most important strategic assets that are required to make your business model work.

7. Key Activities

The Key Activities are the most important strategic things you must do to make the business model work.

Key Activities should be directly relatable to your value proposition.

8. Key Partners

In this building block, you list the tasks and activities that are important but which you will not do yourself. Instead, you will use suppliers and partners to make the business model work.

9. Cost Structure

In the Cost Structure building block, we want to map key activities to costs. We also want to ensure that costs are aligned with our Value Proposition.

Creating Your First Business Model: Tips

Tips:

- Don't do it alone
- Use a whiteboard
- Different whiteboard pens and sticky notes handy.
- Take an hour to complete your first draft Business Model Canvas.
- Decide on the building block you're going to fill in first.

*Thank you
for your attention*

“InnoWave Project”

How to find funding opportunities

Definitions

Investment readiness is generally used in the context of a project or a startup to raise external equity finance.

The term investment readiness defines the maturity level of the startup/project team to reach investors and finally persuade them to invest to their company.

A **startup** is a young company having innovative characteristics and a scalable business model.

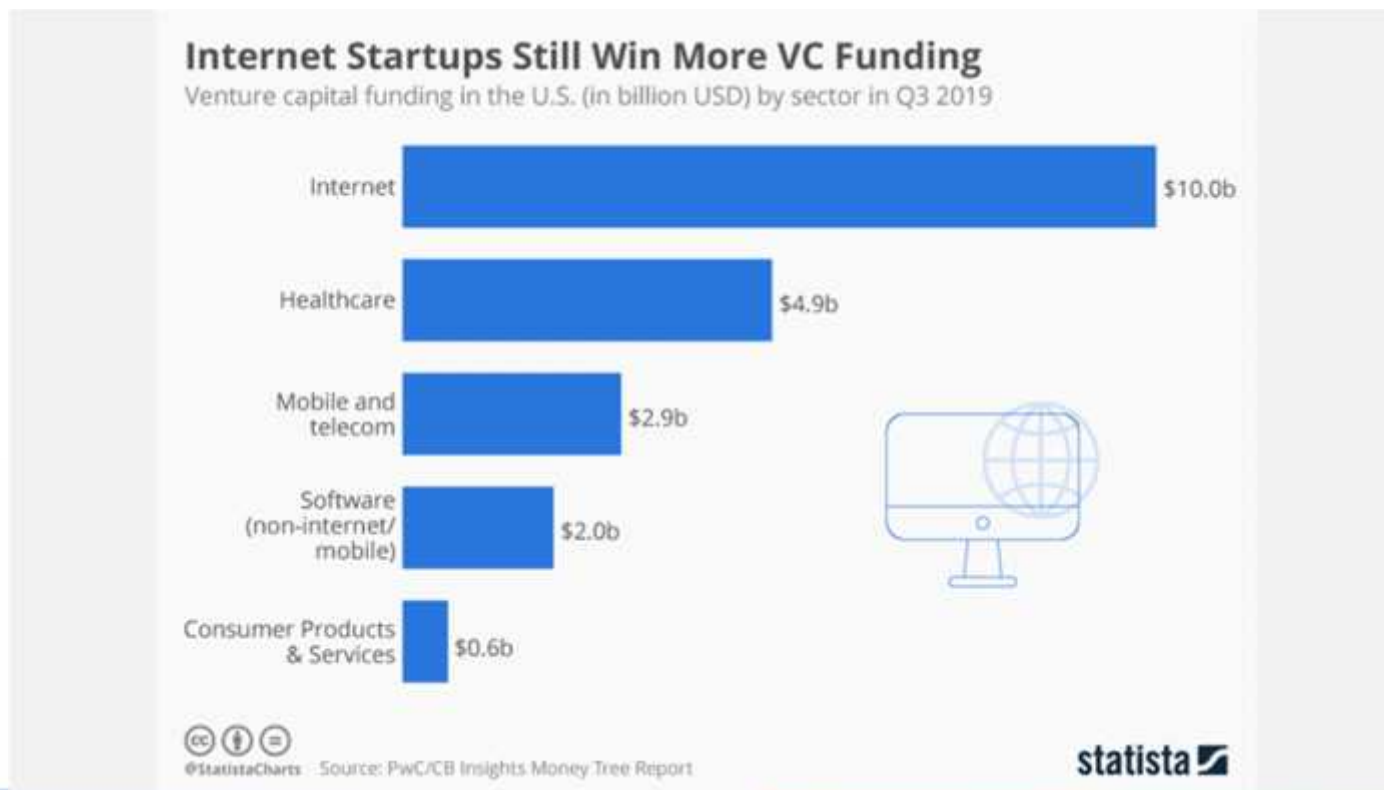
Startups are typically online or technology-oriented businesses that can easily reach a large market. On the other hand, traditional small businesses don't need a big market to grow into. They just need a market that they are able to reach and serve in an efficient way.

Definitions

It has been observed that investors tend to invest to internet startups. The reason for this is simple.

Due to the nature of the internet, to reach every corner of the planet in a second, such startups have the ability for fast scale up since it very easy to reach every corner of the planet. This is something very attracting for investors.

What attracts VC funding



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At what stage is your project/startup

A project team must reach a certain point of readiness in order to seek financing. The so called “investment readiness” is a complex condition which involves several issues:

- The project team
- The project idea
- The level of innovation
- The market readiness to adopt the product/service (product market fit)
- The existence of a Minimum Viable Product (MVP)
- The existing infrastructure
- The productivity
- The level of sales and the potential of fast scale-up

As we will see in the next slides there are several types of startup funding which can support a project from the very beginning (idea level) to a full maturity stage.

The Project team

According to many investors, the project team is the most crucial factor for the decision of an investor to invest or not in a company.

A solid team combines the following characteristics:

- Enthusiasm
- Technical knowledge/experience in the specific subject
- Good educational background
- Market sales/abilities
- Complementary skills
- Previous experience in startup projects

The Project idea – Level of Innovation

For all investors, the project idea is a key factor to invest.

Certainly, a project must be innovative at some stage (product innovation, marketing innovation, organizational innovation, procedures innovation).

Investors like innovative projects, but sometimes not too innovative, because there is always the risk the project is ahead of its time and the market is not ready to adopt it.

It is quite common for the project team to patent the outcome of the project, so it becomes an asset of the company, raising the value of the project.

The market readiness to adopt the product /service

As it was said before, a too innovative project may be too ahead of its time.

So, it is crucial that the project team has made market researches, especially primary market researches (don't count on internet research). And these researches must lead to the conclusion that there is a big market out there ready to buy the product/service.

The general rule is: if a great team meets a lousy market, unfortunately the market wins!

Investors appreciate teams which have explored their market and have a very good knowledge of it.

The existence of a Minimum Viable Product (MVP)

A Minimum Viable Product is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development. A focus on releasing an MVP means that developers potentially avoid lengthy and unnecessary work.

It is obvious that an MVP which has been tested by many early users, has received useful feedback, and the project team has adopted the recommendations is a strong asset when dealing with investors.

Infrastructure and Productivity

The existing infrastructure is important since it is related to the ability of the company to proceed to production or delivering of services.

Sufficient infrastructures imply project maturity and it is an advantage when negotiating with banks and other investors.

Sales and ability for fast scale up

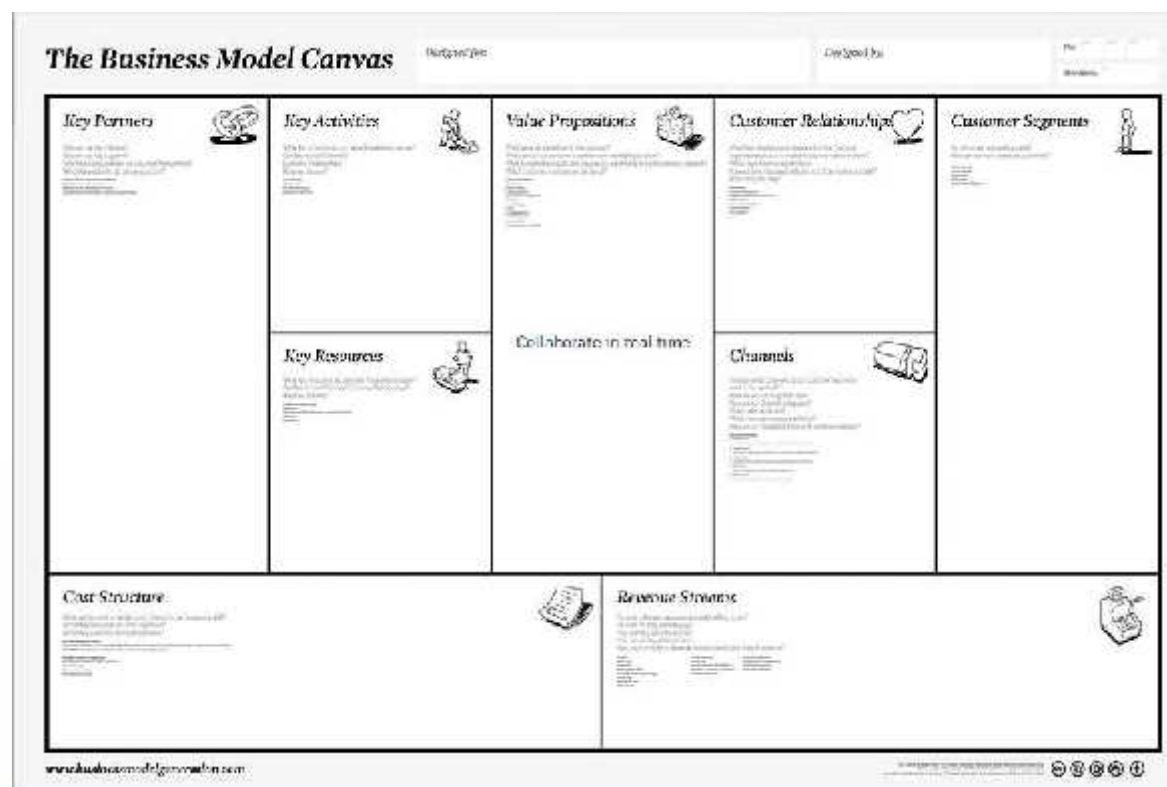
In the end, everything in business comes to money.

Professional investors like Venture Capitals prefer to invest to companies promising fast scale up and big profit.

Venture Capitals tend to exit from the companies they invest in about 5 years time, sometimes even sooner. Their goal is to multiply the money they invest in little time *(of course this rarely happens but the VC's have already calculated the risk)*.

It is the duty of the project team to give as little part of their company for as much money as possible in order to keep the company's shares for extra rounds of financing from investors.

The Business Model Canvas: A strategy tool for startups



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Measure your readiness



Track record or what else

When businesses seek financing, one crucial factor for potential investors or banks is the business' track record. The better a business' track record is, the greater is the chance of obtaining further financing, as a track record signals the quality of the firm.

The challenge for startups is that their track record is extremely short or nonexistent. Due to that fact other factors become increasingly important for entrepreneurs seeking financing for their startup, such as:

- The management team (studies, experiences)
- The reputation of the entrepreneur
- The idea (Innovative, but maybe not too innovative)
- The business plan (optimistic but realistic and convincing, good knowledge of the market)

Sources of funding

When acquiring capital for starting a business venture, an entrepreneur can benefit from its personal resources.

However, the financial needs will quickly increase as the startup develops and starts to grow, especially for innovative startups seeking to grow relatively rapidly.

For acquiring external capital, entrepreneurs meet investors and lenders in the capital market. Besides financial capital, risk and managerial control are also allocated in the capital market.

Sources of funding

The ability to acquire sufficient financing is a crucial element in a business venture, especially in those where the business relies on new knowledge or technology, and where there is a lengthy development process from “idea” to a profit-generating.

Financing decisions rely heavily on which options are available for the entrepreneur. The availability of different financing sources has a significant impact on startup rates, survival rates and early development of the business.

Self financing

It is very common that during the very early stages of a startup entrepreneurs finance their ventures with their own money. The advantage of self financing is that the entrepreneur has full ownership and control of his firm. On the other hand:

- The financial capacity of the entrepreneur may be limited or even non-existing. And usually startups demand capital in their early rapid development stages.
- It may be wiser to keep the self-owned capital for running expenses instead of using it for tangible assets like buildings and installations which have a long depreciation period.

Family and Friends

Family members and friends of the entrepreneur are often very familiar with the concept of the venture. If the potential lenders/investors believe in the idea, they may be willing to carry some of the risk and provide financial capital. Family and friends are usually involved during the very early stages providing “seed money”. Acquiring capital from family and friends has several advantages:

- The process is simple and informal
- Terms are often very beneficial
- The entrepreneur has direct contact with the capital provider
- The need for a track record is relatively low or nonexistent.

Family and Friends

But also disadvantages exist:

- The amount of capital available is often limited
- The investor may become too influential due to personal relations
- Personal relations may become damaged if the venture fails, as risk is transferred to family and friends

Venture Capitals

Acquiring financing from the formal risk capital market is generally convenient in any phase from the seed phase until the business is publically listed.

Venture capitalists are professional investors seeking to maximize the return of their investment.

Therefore, they will normally contribute with intellectual capital, in addition to financial capital.

They provide guidance, counseling and support for the executive management, access to large professional networks, and they can contribute to increase the legitimacy of the business.

Venture Capitals

Venture capitalists are generally inclined towards investing in business whose goal is to grow rapidly, hence there must be a substantiated business plan supporting such objectives.

The active position venture capitalists take, and the resources they provide beyond financial support, further increase the likelihood of achieving this goal of rapid growth.

Stages of Venture Capital financing

Because every company is different, the various stages can vary somewhat from financing to financing. Generally speaking, though, there are five typical stages of any venture capital financing.

1. The Seed Stage

Venture capital financing starts with the seed-stage when the company is often little more than an idea for a product or service that has the potential to develop into a successful business down the road. Entrepreneurs spend most of this stage convincing investors that their ideas represent a viable investment opportunity. Funding amounts in the seed stage are generally small, and are largely used for things like marketing research, product development, and business expansion, with the goal of creating a prototype to attract additional investors in later funding rounds.

Stages of Venture Capital financing

2. The Startup Stage

In the startup stage companies have typically completed research and development, they have devised a business plan, and are now ready to begin advertising and marketing their product or service to potential customers. Typically, the company has a prototype to show to investors, but has not yet sold any products. At this stage, businesses need a larger infusion of cash to fine tune their products and services, expand their personnel, and conducting any remaining research necessary to support an official business launch.

Stages of Venture Capital financing

3. The First Stage

Sometimes also called the “emerging stage,” first stage financing typically coincides with the company’s market launch, when the company is finally about to start seeing a profit. Funds from this phase of a venture capital financing typically go to actual product manufacturing and sales, as well as increased marketing. To achieve an official launch, businesses usually need a much bigger capital investment, so the funding amounts in this stage tend to be much higher than in previous stages.

Stages of Venture Capital financing

4. The Expansion Stage

Also commonly referred to as the second or third stages, the expansion stage is when the company is seeing exponential growth and needs additional funding to keep up with the demands. Because the business likely already has a commercially viable product and is starting to see some profitability, venture capital funding in the emerging stage is largely used to grow the business even further through market expansion and product diversification.

Stages of Venture Capital financing

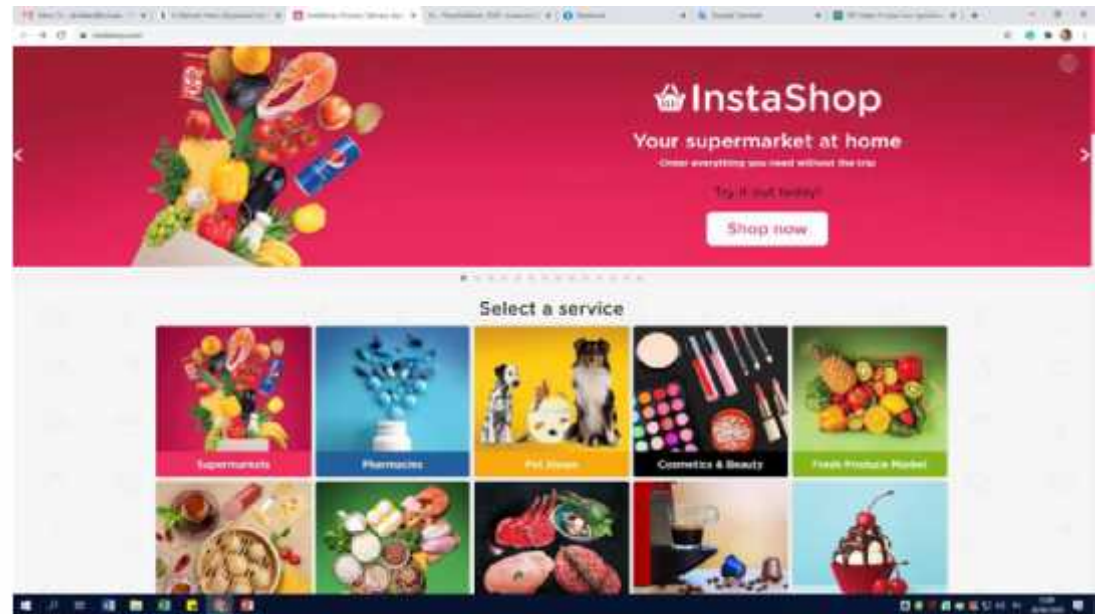
5. The Bridge Stage

The final stage of venture capital financing, the bridge stage is when companies have reached maturity. Funding obtained here is typically used to support activities like mergers, acquisitions, or IPOs. The bridge state is essentially a transition to the company being a full-fledged, viable business. At this time, many investors choose to sell their shares and end their relationship with the company, often receiving a significant return on their investments.

Successful example of startup VC funding

The biggest start up deal of a Greek interest's company is the acquisition of InstaShop by the German group Delivery Hero, for the record amount of 360 million dollars (August 2020).

InstaShop enables its users to make their orders from supermarkets and local stores and receive the products whenever they want, even just half an hour after their order.



Business Angels

An angel investor is commonly a person working in a high-income profession willing to invest in businesses or projects that they believe will be successful, or that are of great importance to the investor personally due to other nonfinancial reasons.

They are also regarded as competent and actively engaged in the venture.

The business angel market, or the informal risk capital market, is similar to the more formal venture capitalist market in how the investor provides supplementary support.

Business Angels

Nevertheless, they differ in certain ways:

- Business angels tend to invest in very early-stage companies, in industries that they know and understand, and in their own community.
- The business angel market is less professional than the venture capital market, subsequently terms and conditions are often less extensive and more favorable for the business owner. Still an interesting and credible business plan is required.

Bank Loans

Bank loans normally require security in the form of credit (accounts receivable) or tangible assets.

However, startups, especially knowledge-based startups, may possess neither credit nor tangible assets.

Although banks are generally the most common source of financing for companies, they are rarely involved with knowledge-based ventures that are in an early-development stage.

Bank Loans

Historically, young companies have experienced a lack of debt financing as banks rule out firms with a short operating history, due to uncertainty regarding these companies' creditworthiness. Hence, the entrepreneur must often be personally liable for the loan.

In addition, bank loans may negatively affect the company's financial freedom as they impose a lower limit on the liquidity of the firm to ensure its ability to pay off debt and interest.

An advantage is that ownership structure remains unaltered.

Bank loans in Greece are solely provided by banking institutions.

Microcredits

The initial concept of the microcredit or microloan was a small loan given to people with no or restricted access to banking system to help them become self-employed. In our days, microcredits include newly established enterprises as well.

Microcredits are usually provided with no or little collateral. It is common that the organizations which offer microcredits support the small business by providing them mentoring /coaching to increase the possibilities of their success.

Many organizations such as the EU and private donors support small business by offering microcredit programs.

Since microcredits are a form of loans, ownership structure remains unaltered.

State and EU grants

Governments argue that governmental funding is justified for socio-economic reasons.

Firstly, young entrepreneurial firms create jobs and profits which are taxed. Secondly, the funding of innovative startups may create positive externalities for other firms and society as a whole.

For instance, if a firm develops a new and more efficient process for doing an operation, and this process is adopted by other firms, multiplier benefits are created. If a firm develops a productive method which leads to less waste this leads to a cleaner environment.

State and EU grants

Furthermore, National/EU financing proponents argue that since young startup firms are often unable to acquire required capital, it is necessary that the State and the EU fill this funding gap by providing capital for the very-early stage.

The Greek Investment Law and ESPA programs, like “Neofyis Epihirimatikotita” support the establishment of startups with generous subsidies.

Crowdfunding

Crowdfunding is a relatively new phenomenon where the customers become investors.

It is the practice of funding a project or venture by raising small amounts of money from a large number of people, typically via the Internet.

The incentive to finance a project, other than contributing to realize a project one believes in, is a share of potential profits proportionate to one's investment.

Crowdfunding

Although similar concepts can also be executed through mail-order subscriptions, benefit events, and other methods, the term crowdfunding refers to Internet-mediated registries.

This modern crowdfunding model is generally based on three types of actors: the project initiator who proposes the idea or project to be funded, individuals or groups who support the idea, and a moderating organization (the "platform") that brings the parties together to launch the idea.

Crowdfunding has been used to fund a wide range of for-profit, entrepreneurial ventures such as artistic and creative projects, medical expenses, travel, or community-oriented social entrepreneurship projects.

Sources and development stages

Due to the fact that sources of capital differ with regards to required return, required liquidity, other loan terms, and supplementary support beyond financial capital, there are arguments why one source should be preferred over another depending on the development stage the startup is currently in.

Sources of new venture financing			
	R&D	StartUp	Early Growth
Entrepreneur			
Friends & Family			
Crowdfunding			
Business Angels			
State/EU Financing			
Microcredits			
Venture Capitals			
Bank Loans			

Indicative Useful Websites

1

For ESPA & EU grants

www.espa.gr
www.ependyseis.gr
[For EU funding](#)

2

For Microcredits

www.afi.org.gr
www.thepeopletrust.org
www.microstars.gr

3

For Business Angels

www.heban.gr
[Top 40 BA in Europe](#)

4

For Venture Capitals

<https://equifund.gr/equifund/portfolio/>
[The top 100 VCs](#)

5

For Crowdfunding

<https://www.thebalancesmb.com/best-crowdfunding-sites-4580494>
www.kickstarter.com
www.indiegogo.com

Conclusion

Making a new business is risky. Making a startup seeking financing from external sources such as professional investors is even riskier.

The following are indicative

- New business survival rate:
- 25% close within first year
- 50% close in 5 years
- 75% close in 10 years



So if you try and fail, don't give up. It is very natural for this to happen. Learn from your mistakes and try again. Your chances will be better next time.

And don't forget: It doesn't matter how many times you fall. What really matters is that in the end you will be standing up.

*Thank you
for your attention*

“InnoWave Project”

How to pitch

How to attract investors

Definitions

When you seek financing from investors there are several important things that you have to prepare and show, like the business plans, relative studies, experience, etc.

Investors before investing always ask for a live presentation, which is called “a pitch”. Tools such as power point presentations or videos are useful for the pitch.

During the few minutes of the pitch, these people want to see a team that they can trust and establish a good relation which will generate profit.

You must convince them to commit to your project.

What a pitch deck should include

In any case, when preparing a pitch deck there are some essential slides that you want to include in your presentation:

- Project Team
- Problem
- Solution
- Market, market and sales strategy
- Vision and Value proposition
- Product
- Traction
- Revenue model
- Financials
- Investment and use of funds

Note that according to a research done by DocSend, investors spend on average 3 minutes and 44 seconds per pitch deck. From their study which analyzed 200 pitch decks, investors spent the most amount of time reviewing the slides concerning financials, team, and market.

Team: Who you are

- You may use photos
- Describe yourselves with emphasis in studies and professional experience
- Explain how you came up with the idea

Even if you don't have a complete team yet, identify the key positions that you still need to fill and why those positions are critical to company growth.

What is the problem

Use this slide to talk about the problem you are solving and who has the problem. You can talk about the current solutions in the market, but don't spend too much time on the competitive landscape on this slide—you'll have a chance to do that later on.

Ideally, try and tell a relatable story when you are defining the problem. The more you can make the problem as real as possible, the more your investors will understand your business and your goals.

The Solution: what is your product/service

Describe your product or service. Describe how customers use your product and how it addresses the problems that you outlined on the previous slide.

You'll be tempted to move this slide closer to the beginning of your pitch deck but try and resist the temptation. This is classic storytelling where you build up the problem and describe how bad it is for lots of people. Now your product or service is coming to the rescue to help solve that problem.

The Solution: what is your product/service

Most entrepreneurs are very focused on their product when instead they need to be focused on their customers and the problems those customers face. Try and keep your pitch deck focused with this format and you'll tell a better story.

If possible, use pictures and stories when you describe your solution. Showing is nearly always better than telling.

Don't be detailed with technical specifications. You will lose time and you will tire your audience.

To which market is your product / service referring to

Describe:

- Who needs it (market segmentation)?
- What needs does it satisfy?
- What are the characteristics / tendencies of the market?
- How is the market served ?
- Have you made a research?

It is crucial to show that you have very good knowledge of your market

Be careful with this slide, though. It's tempting to try and define your market to be as large as possible. Instead, investors will want to see that you have a very specific and reachable market. The more specific you are, the more realistic your pitch will be.

Marketing and sales strategy

How are you planning on getting customers' attention and what will your sales process look like? Use this slide to outline your marketing and sales plan. You'll want to detail the key tactics that you intend to use to get your product in front of prospective customers.

Finding and winning customers can sometimes be the biggest challenge for a startup, so it's important to show that you have a solid grasp of how you will reach your target market and what sales channels you plan on using.

If your marketing and sales process is different than your competitors, it's important to highlight that here.

Marketing and sales strategy

Describe how you fit into the competitive landscape and how you're different than the competitors and alternatives that are on the market today. What key advantages do you have over the competition or is there some "secret sauce" that you have and others don't?

The key here is explaining how you are different than the other players on the market and why customers will choose you instead of one of the other players on the market.

Vision and value proposition

Make a quick one-sentence statement of your business and the value that you provide to your customers. For example, you see many pitches that start with things like:

- “We’re the Uber for Pets”
- “We’re the Netflix for Video Games”

Also describe which values do you propose to your clients (freedom, beauty, flexibility, social status, comfort, health, etc). You can tell why the clients will prefer you and not your competitors?

Revenue model

Now that you've described your product or service, you need to talk about how it makes money. What do you charge and who pays the bills? For some businesses (content sites, for example), advertisers pay the bills instead of users, so it's important to flesh out the details here.

You can also reference the competitive landscape here and discuss how your pricing fits into the larger market. Are you a premium, high-price offering, or a budget offering that undercuts existing solutions on the market?

It's good also to describe which way do you plan to create income, e.g.

- Retail
- Wholesale
- Electronic sales
- From the consumables
- Subscriptions

Traction - validation - milestones

If you already have sales or early adopters using your product, talk about that here. Investors want to see that you have proven some aspect of your business model as that reduces risk, so any proof you have that validates that your solution works to solve the problem you have identified is extremely powerful.

You can also use this slide to talk about your milestones. What major goals have you achieved so far and what are the major next steps you plan on taking? A product or company roadmap that outlines key milestones is helpful here.

Have in mind that some professional investors such as venture capitals seek for fast profit generating ventures.

Financials

Investors will expect to see your financials: sales forecast, income statement (also called profit and loss statement), and cash flow forecast for at least three years.

But, for your pitch deck, you shouldn't have in-depth spreadsheets that will be difficult to read and consume in a presentation format. Limit yourself to charts that show sales, total customers, total expenses, and profits.

You should be prepared to discuss the underlying assumptions that you 've made to arrive at your sales goals and what your key expense drivers are.

Remember to try and be realistic. Investors see "hockey stick" projections all the time and will mentally be cutting your projections in half. If you can explain your growth based on traction you already have or compared to a similar company in a related industry, that is extremely useful.

Investment and use of funds

Finally, it's time to actually ask for the money. That's why you're doing this pitch deck, right? Although there are more to be discussed after the pitch deck in order to close the deal, your potential investors do need to know how much money you are looking for.

More importantly, you need to be able to explain why you need the amount of money you are asking for and how you plan on using the money. Investors will want to know how their money is being used and how it is going to help you achieve the goals you are setting out for your business.

If you already have some investors on board, now is when you should be talking about those other investors and why they chose to invest.

Needless to say that your goal is to sell as little of your company for as much money as possible, so you will still have a lot of shares for possible next investment rounds.

Other material that you may want to use

The slides mentioned up to this point are essential. But sometimes you may want to present some extra information, especially if it is requested from the pitch committee and you have available time during the pitch.

- Exit strategy: If you are raising money from investors, you'll need to show them how you plan on giving them a return especially if your company goes well and makes good profit. Having an IPO and going public is a viable option for some high-growth startups, while other businesses are more likely to be bought by larger players in your market.

Other material that you may want to use

- Demo, video and screenshots: If you have a prototype of your product, screenshots of your online service, or any other “show and tell” opportunities, it’s great to include a placeholder slide in your deck where you will actually show your potential investors how your product works and what it does.
- Partnerships: Some businesses have key strategic partnerships that are critical to their success. This can often be in the form of intellectual property licensing from a university or a key distribution partner who will be taking your product to market. If your success relies on these types of partnerships, it’s important to showcase them.

Advice

The purpose of the pitch deck is to create “a good chemistry” between your team and the investors. If you achieve that then the possibilities to reach a deal are high. So, here is some advice on how to make the best for your pitch.

- Make your presentation enjoyable to watch: Use colors, photos, videos, charts, box-diagrams, etc
- Be realistic, do not exaggerate, especially with the sales and market opportunities
- Do not tire with unnecessary details, don't fill your presentation with too much overwhelming information
- Speak with simple words, don't use specialized technical terms hard to understand
- Make rehearsals
- Speak clearly
- Stay on the given time
- Keep eye contact
- Be confident

Useful advisory webpages

- <https://www.thinklions.com/blog/the-best-pitch-decks-weve-ever-seen/>
- <https://slidebean.com/blog/startups-pitch-deck-examples>
- <https://piktochart.com/blog/startup-pitch-decks-what-you-can-learn/>

Examples of successful pitch deck videos

- <https://www.alexanderjarvis.com/collection-of-the-best-tech-startup-pitch-videos/>
- <https://visme.co/blog/best-pitch-decks/>

You may also find interesting the famous pitch deck shows on the TV

- Shark Tank
- Dragon's Dent

Conclusion: Be patient and don't get disappointed

You will probably have heard stories about teams who raised 500.000 € in just 10 minutes. But that's not the norm. The odds that your first meeting is going to be with the exact right investor is slim to none.

We know from researches that if you find the right investor the average time to raise funds is 11-15 weeks.

And you will probably have to knock many doors before the right one opens.

So finding the right investor is a process which requires time, effort and patience.

Conclusion: Be patient and don't get disappointed

And something for the end:

Raising money from investors is not your final goal. The aim is to run a successful business that generates profits. The first does not guarantee the second.

The startup's graveyard is getting bigger every day. So if your startup ends there, it is not the end of the world. Learn from your mistakes, and next time you will do better. Investors know that very well, so a previous failure may turn to be a competitive advantage for you. Because you have learned your lesson with somebody else's money!

*Thank you
for your attention*



“Inno wave” project

Entrepreneurship innovation encouragement

WP4 D4.2.1: Expenditures for 1 expert participating in the implementation of WP 4, Activity 4 as Business consultant.

1 Expert x 8 Consultancy sessions

(4 CS in GR and 4 CS in BG)

“InnoWave Project”

Innovation as tool for entrepreneurship

Entrepreneurship Definition

Although the concept of entrepreneurship has not been given by a single definition, commonly accepted, we can say that it is all of those **business activities** relating to **the creation of new enterprises, the renewal of existing and the introduction of new products and technologies.**

Furthermore, the meaning of entrepreneurship is framed by a set of abilities referred to as **business skills.**

How does entrepreneurship impact the economy?

Entrepreneurship:

- ✓ increases employment
- ✓ opens up new markets and stimulates the economy
- ✓ helps to increase national income
- ✓ furthers social change in society
- ✓ creates a healthy, balanced economy

Entrepreneur Definition

While there are a few different ideas about what exactly an entrepreneur is, but the general consensus is it refers to an **individual who creates a business with the goal of turning a profit.**

Entrepreneurs come up with an **idea for a good or service and package it to sell to consumers.**

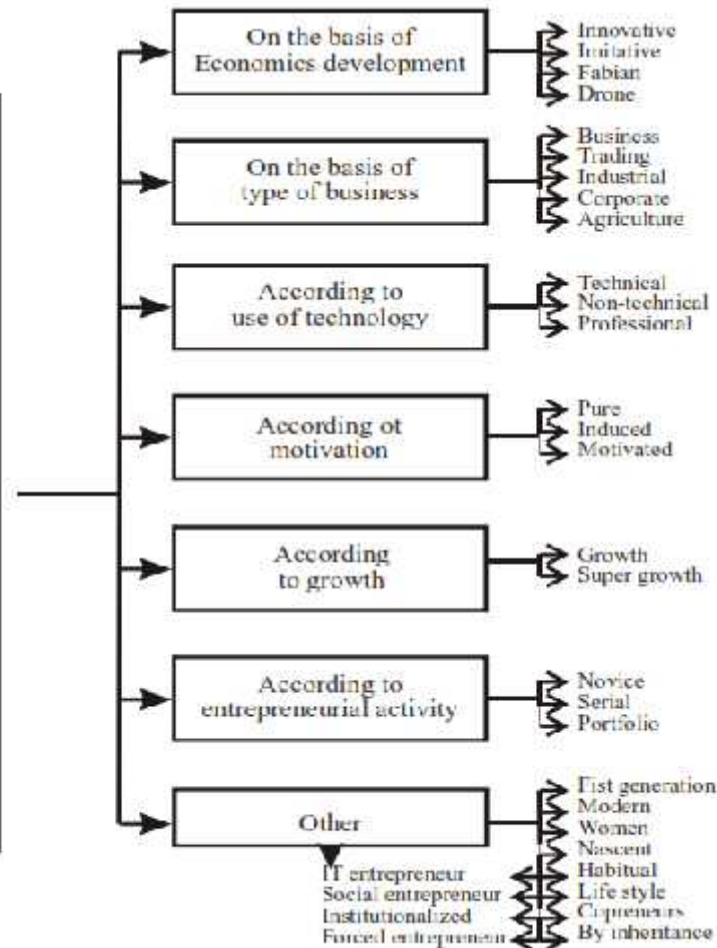
Entrepreneurs can also **improve upon an existing good or service** and sell it as a better alternative to consumers in the market.

Common traits for entrepreneurs

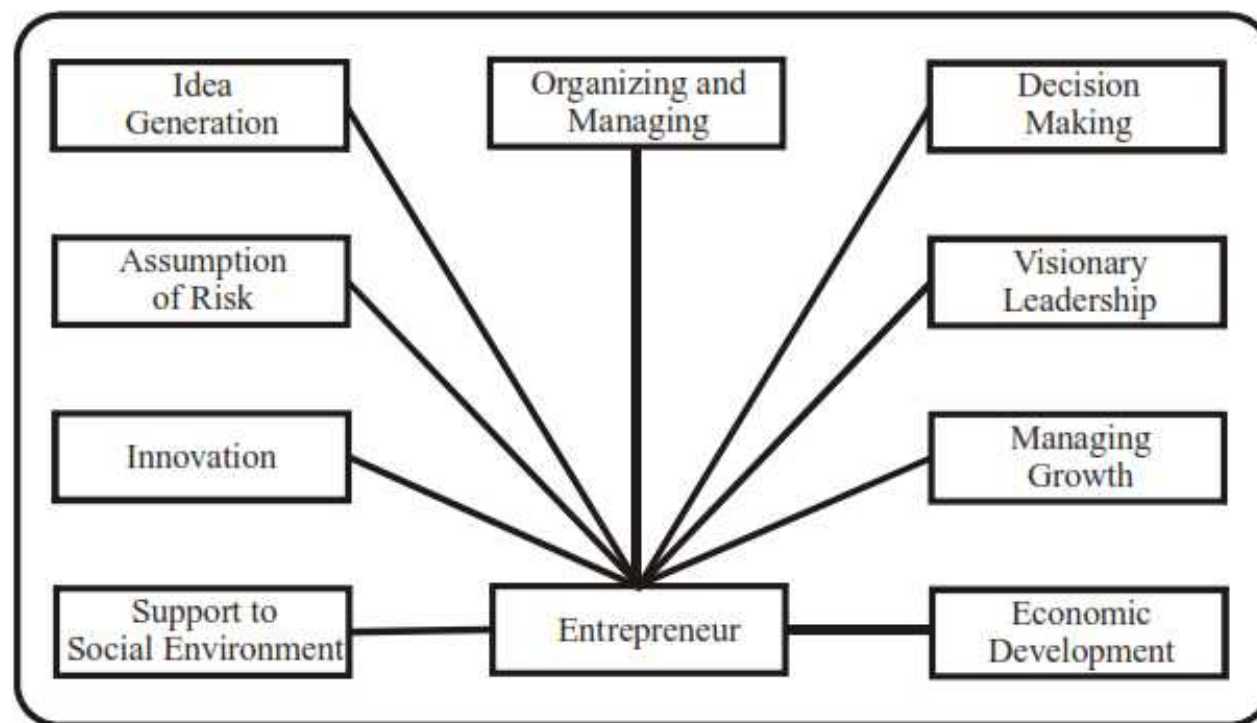
Entrepreneurs have certain characteristics that set them apart from other individuals. The majority of people who pursue entrepreneurship:

- ✓ Think creatively
- ✓ Enjoy freedom and flexibility
- ✓ Understand basic finance principles
- ✓ Are ambitious and goal oriented
- ✓ Take self initiative
- ✓ Are problem solvers

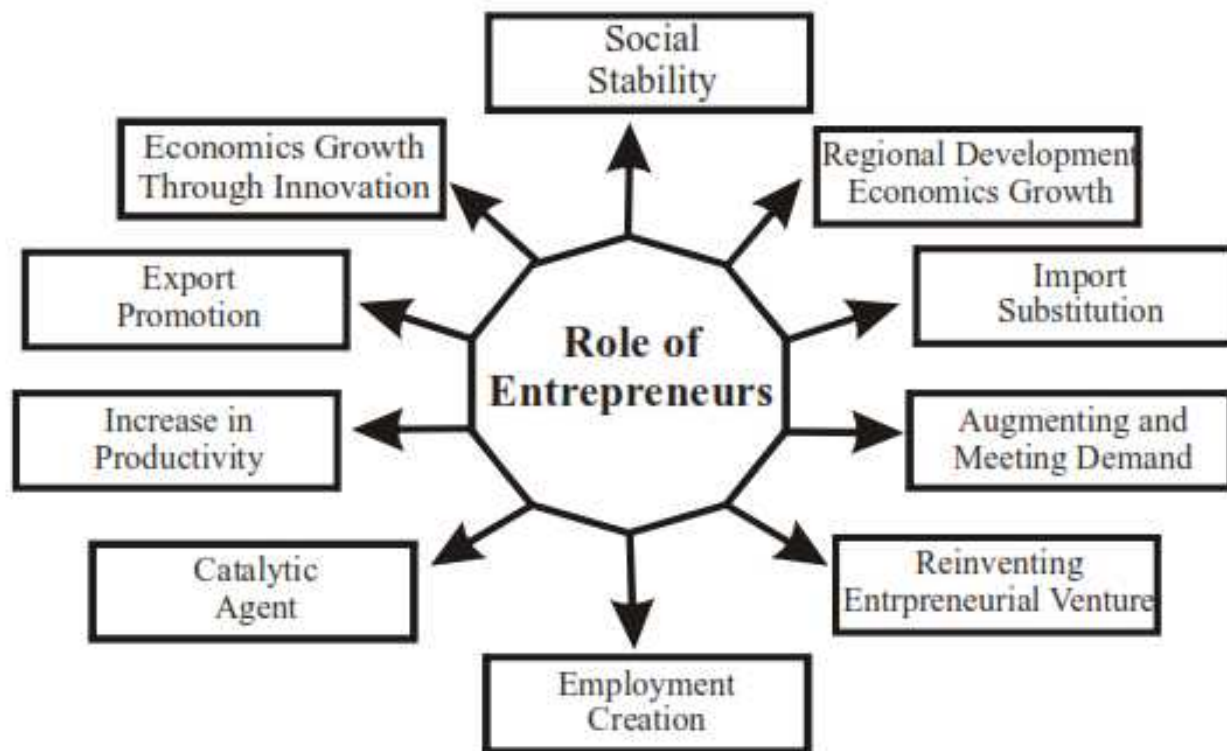
Type of Entrepreneur



Functions of Entrepreneurs



Role of Entrepreneurs



Defining Innovation ^(a)

Innovation has been defined as:

“...the transformation of knowledge into new products, processes, and services...”
(Porter & Stern, 1999, p. 12)

“...is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.” (OECD, 2005, p. 46)

“...the successful conversion of new concepts and knowledge into new products, services, or processes that deliver new customer value in the marketplace.”
(American Society for Quality)

Defining Innovation (b)

“The design, invention, development and/or implementation of new or altered products, services, processes, systems, organizational structures, or business models for the purpose of creating new value for customers and financial returns for the firm.” (Innovation Measurement, 2007, p. 18627.)

“Innovation is the process of making changes, large and small, radical and incremental, to products, processes, and services that results in the introduction of something new for the organization that adds value to customers and contributes to the knowledge store of the organization” (O’Sullivan & Dooley, 2009, p. 5)

Main types of innovation ^(a)

Product innovation

A good or service that is new or significantly improved.

This includes:

- Significant improvements in technical specifications,
- Components and materials,
- Software in the product,
- User friendliness or other functional characteristics.



Main types of innovation (b)

Process innovation

A new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software. Such as:

- Automation of Purchase Orders (e.g. ,),
- On-line Banking,
- E-commerce

Main types of innovation ^(c)

Marketing innovation

A new marketing method involving significant changes in

- product design or packaging,
- product placement,
- product promotion
- or pricing.



Main types of innovation ^(d)

Organisational innovation

A change in business or work organization (redesign), business practices, working conditions, HR skills and relationships with external members that support more efficiently the creation, production and delivery of products-services.

Such as:

- Virtual teams
- Leadership
- Culture - Work environment (e.g. Google)



Main types of innovation _(e)

Incremental Innovation

Refers to improvements to existing processes, products / services, practices related to quality improvement, speed, economy



Adaptive Innovation

Adopting changes from one business because they were adopted by others

Main types of innovation (f)

Radical innovation

Creates new conditions and terms in the market, makes obsolete or replaces products, methods, processes and creates new expectations for consumers



Entrepreneurs are innovative

Often, the terms “entrepreneur” and “innovator” are used interchangeably.

The definition of “innovative” is “original and creative thinking,” and an innovator is someone who “introduces new ideas.”

Entrepreneurs are innovative because they apply creative thinking to an issue or problem and create a new product or service as a solution to the problem.

What traits do innovative entrepreneurs have?

Some successful innovative entrepreneurs have specific personality traits that contribute to their innovative ways of thinking. Personality traits for a successful innovative entrepreneur can include:

- ✓ They're patient
- ✓ They're proactive
- ✓ They're excellent communicators
- ✓ They're determined to find solutions to challenges
- ✓ They're okay with change

Reasons Innovation Is Important for Businesses (a)

Innovation is a key part of owning a successful business. It can help you:

1. Innovation grows your business

Business growth means, ultimately, increasing your profits. Successful innovation allows you to add value to your business so that you can increase your profits—if you don't innovate well, your business will plateau.

Reasons Innovation Is Important for Businesses (b)

Innovation is a key part of owning a successful business. It can help you:

2. Innovation helps you stay ahead of the competition

With globalization and a rapidly changing market, there are more competing businesses than ever before. Innovative thinking can help you predict the market and keep up with customer needs. If your business doesn't innovate, you'll watch innovative companies bring new ideas to the marketplace, and you'll have to scramble to keep up

Reasons Innovation Is Important for Businesses (c)

Innovation is a key part of owning a successful business. It can help you:

3. Innovation helps you take advantage of new technologies

Technology (and especially artificial intelligence) is evolving faster than ever before, which means that there may be new, more efficient technologies to make better products, to offer your services, to market your business, or to track your performance with analytics. By taking advantage of these new technologies for process innovation, you'll be able to optimize your business and gain a competitive advantage over your competitors.

Tips to become an innovative entrepreneur (a)

✓ Create a financial plan

A financial plan can help prepare you for any financial obstacles that may occur while creating a new product, business or service. Identify areas of financial need in your business to decide what plan may promote the most financial gain. A financial plan might involve getting investments, taking loans or using a company savings account.

Tips to become an innovative entrepreneur (b)

✓ Network

An entrepreneur often networks with others in the business to make personal connections in their industry. They may attend networking events to meet people that can assist them with specific aspects of a business, including suppliers, investors or other professionals in the field they may want to work with. This can help an entrepreneur expand their knowledge of industry growth and learn new skills from other professionals to successfully create an innovative product.

Tips to become an innovative entrepreneur (c)

✓ **Accept constructive feedback**

Entrepreneurs may pitch ideas to executives, start their own business or create their own product to become successful. Executives or consumers can present other ideas to improve their experience with your product or business, so it's important to welcome feedback and use it to innovate. Constructive feedback can also provide insight into consumer needs or business trends to help an entrepreneur design a product that exceeds current trends.

Risks of Innovation (a)

Innovation isn't a guaranteed success. There are several factors that may prevent innovation from being successful, and you have to keep them in mind before taking the leap:

1. Expense

New technology, specialized employees, huge shifts in your business's identity—innovation can be an extremely expensive undertaking, and because increased profits aren't guaranteed, it can be risky. During the innovation process, you have to think about the costs weighed against the potential profits and make the best decision. Ask yourself the question: Will this create value?

Risks of Innovation (b)

Innovation isn't a guaranteed success. There are several factors that may prevent innovation from being successful, and you have to keep them in mind before taking the leap:

2. Scheduling

Innovation takes time, and the time that you spend innovating is time that you're not using to focus on your current products, marketing, and sales. If you can't implement your innovations quickly and efficiently, you can risk failing to meet your quotas and falling behind on your schedule—losing profits and the trust of your customers and investors.

Risks of Innovation (c)

Innovation isn't a guaranteed success. There are several factors that may prevent innovation from being successful, and you have to keep them in mind before taking the leap:

3. Instability

Innovative idea generation can be exciting, but if businesses are constantly making huge innovations, they may never find a stable identity or market—and it will be hard for customers, investors, and employees to keep up with their changes. It's all about innovation management; a stable business identity is important for generating profits, so it's vital that you choose your new innovations carefully and deliberately, rather than saying yes to every new thing that comes your way.

Examples of Innovation in Business

➤ **Apple** – changed music and consumer electronics.



➤ **Uber** – changing the taxi business.



➤ **Airbnb** – changing the accommodation industry.



➤ **Amazon** – changing retailing.



*Thank you
for your attention*

“InnoWave Project”

Η καινοτομία ως εργαλείο για την επιχειρηματικότητα

Ορισμός επιχειρηματικότητας

Αν και η έννοια της επιχειρηματικότητας δεν έχει δοθεί από έναν μόνο κοινώς αποδεκτό ορισμό, μπορούμε να πούμε ότι είναι όλες εκείνες οι **επιχειρηματικές δραστηριότητες** που σχετίζονται με τη **δημιουργία νέων επιχειρήσεων, την ανανέωση των υφιστάμενων και την εισαγωγή νέων προϊόντων και τεχνολογιών.**

Επιπλέον, η έννοια της επιχειρηματικότητας πλαισιώνεται από ένα σύνολο ικανοτήτων που αναφέρονται ως **επιχειρηματικές δεξιότητες.**

Πώς επηρεάζει η επιχειρηματικότητα την οικονομία;

Η επιχειρηματικότητα:

- ✓ αυξάνει την απασχόληση
- ✓ ανοίγει νέες αγορές και τονώνει την οικονομία
- ✓ συμβάλλει στην αύξηση του εθνικού εισοδήματος
- ✓ προάγει την κοινωνική αλλαγή στην κοινωνία
- ✓ δημιουργεί μια υγιή, ισορροπημένη οικονομία

Ορισμός του επιχειρηματία

Αν και υπάρχουν μερικές διαφορετικές προσεγγίσεις για το τι ακριβώς είναι ένας επιχειρηματίας, η γενική αποδοχή είναι ότι αναφέρεται σε ένα **άτομο που δημιουργεί μια επιχείρηση με στόχο να αποφέρει κέρδος.**

Οι επιχειρηματίες έχουν μια **ιδέα για ένα αγαθό ή μια υπηρεσία και το συσκευάζουν για να το πουλήσουν στους καταναλωτές.**

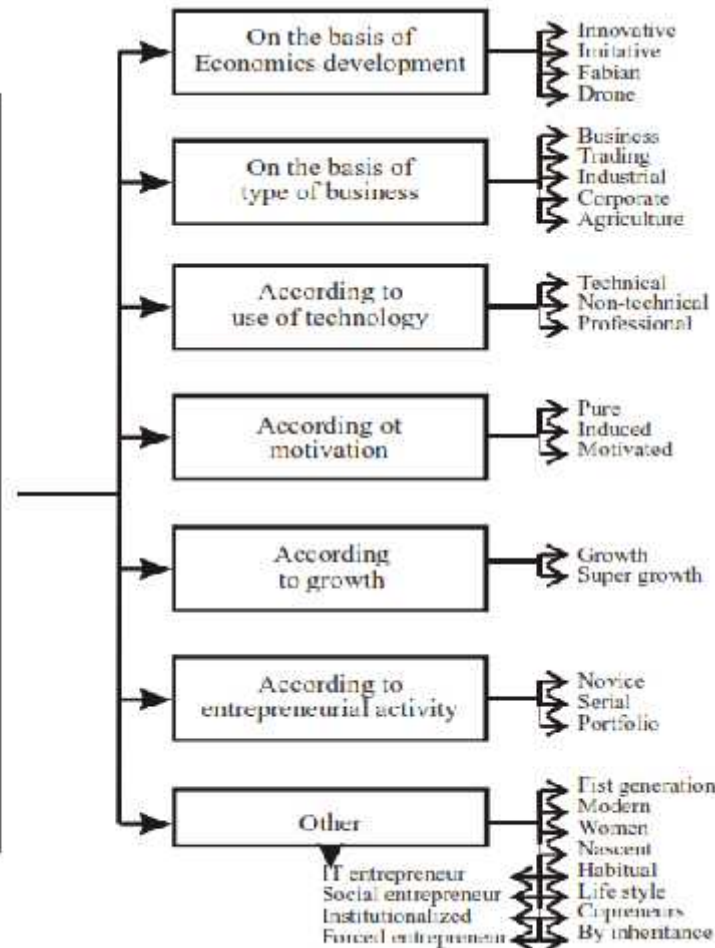
Οι επιχειρηματίες μπορούν επίσης **να βελτιώσουν ένα υπάρχον αγαθό ή υπηρεσία** και να το πουλήσουν ως μια καλύτερη εναλλακτική λύση για τους καταναλωτές στην αγορά.

Κοινά χαρακτηριστικά επιχειρηματιών

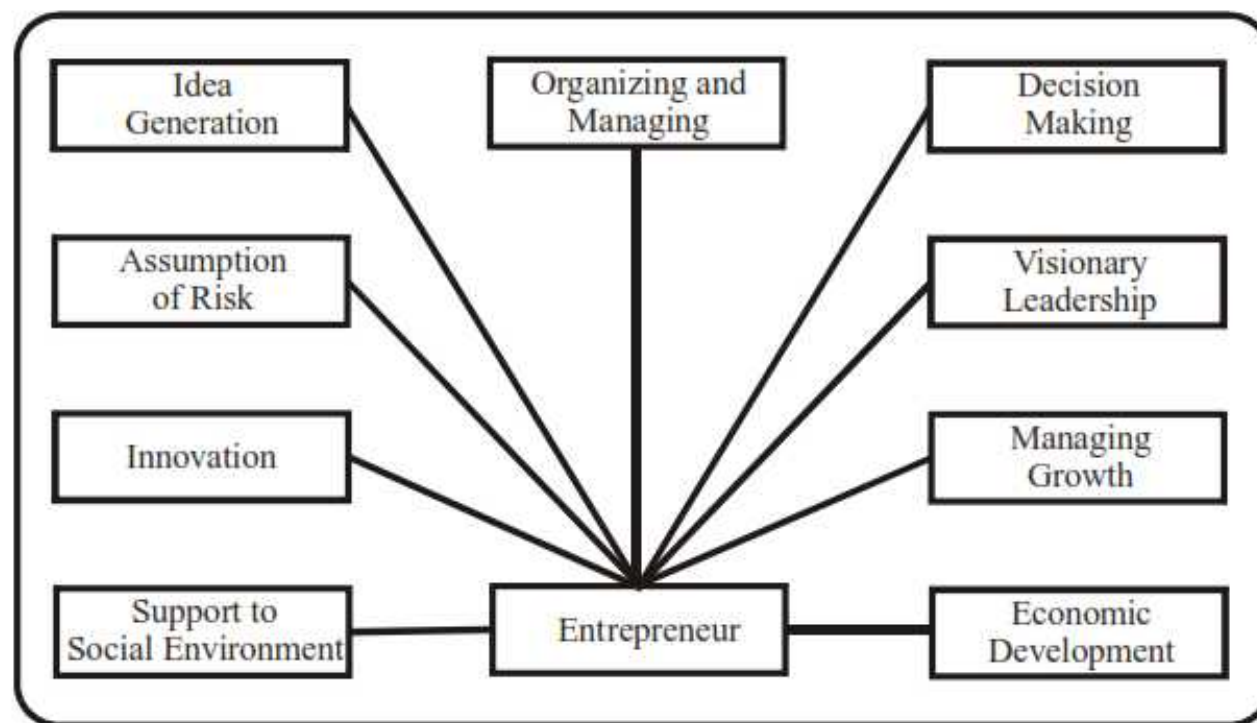
Οι επιχειρηματίες έχουν ορισμένα χαρακτηριστικά που τους ξεχωρίζουν από άλλα άτομα. Η πλειοψηφία των ανθρώπων που ασχολούνται με την επιχειρηματικότητα:

- ✓ Σκέφτονται δημιουργικά
- ✓ Απολαμβάνουν την ελευθερία και την ευελιξία
- ✓ Κατανοούν βασικές αρχές της χρηματοδότησης
- ✓ Είναι φιλόδοξοι και προσανατολισμένοι στο στόχο
- ✓ Παίρνουν πρωτοβουλίες για τον τον εαυτό τους
- ✓ Επιλύουν προβλήματα

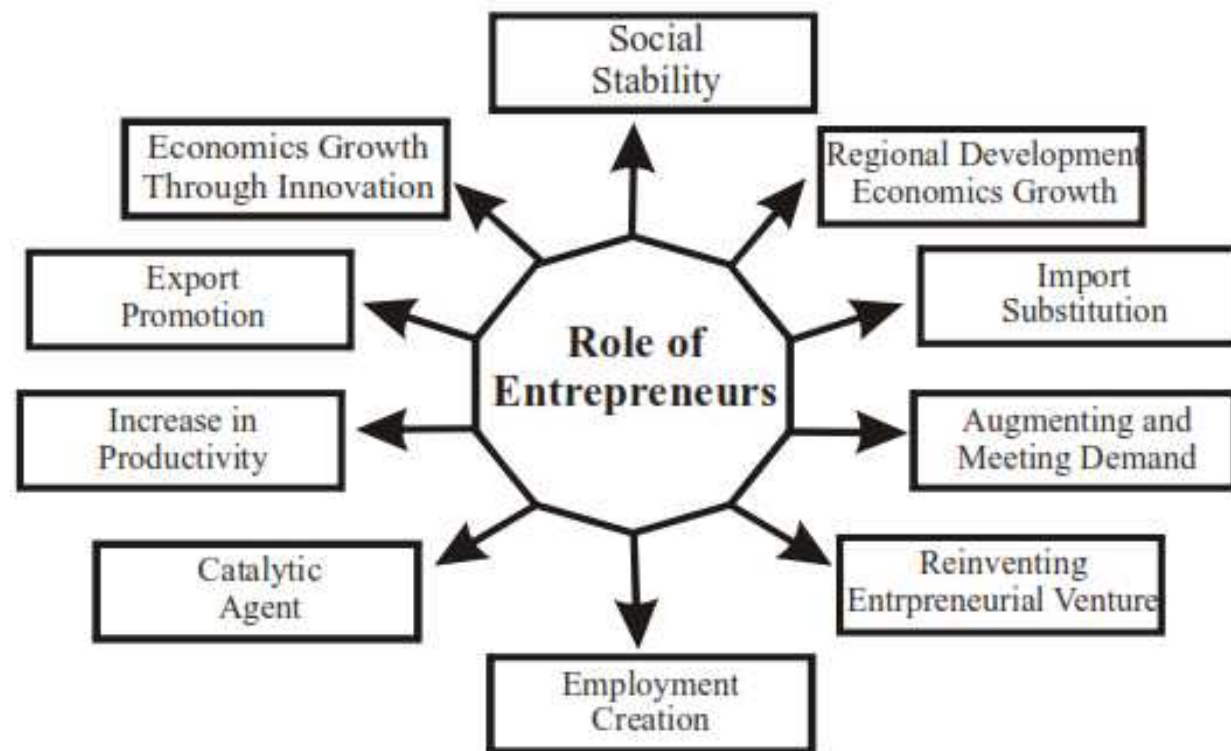
Type of Entrepreneur



**Ενέργειες-
Αρμοδιότητες
των
επιχειρηματιών**



Ο ρόλος των επιχειρηματιών



Ορισμός της Καινοτομίας

Η Καινοτομία (ΟΟΣΑ) ορίζεται ως:

**«η εφαρμοσμένη χρήση της γνώσης με σκοπό
την παραγωγή ή/και παροχή νέων ή ουσιαστικά βελτιωμένων προϊόντων,
διαδικασιών ή/και υπηρεσιών που
βρίσκουν άμεσης παραγωγικής, χρηστικής ή/και εμπορικής εφαρμογής».**

Εναλλακτικά μπορεί να ορισθεί ότι η καινοτομία συνίσταται στην παραγωγή, την αφομοίωση και την εκμετάλλευση με επιτυχία των νέων επιτευγμάτων ή ιδεών στον οικονομικό και κοινωνικό τομέα.

Κύριοι τύποι καινοτομίας (α)

Καινοτομία προϊόντος

Δημιουργία ενός νέου ή σημαντικά βελτιωμένου προϊόντος ή υπηρεσίας.
Συνδέεται με:

- τεχνικές προδιαγραφές,
- υλικά και μέρη,
- λογισμικό,
- φιλικότητα προς το χρήστη ή άλλα λειτουργικά χαρακτηριστικά



Κύριοι τύποι καινοτομίας (β)

Καινοτομία διαδικασίας

Μία νέα ή σημαντικά βελτιωμένη μέθοδος παραγωγής, εφοδιασμού και/ή διάθεσης ενός υπάρχοντος προϊόντος ή υπηρεσίας: ποιότητα, ταχύτητα, οικονομικότητα. Περιλαμβάνει αλλαγές σε τεχνικές, μηχανήματα και/ή λογισμικό. Όπως:

- Αυτοματοποίηση παραγγελιών προμηθειών (π.χ. ),
- On-line Banking,
- E-commerce

Κύριοι τύποι καινοτομίας (γ)

Καινοτομία Μάρκετινγκ

Μία νέα μέθοδος/πρακτική μάρκετινγκ που αφορά αλλαγές:

- στο σχεδιασμό του προϊόντος ή τη συσκευασία,
- την τοποθέτηση του προϊόντος,
- την προώθηση ή τιμολόγησή του



Κύριοι τύποι καινοτομίας (δ)

Οργανωτική ή διοικητική καινοτομία

Μία αλλαγή στην οργάνωση της επιχείρησης ή της εργασίας (ανασχεδιασμός), σε επιχειρηματικές πρακτικές, συνθήκες εργασίας, δεξιότητες ανθρώπινου δυναμικού και σχέσεις με εξωτερικά μέλη που στηρίζουν αποτελεσματικότερα τη δημιουργία, την παραγωγή και την παράδοση των προϊόντων - υπηρεσιών. Όπως:

- Εικονικές ομάδες
- Ηγεσία
- Κουλτούρα - Εργασιακό περιβάλλον (π.χ. Google)



Κύριοι τύποι καινοτομίας (ε)

Οριακή Καινοτομία

Αφορά βελτιώσεις σε υπάρχουσες διαδικασίες, προϊόντα/υπηρεσίες, πρακτικές που συνδέονται με βελτίωση ποιότητας, ταχύτητα, οικονομικότητα



Προσαρμοστική Καινοτομία

Υιοθέτηση αλλαγών από μία επιχείρηση επειδή υιοθετήθηκαν κι από άλλες

Κύριοι τύποι καινοτομίας (στ)

Ριζική καινοτομία

Είναι εκείνη που η εφαρμογή της δημιουργεί νέες συνθήκες και όρους στην αγορά, απαρχαιώνει /αντικαθιστά προϊόντα – μεθόδους – διαδικασίες και διαμορφώνει νέες προσδοκίες στους καταναλωτές



Οι επιχειρηματίες είναι καινοτόμοι

Συχνά, οι όροι «επιχειρηματίας» και «καινοτόμος» χρησιμοποιούνται εναλλακτικά.

Ο ορισμός του «καινοτόμου» είναι «πρωτότυπη και δημιουργική σκέψη» και ως καινοτόμος είναι κάποιος που «εισάγει νέες ιδέες».

Οι επιχειρηματίες είναι καινοτόμοι επειδή εφαρμόζουν δημιουργική σκέψη σε ένα ζήτημα ή πρόβλημα και δημιουργούν ένα νέο προϊόν ή υπηρεσία ως λύση στο πρόβλημα.

Ποια χαρακτηριστικά έχουν οι καινοτόμοι επιχειρηματίες;

Ορισμένοι επιτυχημένοι καινοτόμοι επιχειρηματίες έχουν συγκεκριμένα χαρακτηριστικά προσωπικότητας που συμβάλλουν στους καινοτόμους τρόπους σκέψης τους. Τα χαρακτηριστικά της προσωπικότητας για έναν επιτυχημένο καινοτόμο επιχειρηματία μπορεί να περιλαμβάνουν:

- ✓ Είναι υπομονετικοί
- ✓ Είναι δυναμικοί
- ✓ Είναι εξαιρετικοί στην επικοινωνία
- ✓ Είναι αποφασισμένοι να βρουν λύσεις στις προκλήσεις
- ✓ Είναι θετικοί στην αλλαγή

Λόγοι που η καινοτομία είναι σημαντική για τις επιχειρήσεις (α)

Η καινοτομία είναι βασικό μέρος μιας επιτυχημένης επιχείρησης. Μπορεί να σας βοηθήσει:

1. Η καινοτομία αναπτύσσει την επιχείρησή σας

Η ανάπτυξη της επιχείρησης σημαίνει, τελικά, αύξηση των κερδών σας. Η επιτυχημένη καινοτομία σας επιτρέπει να προσθέτετε αξία στην επιχείρησή σας, ώστε να μπορείτε να αυξήσετε τα κέρδη σας

Λόγοι που η καινοτομία είναι σημαντική για τις επιχειρήσεις (β)

Η καινοτομία είναι βασικό μέρος μιας επιτυχημένης επιχείρησης. Μπορεί να σας βοηθήσει:

2. Η καινοτομία σας βοηθά να μείνετε μπροστά από τον ανταγωνισμό

Με την παγκοσμιοποίηση και μια ταχέως μεταβαλλόμενη αγορά, υπάρχουν περισσότερες ανταγωνιστικές επιχειρήσεις από ποτέ. Η καινοτόμος σκέψη μπορεί να σας βοηθήσει να προβλέψετε την αγορά και να συμβαδίσετε με τις ανάγκες των πελατών. Εάν η επιχείρησή σας δεν καινοτομεί, θα παρακολουθήσετε καινοτόμες εταιρείες να φέρνουν νέες ιδέες στην αγορά και θα πρέπει να αγωνιστείτε για να συνεχίσετε

Λόγοι που η καινοτομία είναι σημαντική για τις επιχειρήσεις (v)

Η καινοτομία είναι βασικό μέρος μιας επιτυχημένης επιχείρησης. Μπορεί να σας βοηθήσει:

3. Η καινοτομία σας βοηθά να επωφεληθείτε από τις νέες τεχνολογίες

Η τεχνολογία (και ειδικά η τεχνητή νοημοσύνη) εξελίσσεται ταχύτερα από ποτέ, πράγμα που σημαίνει ότι ενδέχεται να υπάρχουν νέες, πιο αποτελεσματικές τεχνολογίες για τη δημιουργία καλύτερων προϊόντων, την προσφορά των υπηρεσιών σας, την προώθηση της επιχείρησής σας ή την παρακολούθηση της απόδοσής σας με αναλυτικά στοιχεία. Αξιοποιώντας αυτές τις νέες τεχνολογίες για την καινοτομία διαδικασιών, θα είστε σε θέση να βελτιστοποιήσετε την επιχείρησή σας και να αποκτήσετε ανταγωνιστικό πλεονέκτημα έναντι των ανταγωνιστών σας

Συμβουλές για να γίνετε καινοτόμος επιχειρηματίας (α)

✓ Δημιουργήστε ένα οικονομικό σχέδιο

Ένα οικονομικό σχέδιο μπορεί να σας βοηθήσει να προετοιμαστείτε για τυχόν οικονομικά εμπόδια που μπορεί να προκύψουν κατά τη δημιουργία ενός νέου προϊόντος, επιχείρησης ή υπηρεσίας. Προσδιορίστε τομείς οικονομικής ανάγκης στην επιχείρησή σας για να αποφασίσετε ποιο σχέδιο μπορεί να φέρει το μεγαλύτερο οικονομικό κέρδος. Ένα οικονομικό σχέδιο μπορεί να περιλαμβάνει τη λήψη επενδύσεων, τη λήψη δανείων ή τη χρήση ενός εταιρικού λογαριασμού ταμιευτηρίου.

Συμβουλές για να γίνετε καινοτόμος επιχειρηματίας (β)

✓ Δικτύωση

Ένας επιχειρηματίας συχνά δικτυώνεται με άλλους για να δημιουργήσει προσωπικές συνδέσεις στον κλάδο του. Μπορούν να παρακολουθήσουν εκδηλώσεις δικτύωσης για να συναντήσουν άτομα που μπορούν να τους βοηθήσουν σε συγκεκριμένες πτυχές μιας επιχείρησης, συμπεριλαμβανομένων προμηθευτών, επενδυτών ή άλλων επαγγελματιών στον τομέα, με τους οποίους μπορεί να θέλουν να συνεργαστούν. Αυτό μπορεί να βοηθήσει έναν επιχειρηματία να επεκτείνει τις γνώσεις του για την ανάπτυξη της βιομηχανίας και να μάθει νέες δεξιότητες από άλλους επαγγελματίες ώστε να δημιουργήσει με επιτυχία ένα καινοτόμο προϊόν.

Συμβουλές για να γίνετε καινοτόμος επιχειρηματίας (γ)

✓ Δεχτείτε την εποικοδομητική ανατροφοδότηση

Οι επιχειρηματίες μπορούν να παρουσιάσουν ιδέες σε στελέχη, να ξεκινήσουν τη δική τους επιχείρηση ή να δημιουργήσουν το δικό τους προϊόν για να γίνουν επιτυχημένοι. Τα στελέχη ή οι καταναλωτές μπορούν να παρουσιάσουν άλλες ιδέες για να βελτιώσουν την εμπειρία τους με το προϊόν ή την επιχείρησή σας, επομένως είναι σημαντικό να αποδεχόσαστε τα σχόλια και να τα χρησιμοποιείτε για να καινοτομείτε. Η εποικοδομητική ανατροφοδότηση μπορεί επίσης να παρέχει πληροφορίες για τις ανάγκες των καταναλωτών ή τις επιχειρηματικές τάσεις για να βοηθήσει έναν επιχειρηματία να σχεδιάσει ένα προϊόν που υπερβαίνει τις τρέχουσες τάσεις.

Κίνδυνοι καινοτομίας (α)

Η καινοτομία δεν είναι εγγυημένη επιτυχία. Υπάρχουν διάφοροι παράγοντες που μπορεί να εμποδίσουν την επιτυχία της καινοτομίας και πρέπει να τους έχετε υπόψη σας πριν κάνετε το άλμα:

1. Δαπάνες

Νέα τεχνολογία, εξειδικευμένοι υπάλληλοι, τεράστιες αλλαγές στην ταυτότητα της επιχείρησής σας - η καινοτομία μπορεί να είναι ένα εξαιρετικά δαπανηρό εγχείρημα και επειδή τα αυξημένα κέρδη δεν είναι εγγυημένα, μπορεί να είναι επικίνδυνη. Κατά τη διάρκεια της διαδικασίας της καινοτομίας, πρέπει να σκεφτείτε το κόστος που σταθμίζεται έναντι των πιθανών κερδών για να πάρετε την καλύτερη απόφαση. Ρωτήστε τον εαυτό σας: Θα δημιουργήσει αυτό αξία;

Κίνδυνοι καινοτομίας (β)

Η καινοτομία δεν είναι εγγυημένη επιτυχία. Υπάρχουν διάφοροι παράγοντες που μπορεί να εμποδίσουν την επιτυχία της καινοτομίας και πρέπει να τους έχετε υπόψη σας πριν κάνετε το άλμα:

2. Προγραμματισμός

Η καινοτομία απαιτεί χρόνο και ο χρόνος που αφιερώνετε στην καινοτομία είναι χρόνος που δεν χρησιμοποιείτε για να εστιάσετε στα τρέχοντα προϊόντα, το μάρκετινγκ και τις πωλήσεις σας. Εάν δεν μπορείτε να εφαρμόσετε τις καινοτομίες σας γρήγορα και αποτελεσματικά, μπορεί να κινδυνεύετε να μην τηρήσετε τις ποσοστώσεις σας και να μείνετε πίσω στο πρόγραμμά σας - χάνοντας έτσι κέρδη και την εμπιστοσύνη των πελατών και των επενδυτών σας.

Κίνδυνοι καινοτομίας (γ)

Η καινοτομία δεν είναι εγγυημένη επιτυχία. Υπάρχουν διάφοροι παράγοντες που μπορεί να εμποδίσουν την επιτυχία της καινοτομίας και πρέπει να τους έχετε υπόψη σας πριν κάνετε το άλμα:

3. Αστάθεια

Η δημιουργία καινοτόμων ιδεών μπορεί να είναι συναρπαστική, αλλά εάν οι επιχειρήσεις κάνουν συνεχώς τεράστιες καινοτομίες, μπορεί να μην βρουν ποτέ μια σταθερή ταυτότητα ή αγορά - και θα είναι δύσκολο για τους πελάτες, τους επενδυτές και τους υπαλλήλους να συμβαδίσουν με τις αλλαγές τους. Είναι όλα σχετικά με τη διαχείριση της καινοτομίας. Μια σταθερή επιχειρηματική ταυτότητα είναι σημαντική για τη δημιουργία κερδών, επομένως είναι ζωτικής σημασίας να επιλέγετε τις νέες σας καινοτομίες προσεκτικά και σκόπιμα, αντί να λέτε ναι σε κάθε τι νέο που εμφανίζεται στο δρόμο σας.

Παραδείγματα Καινοτομίας στις Επιχειρήσεις

- **Apple** – άλλαξε τη μουσική και τα ηλεκτρονικά είδη ευρείας κατανάλωσης



- **Uber** – άλλαξε τον τρόπο λειτουργίας των ταξί



- **Airbnb** – άλλαξε την βιομηχανία της διαμονής



- **Amazon** – άλλαξε το λιανικό εμπόριο



*Ευχαριστώ
για την προσοχή σας*