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RESEARCH REPORT. INCUBATION SERVICES FOR MIGRANT ENTREPRENEURSHIP

MIG.EN.CUBE
Fostering MIGrant ENtrepreneurship inCUBation in Europe

Summary Report for MIG.EN.CUBE Intellectual Output 1 - Synoptic Scan

Erasmus+ Strategic Partnership for Adult Education
2020-1-IT02-KA204-080069

Co-founded by the
Erasmus+ Programme
of the European Union

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1. EXECUTIVE SUMMARY

The MIG.EN.CUBE project aims at fostering migrant entrepreneurship across Europe by improving the competencies of incubation professionals offering their services to a much-diversified group of entrepreneurs, characterized by very heterogeneous cultural and institutional backgrounds, business knowledge and needs, expectations, and levels of integration in the countries of destination. The first part of the project, Intellectual Output 1 (IO1), was led by the University of Amsterdam (UvA) team. It focused on gathering systematic information about the organizational characteristics of the incubation services currently offered in the market, with a specific focus on those targeting migrant entrepreneurs. The data gathered was used to develop a Synoptic Scan featuring information about incubation models, characteristics, and practices targeting migrant entrepreneurs, and offered in Italy, France, and the Netherlands, the countries covered by the project.

The main aim of this document is to provide a summary of the differences and similarities found in incubation models, characteristics, and practices across the three countries featured in the project.

IO1 activities, and particularly the development of the Synoptic Scan, were developed thanks to involvement of different academic and non-academic partners participating in the MIG.EN.CUBE project. The first stage of the identification of the existing incubation services involved the Migration Policy Group (MIGPOL) and Impact Hub Company (IHCOMP), while the subsequent steps were carried out by national partners. For the Netherlands, the UvA team carried out the initial step of the data collection process with Impact Hub Amsterdam (IHA); the UvA team completed the subsequent steps and the final report. For Italy, the University of Bologna collaborated with Fondazione Grameen, while Institut Supérieur De Gestion (ISG) and Place collaborated to provide the Synoptic Scan for France.

This Summary Report about IO1 activities was elaborated and coordinated by the UvA team. The main aim of this document is to provide a summary of the differences and similarities found in incubation models, characteristics, and practices across the three countries featured in the project. In addition, the report summarizes the key findings and provides a discussion of the main strengths and weaknesses of incubators' approaches in the three countries. The report also suggests recommendations for policymakers, and incubation managers and professionals to improve the European entrepreneurial ecosystem to support migrant entrepreneurship, with a particular focus on France, Italy and the Netherlands. This document features information included in the IO1 national reports describing the cases of France, Italy and the Netherlands and written by the teams at ISG, UNIBO and UvA teams, respectively.

The outline of this summary report is as follows. The second chapter compares the current migration and entrepreneurship trends in Italy, France, and the Netherlands. Chapter three provides an overview of the characteristics of the incubator's population across the three countries. Chapter four describes the methodology used to gather data for this research as well as highlights the similarities and differences between the sample collected within each country. Chapter five introduces a discussion as well as recommendation for policymakers, and incubation managers and professionals based on the data analysis.

2. MIGRANT ENTREPRENEURSHIP IN EUROPE

Since ancient times, Europe has been a central player in global migrations, however the immigration flows have changed throughout the time. For example, during the mid-20th century the Netherlands and France experiences an inflow of guest workers due to lack of labor available in the countries. On the other side, migration flows towards Italy are a recent phenomenon, where in the last 20 years the percentage of total Italian population that are migrant have increased from 3.7% in 2000 to 10.6% in 2010 (UN DESA, 2019a).[1] However, it cannot be questioned those migrants have become active part of these European countries, therefore governments have promoted and encouraged this type of entrepreneurship as a way to not only integrate migrants in local economies but also to enhance the own country's economic performance.

Governments have long fostered entrepreneurship and innovation. Nevertheless, these three European governments have recognized the benefits of migrant entrepreneurship and have introduced different policies to boost their participation. Attracting startups and innovative entrepreneurs from third countries is also a policy priority in 17 EU from all Member States. Since 2015 the Netherlands has been issuing a separate residence permit[2] for start-up founders and innovative entrepreneurs from countries outside the European Union, but the qualification process for this is a selective one. In 2018, 127 applications for start-up schemes were recorded (including 30 submitted by women). Family members are granted the same status as their sponsor (EMN, 2019). The Italian Minister of Economic Development have granted similar employment visas to non-EU citizens who wish to establish, individually or in a team, an innovative start-up company in Italy. In 2016 France changed its migration policy for talented TCN this change aim to enhancing the attractiveness of France by facilitating the mobility of international talent (de Lange, 2018). These visas issued by the three European countries attract mainly high-skilled male applicants.

Migrants have become active part of the European countries. Migrant entrepreneurship is a way to not only integrate migrants in local economies but also to enhance the own country's economic performance.

The data has shown that in recent decades migrants have moved into entrepreneurship. In Italy, the number of firms founded by migrant entrepreneurship equals 600,000 firms, representing around 9.6% of the firms in the country (Unioncamere, 2018a). The number in the Netherlands is slightly higher, a total of 16% of the 1.2 million Dutch entrepreneurs have an immigrant background (Instituut Voor Multiculturele Vraagstuken, 2020). As a results in from every six new companies established in the Netherlands have a non-Dutch nationality founder (CBS, 2016). For France, in 2014 the migrants represented 14% of the entrepreneurs located in Paris. Moreover, in 2021 15% of companies in France were created with foreign entrepreneurs.

Migration entrepreneurs have entered different sectors of the economy around Europe. For example, in Italy the most common sectors for migrant entrepreneurs are retails trade (19%), construction (21%) and hospitality (11%) (Unioncamere, 2018a).

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[1] We thank Olivia Long and the Migration Policy Group for providing data and information included in this section.
[2] Powered by the Netherlands Entreprise Agency (RVO).

Governments in the three countries have implemented proactive policies aimed at fostering high-tech start-up initiative, also by involving migrant entrepreneurs.

Migrant entrepreneurs in Italy generally supply essential business activities for urban economies, such as filling vacancy chains or providing low-skilled servile activities (e.g., Sepulveda et al., 2011; Kloosterman, 2014; Solano, 2020). On the other side, in the Netherlands, there is a current shift in migrant entrepreneurship towards more promising and innovative sectors, such the ICT and the FIRE (i.e. Finance, Insurance and Real Estate) sectors (Baycan-Levent et al., 2009). This shift provides evidence of the potential growth migrant entrepreneurs in Europe must target a broader segment of the economy.

The increase in migration combined with the economic benefits has resulted in governments developing different programs that aim to strengthen the international position within startups innovation and migrants. In particular, governments in the three countries have implemented proactive policies aimed at fostering high-tech start-up initiative, also by involving migrant entrepreneurs. For example, the Start-up Delta (renamed Techleap. NL since 1 July 2019) headed by Prince Constantijn van Oranje, the country's special start-up envoy, and the Ambitious Entrepreneurship Action Plan, which offers early-stage finance, authorizes temporary residence permits for non-EU entrepreneurs and provides funding under the European Commission's Horizon 2020 programs (EMN, 2019). Another example of programs is "MoneyGram Awards" founded in Italy which aims to identify and recognize the business projects carried out in Italy by immigrants, which stand out for their innovative and development ideas (MoneyGram, 2017).
In 2015-2018, the French Government created the "French Tech Ticket" to attract entrepreneurs from all around the world having ideas for technology-based, high-growth companies.

Overall, this chapter gives insight that migrant entrepreneurship is a result of different forces. On one side, the current inflow of migrants to Italy, France and the Netherlands have resulted in a growth that look intro entrepreneurial activities as form of employment. On the other side, governments are eager to increase their current global position within innovation and entrepreneurship, therefore looks at skilled migrant talent as way to further expand their economic development.

3. DESCRIPTIVE STATISTICS:
AN OVERVIEW OF INCUBATORS' POPULATION IN ITALY, THE NETHERLANDS, AND FRANCE

The first step of the MIG.EN.CUBE project consisted of performing desk research's primary aiming at gathering qualitative data on the incubators: the year of foundation, the business model they follow, the main goal, the services they provide, and the target groups. The country-specific desk research was carried out by the different academic and non-academic partners in each county who collaborated on MIG.EN.CUBE project. The following paragraph describes the data gathering method used to identify the population of migrant-specific and generic incubators services and a summary overview of the characteristics of the incubators collected.

The incubators identified as "MIG" (abbreviation for 'migrant') are focused on serving exclusively migrant entrepreneurs, and specifically newcomers, namely those people who have legal status as asylum seekers or refugees. Instead, those identified as "GEN" (abbreviation for 'generalist'), welcome in their programs both local residents as well as entrepreneurs coming from abroad, regardless of their legal status. To ensure anonymity, the names of incubators are not disclosed in this report but replaced with a code.

For Italy, the mapping of MIG incubators was carried out by the non-academic partner Fondazione Grameen and the academic partner University of Bologna. The mapping for incubators offering services to a more general target was performed only by the University of Bologna. The university relied on the Italian Certified Incubator database of the Italian Ministry of the Economic Development, publicly available for download. The mapping of the French population of strategic incubators was provided by the La French Tech database and an additional list coordinated by the non-academic part. Finally, for the Netherlands, identifying the population of incubators that provide services that specifically target migrant entrepreneurs was carried out by the non-academic partners (IHA, MIGPOL & IHCOMP). At the same time, the UvA focused on identifying generic incubation services. The UvA team used different publicly available official lists at the national level to pinpoint recognized organizations. These lists were those available by the Dutch Incubator Association (DIA)[3] and Iamsterdam[4].

A summary of the mapping as well as a general description of Dutch, French, and Italian incubation services is presented below. Table 1 presents information on incubators that are focused exclusively on serving migrant entrepreneurs. Instead, Table 2 shows data on the generic incubators, which are those that welcome both local and migrant entrepreneurs in their incubation services.

Italy and the Netherlands present similar distribution between privately, public, and mixed sponsorship in MIG incubators. French migrant-specific incubators, on the other hand, tend to primarily rely on private funding. As summarized in Table 1, most incubators in the Netherlands and Italy that provide MIG incubators services have a mixed

[3] Dutch association whose main goal is to provide Dutch incubators a common platform to encourage the professionalization of incubation practices in the Netherlands (https://www.dutchincubator.nl/wp-content/uploads/sites/5/Research-on-Business-Processes-of-Dutch-Incubators.pdf)
[4] https://www.iamsterdam.com/en/business/startupamsterdam/hubs/accelerators-and-incubators

funding model, including private and public sponsors (69%IT & 65% NL). In contrast, 25% and 23% respectively are privately funded. The data provides that incubators targeting migrants cannot survive only with public funds. Yet, they are more effective if they mix public and private investors. A vital difference seen in the data is that all French MIG-incubators rely on private funding. In the case of GEN-incubators across the three countries, most incubators rely on private sponsorship. However, Italy presents the most prominent (45%) of non-migrant-specific incubators that still rely on public support.

In Italy, 50 business accelerators were identified that targeted migrant people in their services. Most of these incubators hold large partnerships among different public and private stakeholders. Universities are the most significant stakeholder in those partnerships. However, Italy is currently experiencing growth from private companies trying to grip a part of the incubators market. These provide evidence that entrepreneurial training projects are becoming more and more attractive for private companies. The trend includes evidence that Italy is moving towards what is currently seen in France, where all MIG-incubators are privately owned.

The Italian government has also promoted the growth of incubators in Italy. In late 2012, they introduced a comprehensive legislative framework (decree 179/2012) that provides "certified incubators" status. These certified incubators represent one of the national excellences in the field of incubation and acceleration of new innovative high-tech companies and are registered in a dedicated section of the Chambers of Commerce.

To classify for this certification, incubators must meet the strict requirements of:

1. Owning facilities or offices, that are suitable for hosting innovative start-ups;
2. It has equipment suitable for the activity of innovative start-ups, such as ultra-broadband access systems to the Internet, meeting rooms, machinery for testing, trials, or prototypes;
3. It is administered or directed by persons of recognized competence in the field of enterprise and innovation and has a permanent technical and managerial advisory structure at its disposal;
4. It has regular collaborative relationships with universities, research centers, public institutions and financial partners carrying out activities and projects related to innovative start-ups;
5. It has adequate and proven experience in supporting innovative start-ups.

On average, Italian MIG-incubators offer one program each that addresses on average one service (39 incubators, 40 programs, 51 services). As a matter of fact, 82% of the services offered concerns business capability development, followed by 14% of services in infrastructure and 6% on market reach development. GEN-incubators provide more programs that combine more services (42 incubators, 93 programs, 124 services). Business capability development is the most offered service (43%), followed by market reach development and infrastructure services (31% and 26%, respectively). The location mainstream incubators are widespread around the country. In contrast, MIG-incubators are clustered in North Italy.

For the Netherlands, a total of 36 incubators were identified. This population included eight MIG incubators and 28 GEN incubators. The eight identified MIG incubators currently provide nine different programs and twelve different services. From those 17 various services and programs, a total of 47% target business development capabilities. Moreover, 32% target market reach development, while only 21% target infrastructure. Likewise, the distribution of targeted services provided by GEN incubators is similar to MIG incubators. This present proof that in the Netherlands, non-migrant and migrant entrepreneurs have equal access to services that target their needs. Like Italy, most GEN incubators are widespread around the country, while migrant-specific incubators are widespread around the country.

Finally, in France, 112 incubators were mapped in the French territory, of which only ten are working exclusively with migrants (around 9%). This is the lowest percentage of MIG incubators across the three European countries—these results in low services and programs that target migrant specific. Most French MIG incubator services target business capabilities (84%) and Market Reach Development (84%), while only half of the services target infrastructure. On the contrary, GEN incubators' main offered services are Business Capabilities (100%), followed by market reach development and infrastructure services (50% and 40%, respectively).

TABLE 1. MIG INCUBATORS LOCATED IN THE NETHERLANDS, FRANCE, AND ITALY

Country	**The Netherlands**	**France**	**Italy**
Number of providers	8	6	39
Sponsorship			
Private	25%	100%	23%
Public	13%	0%	8%
Mixed	65%	0%	69%
Total amount of programs	9	-	40
Total amount of services	19	13	51
Typology of service			
Business capability development	47%	84%	82%
Market reach development	32%	84%	6%
Infrastructure	21%	50%	14%
Location	Amsterdam, Arnhem, Breda, Rotterdam, Utrecht	Bondy, Paris	Arezzo, Bologna, Firenze, Cesena, Matera, Milano, Napoli, Padova, Parma, Reggio Emilia, Roma, Siracusa, Torino, Udine

Source: Primary data; information retrieved by companies' websites.
Note: for Italy incubators provided information for more than one type of services.

TABLE 2. GEN INCUBATORS LOCATED IN THE NETHERLANDS, FRANCE, AND ITALY

Country	**The Netherlands**	**France**	**Italy**
Number of providers	28	10	42
Sponsorship			
Private	61%	70%	55%
Public	21%	20%	45%
Mixed	11%	10%	0%
Total amount of programs	46	-	93
Total amount of services	68	19	124
Typology of service			
Business capability development	57%	100%	43%
Market reach development	34%	50%	31%
Infrastructure	9%	40%	26%
Location	Amsterdam, Delft, Eindhoven, Maastricht Rotterdam, Tilburg, The Hague, Utrecht, Wageningen	Chateauroux, Palaiseau, Paris, Pertuis, Rouen	Ancona, Bari, Bologna, Bolzano, Cagliari, Caserta, Catania, Cesena, Como, Genoa, Florence, Lecce, Milan, Naples, Novara, Padua, Palermo, Pesaro, Pescara, Pisa, Potenza, Rome, Roncade, Rovigo, Salerno, Sassari, Sestu, Terni, Turin, Treviso, Trento, Trieste, Udine, Venice

Source: Primary data; info retrieved by companies' websites
Note: for Italy incubators provided information for more than one type of services.

4. SAMPLE BASED DATA AND ANALYSIS

To dig deeper into the current practices of Dutch, French and Italian incubators dealing with migrants, further information was collected through semi-structured interviews. The academic and non-academic partners reach out to multiple incubators' representatives to arrange a consultation. For this study, the interviewed incubators will be referred to as "incubators" as they are representative of the population data. Once the incubators agreed to participate, a date was scheduled. They were also requested to sign a privacy agreement to process personal data.

In the Netherlands the data gathering occurred in two stages. Of the mapped incubators, 12 were interviewed to collect in-depth information. These providers were selected by Impact Hub Amsterdam and the UvA team based on different incubator types to gain as many insights and points of view as possible. The UvA reached out to several Dutch incubators' representatives to organize the interviews. The interviews occurred in two rounds. The first round consisted of a pre-interview survey to gather basic information about the organizations and to reduce the interview time. The second round consisted of the in-depth structured interview: these were scheduled for 60 minutes and were carried out through online meetings in English. With the consent of the participants, the interviews were recorded and transcribed in full. It should be noted that all the incubators welcome migrant entrepreneurs in their programs.

Table 3 presents a summarized description of the main description of the MIG and GEN incubators interviewed for the Netherlands. A total of twelve interviews took place, from which 66% of were women. All the interviewees have a role as a manager or higher such as head of a department or director.

TABLE 3. RESPONDENTS' PROFILE AND INTERVIEW DATES THE NETHERLANDS

Country		Interviewee role	Nationality	Gender	Interview Date
NL	MIG#1	Director	Dutch	Female	19/04/2021
NL	MIG#2	Co-Founder & Managing Director	Dutch	Female	21/04/2021
NL	MIG#3	Partnership representative	Yemeni	Male	26/04/2021
NL	GEN#1	Development, management, and implementation	Dutch	Male	07/05/2021
NL	GEN#2	Founder	Dutch	Female	26/04/2021
NL	GEN#3	Event Manager & Academy Lead	Dutch	Female	28/04/2021
NL	GEN#4	Program Manager	Dutch	Male	03/05/2021
NL	GEN#5	Founder, coordinator, trainer	Dutch	Female	10/05/2021
NL	GEN#6	Manager Accelerator Programs	German	Male	11/05/2021
NL	GEN#7	Program Manager, Startup Trainer	Dutch	Female	19/05/2021
NL	GEN#8	Program Manager	Colombian	Female	21/05/2021
NL	GEN#9	Head of Product	Dutch	Female	03/06/2021

Source: Primary data

In Italy, 20 incubators among those mapped in the first step of the analysis were interviewed by the UNIBO team, and 24 people in total were included in the study. Respondents were asked to fill in a pre-interview survey to collect general data and were then interviewed following a semi-structured interview format. Table 4 provides an overview of the incubators which participated in this phase of the study. The sample of interviewees comprised of a total of 58.3% of men and 43.7% women. Similar as in the Netherlands, most interviewees possess a role that was equal or higher than a manager, however 12.5% of this sample included less senior roles.

TABLE 4. RESPONDENTS' PROFILE AND INTERVIEW DATES ITALY

Country		**Interviewee role**	**Nationality**	**Gender**	**Interview Date**
IT	MIG#1	Manager	Italian	Female	19/04/2021
IT	MIG#2	General Manager	Italian	Male	14/04/2021
IT	MIG#3	Project Manager	Italian	Male	27/04/2021
IT	MIG#4	Project Manager	Italian	Female	27/05/2021
IT	MIG#5	Head of European Projects	Italian	Male & Female	12/05/2021
IT	MIG#6	European Project Manager	Italian	Male	23/04/2021
IT	GEN#1	Head of training	Italian	Male	13/04/2021
IT	GEN#2	Consultants	Italian	Female	30/04/2021
IT	GEN#3	Manager	Italian	Male	19/04/2021
IT	GEN#4	Head of Incubation & Open Innovation	Italian	Female	22/04/2021
IT	GEN#5	Founder, President, Chief Technology Officer	Italian	Male	21/04/2021
IT	GEN#6	Investment management unit consultant	Italian	Male	21/04/2021
IT	GEN#7	Project Manager	Italian	Male & Female	30/03/2021
IT	GEN#8	Open Innovation Projects - Senior Manager	Italian	Female	14/04/2021
IT	GEN#9	Director	Italian	Female	22/04/2021
IT	GEN#10	Business development manager	Italian	Male	13/05/2021
IT	GEN#11	Director	Italian	Male	22/04/2021
IT	GEN#12	Head of Acceleration program	Italian	Male & Female	21/04/2021
IT	GEN#13	Startup Program Coordinator	Italian	Female	12/04/2021
IT	GEN#14	CEO	Italian	Male	04/05/2021

Source: Primary data

In France, ISG conducted the semi-structed interviews with 16 incubators. The semi-structured interviews were conducted online in English and French. The respondents are composed of seven men and nine women, of whom 15 are managers and one is CEO/ Founder. Table 5 provides an overview of the interviewed incubators in France. The French sample included interviews with non-governmental organizations, associations, and investors. Finally, in France, the sample was composed of 3 non-governmental organizations (NGOs), two associations, one investor, and seven incubators.

TABLE 5. RESPONDENTS' PROFILE AND INTERVIEW DATES FRANCE

Country		Interviewee role	Nationality	Gender	Interview Date
FR	MIG#1	Director	French	Female	11/06/2021
FR	MIG#2	Executive Director	Canadian	Female	01/06/2021
FR	MIG#3	Coordinator/Project Manager	French	Male	07/05/2021
FR	MIG#4	Project Manager	French	Male	26/04/2021
FR	MIG#5	Director	French	Female	15/06/2021
FR	MIG#6	Coordinator	French	Female	12/05/2021
FR	GEN#1	Director	French	Male	01/06/2021
FR	GEN#2	Founder	French	Male	26/04/2021
FR	GEN#3	Project Manager	French	Male	07/07/2021
FR	GEN#4	Manager	French	Male	31/05/2021
FR	GEN#5	Director (Founder)	French	Male	01/06/2021
FR	GEN#6	Business Creation Manager	Spanish	Female	24/05/2021
FR	GEN#7	Project Manager	French	Male	08/07/2021
FR	GEN#8	Project Manager	French	Female	08/06/2021
FR	GEN#9	Project Manager	French	Female	27/05/2021
FR	GEN#10	CEO	French	Male	08/06/2021

Source: Primary data

With the consent of the participants, the interviews were recorded and transcribed in full. The interviews were held on online platforms between April and May 2021 and had an average duration of 60 minutes. The sample covers both MIG and GEN incubators in the three countries. Furthermore, the selected sample included a range of stakeholder in different incubator types (listed in Tables 6, 7 and 8) to gain as many insights and points of view as possible and to devise an appropriate sample group.

4.1 Incubators' characteristics

Table 6 presents Italian incubators' basic characteristics are summarized. In Italy, more than half (65%) of the incubators were founded after 2011. It can be argued that the increase in incubators could be a result of the earlier discussed decree 179/2012 that provides a recognized status of "certified incubator" in the Register of the Chamber of Commerce. The Italian incubators have a small number of full-time employees: 50% have between 0-5 employees, 25% have 5-10 people, 20% have 10-20 staff members, and only 5% have 30-50 employees. 50% of the MIG incubators where funded after 2017, while only 14% of the GEN incubators where funded after that year providing evidence that MIG incubators are still in their early stages of development. Furthermore, MIG incubators are more present in sector that focus on social impact while GEN incubators focus on sector with high barriers to entry as Tech and Biotech.

TABLE 6. CHARACTERIZATION OF ITALIAN INCUBATORS' PROGRAMS

Country		Foundation Year	Location area	Sector	Legal status	Number of full-time employees
IT	MIG#1	2003	North and South Italy	Social Impact	Public	0-5
IT	MIG#2	2019	North Italy	Social Impact, Creative	Mixed	0-5
IT	MIG#3	2011	South Italy	Social Impact, Creative	Private	10-20
IT	MIG#4	2019	North Italy	Other	Private	10-20
IT	MIG#5	2018	North Italy	General	Mixed	0-5
IT	MIG#6	1991	Center Italy	Social Impact, Creative	Public	5-10
IT	GEN#1	2014	South Italy	Tech	Private	0-5
IT	GEN#2	2011	North Italy	Social Impact	Private	5-10
IT	GEN#3	2016	South Italy	General	Private	0-5
IT	GEN#4	2020	North Italy	General	Mixed	0-5
IT	GEN#5	2003	North, Center, South and Islands of Italy	Tech	Private	10-20
IT	GEN#6	2020	North Italy	Tech	Private	0-5
IT	GEN#7	2015	North Italy	Biotech/healthcare, Other	Private	5-10
IT	GEN#8	2005	North and South Italy	Other	Private	0-5
IT	GEN#9	2016	North Italy	General	Private	10-20
IT	GEN#10	2006	North Italy	High Tech, Biotech/healthcare, public sector, Cultural/creative	Public	0-5
IT	GEN#11	1991	Center Italy	Biotech/healthcare, Cultural/creative, Other	Mixed	30-50
IT	GEN#12	2013	Center Italy	General	Private	5-10
IT	GEN#13	2015	North Italy	Social impact	Private	10-20
IT	GEN#14	2016	North Italy	High Tech, Sport	Private	0-5

Source: Primary data

Total Private	**65%**	**Total - 0-5**	**50%**
Total Public	**15%**	**Total - 5-10**	**20%**
Total Mixed	**20%**	**Total - 10-20**	**25%**
		Total - 30-50	**5%**

Table 7 Dutch incubator's basic characteristics are summarized. Almost all incubators and their programs were founded in the past decade, especially during the last five years. The majority of them are located in Amsterdam, the most populous city in the Netherlands, the country's capital. It is considered one of the leading European startup hubs (Techleap, 2021). Many of the organizations are privately owned (67%). Moreover, most incubators do not have a high number of full-time employees, where only 17% in the sample have between 20-30 employees. If we compare MIG incubators with GEN incubators in the Netherlands, we can see that MIG-incubators are in the two biggest cities in the Netherlands, while the GEN incubators are located across the country. This could potentially harm the accessibility for migrants' entrepreneurs which are spread out throughout the country as travel and relocation cost to the two biggest cities are high. GEN incubators have also been present since a longer time with an average founded in 2013 compared to MIG incubators which average foundation year was 2016. MIG incubators are more present general sectors while GEN incubators are widespread across different sectors.

TABLE 7. CHARACTERIZATION OF INCUBATORS' PROGRAMS IN THE NETHERLANDS

Country		**Foundation Year**	**Location area**	**Sector**	**Legal status**	**Number of full-time employees**
NL	MIG#1	2015	Noord-Holland	General	Private	0-5
NL	MIG#2	2017	Noord-Holland, Zuid-Holland	General	Public	5-10
NL	MIG#3	2016	Noord-Holland	Creative	Private	10-20
NL	GEN#1	2016	Utrecht	General	Public	0-5
NL	GEN#2	2013	Zuid-Holland	General	Private	0-5
NL	GEN#3	2015	Noord-Holland	Food	Private	0-5
NL	GEN#4	2020	Noord-Holland	General	Mixed	0-5
NL	GEN#5	2014	Netherlands	General	Private	0-5
NL	GEN#6	2011	Noord-Holland	Tech	Private	20-30
NL	GEN#7	2005	Zuid-Holland	Tech	Public	20-30
NL	GEN#8	2012	Noord-Holland	Tech	Private	0-5
NL	GEN#9	2016	Noord-Holland	General	Private	10-20

Source: Primary data

Total Private	**65%**	**Total - 0-5**	**50%**
Total Public	**15%**	**Total - 5-10**	**20%**
Total Mixed	**20%**	**Total - 10-20**	**25%**
		Total - 30-50	**5%**

Table 8 presents the characteristic of the French incubators interviewed in this sample. Similar as in the Netherlands, MIG incubators are mostly located in the capital, while GEN incubators are located around the country. With an average foundation year of 2007, France had the oldest presence in incubator services. Hence, this could explain why compared to the other countries most incubators in France have a private status as currently 82% of incubators have a private legal status. France was the only country were all MIG incubators have a private status showing that there is a possibility for other countries MIG incubators in surviving without public funds. However, the size of MIG-incubators is relatively smaller than GEN incubators. Finally, MIG incubators in France are also less present in high incitive technology sectors.

TABLE 8. CHARACTERIZATION OF FRANCE INCUBATORS' PROGRAMS

Country		**Foundation Year**	**Location area**	**Sector**	**Legal status**	**Number of full-time employees**
FRA	MIG#01	2001	Île-de-France	General	Private	10
FRA	MIG#02	2018	Île-de-France	Funding	Private	2
FRA	MIG#03	1969	Île-de-France	Informal economy	Private	10
FRA	MIG#04	2008	Île-de-France	General *	Private	20
FRA	MIG#05	2010	Île-de-France	Social and environmental impact	Private	70
FRA	MIG#06	2012	Île-de-France	Social	Private	5
FRA	GEN#01	2006	Hauts-de-France	Generalist incubator with digital focus	Private	5
FRA	GEN#02	2009	Île-de-France	General (B2B)	Mixed	10
FRA	GEN#03	2017	Île-de-France	Hardware/software (B2B)	Private	4
FRA	GEN#04	1987	Provence-Alpes-Côte d'Azur	General	Private	15
FRA	GEN#05	2013	Île-de-France	General	Private	15
FRA	GEN#06	2020	Île-de-France	Technology in manufacturing	Mixed	8
FRA	GEN#07	2020	Centre-Val de Loire	General	Public	4
FRA	GEN#08	2016	Île-de-France	Digital skills (formation)	Private	18
FRA	GEN#09	2000	Normandie	General	Private	15
FRA	GEN#10	2012	Île-de-France	General	Private	20

Total Private	**82%**	**Total - 0-5**	**31%**
Total Public	**6%**	**Total - 5-10**	**27%**
Total Mixed	**12%**	**Total - 10-20**	**33%**
		Total - 50-100	**7%**

Source: Primary data

4.2 Governance and partnerships

It is more likely for an incubator to succeed if partnerships support this with public and private sector sponsors (CSES, 2002). During the pre-interview survey, the respondents were asked to provide information on the type of model followed by the incubator and the institutions that they are affiliated. For this study, five main groups were recognized: 1) Universities, 2) Governments, 3) Investors, 4) Private businesses, and 5) NGOs.

From the incubators interviewed in Italy, there was a variety of business models as well as different funding sources to finance their activities. Table 9 presents the main findings on the governance and partnership in Italy. In Italy, 52% of the incubators follow a for-profit business model. In comparison, 47% are not-for-profit, and one case has a blended business model. Italian incubators' most frequent type of partnership is universities (35%), followed by private business (20%) and others (20%). Only one of the six MIG-incubators in Italy has a "Not-for-profit" while 71% of the GEN incubators follow a "For-Profit". Furthermore, in the incubators' affiliations, GEN incubators have a higher number relationship with private business while MIG-incubators have a higher number of relationships with NGOs.

TABLE 9. ITALIAN INCUBATOR'S FUNDING MODEL AND AFFILIATIONS

Country		Funding model	None	Universities	Government	Investors	Private Businesses	NGOs	Incubators' Association
IT	MIG#1	Not-for-profit	X						
IT	MIG#2	Blended						X	X
IT	MIG#3	Not-for-profit	X						
IT	MIG#4	Not-for-profit	X		X	X			
IT	MIG#5	Not-for-profit		X					
IT	MIG#6	Not-for-profit		X					
IT	GEN#1	For-profit							X
IT	GEN#2	For-profit					X		
IT	GEN#3	For-profit		X			X		
IT	GEN#4	For-profit		X			X		
IT	GEN#5	For-profit	X						
IT	GEN#6	For-profit					X		X
IT	GEN#7	For-profit				X			
IT	GEN#8	For-profit							X
IT	GEN#9	Not-for-profit		X					
IT	GEN#10	Not-for-profit			X				
IT	GEN#11	Not-for-profit		X					
IT	GEN#12	For-profit		X					
IT	GEN#13	Not-for-profit				X			
IT	GEN#14	For-profit							
	Total			**35%**	**10%**	**15%**	**20%**	**5%**	**20%**
	For-profit	**52%**							
	Not-for-profit	**47%**							
	Blended	**1%**							

Source: Primary data

Only two incubators from all those interviewed in the Netherlands do not directly affiliate with or have a sponsorship from other organizations. This does not imply that these incubators work entirely independently but that they would instead seek more of a cooperative relationship with other entities. Table 10 presents a summary of Dutch incubators' funding model and affiliation. In the Netherlands local municipalities are frequently involved with incubators. Some of the local government roles include:

1. Creating and sponsoring entrepreneurship programs aimed at tackling societal challenges or helping the integration of asylum seekers;
2. Ensuring the inflows of students and participants in the course. This is mostly true for those incubators that work with newcomer entrepreneurs: municipalities are important partners of the Centraal Orgaan opvang Asielzoekers (COA, central agency for the reception of asylum seekers) and thus, have the ultimate decision on whether or not certain newcomers can join the incubation programs;
3. They are offering spaces for information meetings and raising awareness about incubation programs;
4. In some instances, they are influencing the language of the programs (Dutch or English).

TABLE 10. DUTCH INCUBATOR'S FUNDING MODEL AND AFFILIATIONS

Country		Funding model	None	Universities	Government	Investors	Private Businesses	NGOs	Other
NL	MIG#1	Not-for-profit		X	X		X	X	X
NL	MIG#2	Not-for-profit		X	X	X	X		
NL	MIG#3	For-profit				X	X		
NL	GEN#1	Not-for-profit		X	X			X	
NL	GEN#2	Not-for-profit	X						
NL	GEN#3	For-profit				X	X		X
NL	GEN#4	Not-for-profit			X				
NL	GEN#5	For-profit	X						
NL	GEN#6	For-profit				X			
NL	GEN#7	Not-for-profit		X	X				
NL	GEN#8	For-profit		X					X
NL	GEN#9	For-profit							
									X
		Total **For-profit 50%** **Not-for-profit 50%**	**17%**	**42%**	**42%**	**33%**	**33%**	**17%**	**0%**

Source: Primary data

Table 11 presents the overall response of the French incubators' funding model and affiliations. A total of 87.5% of GEN and MIG incubators follow a For-profit model while only 12.5% follow a blended model. If we look at the incubator's affiliations 75% of the interviewed have an affiliation with private business. 83% of the MIG incubators have affiliation with the governments on contrary only 60% of the GEN incubators have this relationship. An important difference is that only 40% of the GEN incubators have affiliation with investors compared to 83% of the MIG-incubators. The following shows evidence that French MIG incubators have become a successful opportunity for investors.

TABLE 11. FRENCH INCUBATOR'S FUNDING MODEL AND AFFILIATIONS

Country		Funding model	None	Universities	Government	Investors	Private Businesses	NGOs	Other
FR	MIG#1	For-profit		X	X	X	X		
FR	MIG#2	For-profit				X	X		
FR	MIG#3	For-profit			X		X	X	
FR	MIG#4	For-profit		X	X	X	X	X	
FR	MIG#5	For-profit			X	X	X	X	X
FR	MIG#6	For-profit			X	X	X		X
FR	GEN#1	For-profit				X	X		X
FR	GEN#2	Blended			X	X		X	X
FR	GEN#3	For-profit		X			X		X
FR	GEN#4	For-profit			X			X	X
FR	GEN#5	For-profit				X	X		
FR	GEN#6	Blended		X	X		X	X	X
FR	GEN#7	For-profit			X				
FR	GEN#8	For-profit			X	X	X	X	X
FR	GEN#9	For-profit			X				
FR	GEN#10	For-profit							
	Total			**25%**	**67.75%**	**56.25%**	**75%**	**43.75%**	**50%**
	For-profit	**87.5%**							
	Not-for-profit	**0%**							
	Blended	**12.5%**							

Source: Primary data

4.3 Mission

During the interviews, the incubators were asked to describe a short summary (4-5 words) of the mission of their incubators. As explained, by Bergek and Norrman, (2008), having a clearly defined mission is crucial for an incubator as this will determine its operations. Overall, the objectives and mission across the incubators varied with scope.

The most important goal mentioned by incubators across the three countries is to support entrepreneurs and encourage entrepreneurial spirit. An important country-specific aspect identified in the Netherlands is that incubators showed consistency as none of them have changed their mission content since their inception. In general, in France and the Netherlands there are no considerable differences between MIG incubators and GEN incubators on how they define their mission, however there are small comparisons that should be mentioned.

In Italy, there is a distinction between GEN and MIG incubators. We can state that the latter changed their methods to reach a broader audience and be more inclusive yet remaining focused on providing the entrepreneurial mindset and skills to their target. The former, instead, went through some changes especially after moving the focus from acceleration to early-stage or the introduction of investment funds. For example, GEN #13 (Italy) transformed its approach after the establishment of an investment fund, focusing on applications' quality over quantity and looking for start-ups and not SMEs. The same incubator also pointed out that the evolution of the methods and instruments did not affect the final objective, i.e., boosting the start-up environment and supporting business growth. Indeed, a pattern of change does not seem to exist. Incubators aiming to foster local development and the territorial ecosystem do not experience considerable modifications; they rather widen their services to better address local needs. An evident difference between the mission of MIG incubators compared to GEN incubators is that in the Netherlands the formers specify in their mission the profile of entrepreneurs that they aim to support and empower (i.e., newcomers). Furthermore, the majority of GEN incubators recalls the type of industry that they operate in, while MIG entrepreneurs do not.

4.4 Focus and target

The respondents indicated that applicants must go through a screening process. The selection of participants is an essential function of incubator management (Bergek and Norrman, 2008), yet a particularly challenging one, as it requires "a sophisticated understanding of the market and the process of new venture formation" (Hackett and Dilts, 2004). Incubators may have a selection committee of industry experts with diverse backgrounds that carry out the intakes for potential tenants. In other instances, program managers perform the admission process. For incubators to be able to make those decisions, they may adopt a set of standard incubator-wide criteria during the evaluation process.

The screening criteria used by incubators can be divided into three main categories: 1) incubator's operations-related criteria, 2) entrepreneur-focused criteria, and 3) idea-focused criteria. Incubators' operations-related criteria are those that are influenced foremost by the incubator's mission, by the requirements of its stakeholders, by the startup ecosystem that the incubator is contributing to. Idea-focused criteria require the incubator managers' knowledge of the relevant industries to assess the idea's feasibility (Bergek and Norrman, 2008). Entrepreneur-focused criteria call for the ability of the management team to evaluate one's personality along with the ability to judge whether the entrepreneur's skills and characteristics are in line with business development requirements (Bergek and Norrman, 2008).

Tables 12, 13 and 14 report details about the incubators' focus and target across the three countries, Italy, the Netherlands and France, respectively. In Italy, the primary sector of specialization is high tech as 30% of the incubators focuses on this type of sector. This is later followed by social impact with 25% of the incubators interviewed. However, in the Netherlands, the main sector of specialization is social impact, with 55% of incubators focusing on those sectors. When comparing MIG and GEN incubators, MIG incubators in Italy and the Netherlands tend to focus on social impact or sector agnostic.

Regarding the target of Italian incubators, 30% of incubators are interested in the high growth of firms, 50% of them do not value growth as the main objective. It is important to mention that migrant-focused incubator is not interested in rapid, high growth of businesses (IO1 Italy, 2021). Similar it is seen in the Netherlands, where 44% of the Gen-incubators are interested in the high growth of firms, compared to MIG-incubators who do not show interest in the high-growth prospects of the businesses.

TABLE 12. ITALIAN INCUBATORS' FOCUS AND TARGET

		Type of entrepreneurs/ businesses sought	**Presence of foreigners (within or outside of the EU) among applicants/ participants**	**Is your incubator interested in the high-growth prospects of the businesses you support?**	**Is the incubator focused on attracting companies that stay in the local territory?**	**Is the incubator focused on developing globally scalable businesses?**
IT	MIG#1	Social Impact	Yes	Yes	Yes	Yes
IT	MIG#2	Social Impact	Yes	Yes	Yes	Yes
IT	MIG#3	Social Impact	Yes	No	No	Yes
IT	MIG#4	Other	Yes	No	No	No
IT	MIG#5	Sector agnostic	Yes	No	No	Yes
IT	MIG#6	Social Impact	Yes	Yes	Yes	No
IT	GEN#1	High-Tech	Yes	Yes	Yes	Yes
IT	GEN#2	Social Impact	Yes	Yes	Yes	Yes
IT	GEN#3	General	Yes	Yes	Yes	No
IT	GEN#4	General	Yes	No	No	Yes
IT	GEN#5	High-Tech	Yes	No	No	No
IT	GEN#6	High-Tech	Yes	Yes	Yes	Yes
IT	GEN#7	Biotech-medical, Other	Yes	No	No	No
IT	GEN#8	Other	No	No	No	No
IT	GEN#9	High-Tech	Yes	Yes	Yes	Yes
IT	GEN#10	High-Tech	Yes	No	No	Yes
IT	GEN#11	Bio-Tech Med, Creative/ Cultural, Other	Yes	Yes	Yes	No
IT	GEN#12	General	Yes	No	No	No
IT	GEN#13	Social Impact	Yes	No	No	Yes
IT	GEN#14	High-tech, Sport	Yes	No	No	Yes

Source: Primary data

With the exception of one incubator in Italy who focuses only on Italian entrepreneurs, GEN-incubators in the Netherlands and Italy do not consider their applicant's nationality. On the MIG specific incubators, a migrant background is a strict requirement. Hence, it can be concluded that there are no entrepreneur-related characteristic selection criteria like age, education, professional or personal skills, or gender (apart from two incubators that solely focus on helping women entrepreneurs).

TABLE 13. DUTCH INCUBATORS' FOCUS AND TARGET

		Type of entrepreneurs/ businesses sought	**Presence of foreigners (within or outside of the EU) among applicants/ participants**	**Is your incubator interested in the high-growth prospects of the businesses you support?**	**Is the incubator focused on attracting companies that stay in the local territory?**	**Is the incubator focused on developing globally scalable businesses?**
NL	MIG#1	Sector agnostic	Yes	No*	No	No
NL	MIG#2	Sector agnostic	Yes	No*	No	No
NL	MIG#3	Social impact, public sector, creative/cultural	Yes	No*	No	Yes
NL	GEN#1	Sector agnostic	Yes	No*	No	No
NL	GEN#2	Sector agnostic	Yes	No*	No	No
NL	GEN#3	Food entrepreneurs	Yes	Yes**	Yes	No
NL	GEN#4	Social impact	Yes	No*	No	No
NL	GEN#5	Social impact; women-owned/ managed	Yes	No*	Yes	No
NL	GEN#6	AgriFood, Energy Tec	Yes	In between: We only invest in startups where we think they have a positive impact and ability to scale, but it needs both parameters	No	Yes
NL	GEN#7	High-tech, Biotech-medical, Social impact	Yes	Yes**	Yes	Yes
NL	GEN#8	High-tech, Biotech-medical	Yes	Yes**	Yes	No
NL	GEN#9	High-tech, Social impact	Yes	Yes**	No	Yes

Source: Primary data
Note:
*full answer: No, we support any business, also low-growth or lifestyle businesses.
**full answer: Yes, we only support companies aiming to grow in time and fast.

TABLE 14. FRENCH INCUBATORS' FOCUS AND TARGET

		Type of entrepreneurs/ businesses sought	Presence of foreigners (within or outside of the EU) among applicants/ participants	Is your incubator interested in the high-growth prospects of the businesses you support?	Is the incubator focused on attracting companies that stay in the local territory?	Is the incubator focused on developing globally scalable businesses?
FR	MIG#1	General entrepreneur (digital centricity)	No	No	Yes	No
FR	MIG#2	General	No	No	Yes	No
FR	MIG#3	Hardware/software	No	Yes	No	No
FR	MIG#4	General	No	No	Yes	No
FR	MIG#5	General	No	Yes	No	Yes
FR	MIG#6	Technology in manufacturing	No	Yes	No	No
FR	GEN#1	General	No	Yes	No	No
FR	GEN#2	Digital skills (formation)	No	No	Yes	No
FR	GEN#3	General	No	No	Yes	No
FR	GEN#4	General	No	Yes	No	No
FR	GEN#5	General	Yes	Yes	No	No
FR	GEN#6	Funding	Yes	No	Yes	No
FR	GEN#7	Informal economy	Yes	No	Yes	No
FR	GEN#8	General	Yes	No	Yes	No
FR	GEN#9	Social and environmental impact	Yes	No	Yes	No
FR	GEN#10	Social	Yes	No	Yes	No

Source: Primary data

4.5 Services and programs

Incubators were asked different questions about the programs offered, how they are organized, as well as their services provided. In the next section more extensive details are provided on the services and programs, as well as the differences and similarities between MIG incubators and GEN incubators in each country.

Programs

Tables 15, 16 and 17 present the different type of programs offered by the incubators. Dutch MIG incubators stated that they develop their programs are developed differently to target specifically migrants. The main attention lies in the personal development of the migrant entrepreneurs, such as leadership skills and increasing proactivity and autonomy. Furthermore, some training focuses on how to conduct business in the Netherlands. Similar in Italy, where 83% of the MIG-incubators provide different programs every year, depending on the current sponsors on demand. On the contrary, only 57% of GEN incubators in Italy have additional or other programs each year. In France most of the incubator do not follow a "classic approach" or change their program but rather adapt them to their entrepreneurs needs. About the language of the programs, in the Netherlands and France, most of the programs are taught in English. In the Netherlands, the exception is explained due to the close ties that these incubators have with the municipalities and whether they are working with newcomers.

TABLE 15. ITALIAN TYPE OF PROGRAMS OFFERED BY THE INCUBATORS

		Different programs every year, depending on sponsors/market demand	**One "classic" program which is repeated every year**	**Other**
IT	MIG#1	X		
IT	MIG#2	X		
IT	MIG#3	X		
IT	MIG#4			X
IT	MIG#5		X	
IT	MIG#6	X		
IT	GEN#1	X		
IT	GEN#2	X		
IT	GEN#3	X		
IT	GEN#4		X	
IT	GEN#5	X		
IT	GEN#6	X		
IT	GEN#7			X
IT	GEN#8			X
IT	GEN#9		X	
IT	GEN#10	X		
IT	GEN#11		X	
IT	GEN#12		X	
IT	GEN#13		X	
IT	GEN#14			X

Source: Primary data

TABLE 16. DUTCH TYPE OF PROGRAMS OFFERED BY THE INCUBATORS

		Different programs every year, depending on sponsors/market demand	**One "classic" program which is repeated every year**	**Other**
NL	MIG#1	X		
NL	MIG#2		X	
NL	MIG#3	X		
NL	GEN#1			Generic program adjusted to the training needs of the participants
NL	GEN#2	X		
NL	GEN#3		X	
NL	GEN#4		X	
NL	GEN#5	X		
NL	GEN#6			Two different programs, twice a year
NL	GEN#7	X		
NL	GEN#8	X	X	The classic incubation program twice a year, the format is always being improved
NL	GEN#9	X		

Source: Primary data

TABLE 17. FRENCH TYPE OF PROGRAMS OFFERED BY THE INCUBATORS

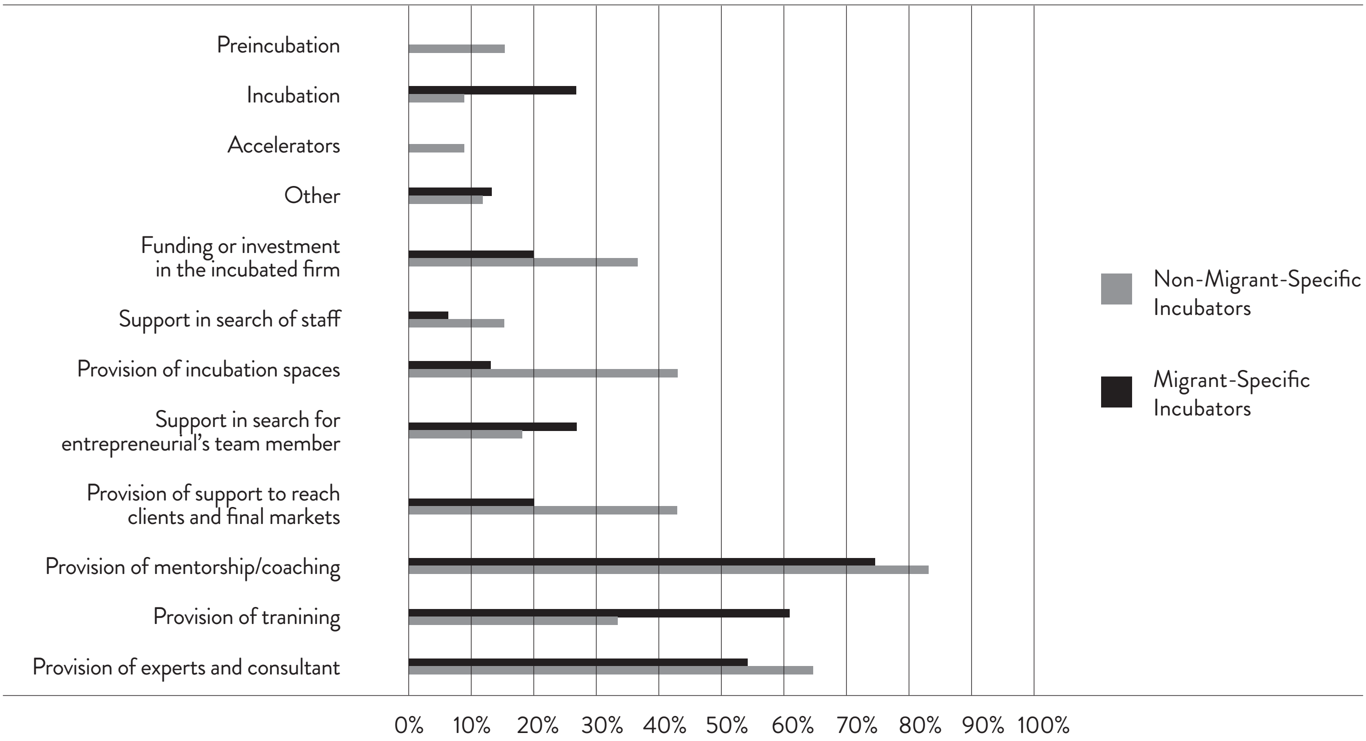
		Different programs every year, depending on sponsors/market demand	**One "classic" program which is repeated every year**	**Other**
FR	MIG#1		X	
FR	MIG#2	X		
FR	MIG#3			X
FR	MIG#4			X
FR	MIG#5			X
FR	MIG#6			X
FR	GEN#1	X		
FR	GEN#2			X
FR	GEN#3	X		
FR	GEN#4			X
FR	GEN#5		X	
FR	GEN#6			X
FR	GEN#7			X
FR	GEN#8		X	
FR	GEN#9		X	
FR	GEN#10		X	

Source: Primary data

Services

Participants in the incubation programs can benefit from an extensive range of services that are offered by the incubators. Incubators were asked during the survey to indicate which services their tenants can benefit from; results are in Figure 1, where the percentage of GEN-incubators and MIG-incubators that adopt those services is presented.

FIGURE 1. MAIN SERVICES OFFERED BY THE INCUBATORS



Source: Primary data

TABLE 18. MAIN SERVICES OFFERED BY THE INCUBATORS. A COMPARISON ACROSS THE THREE COUNTRIES

Type of service	**France**	**Italy**	**The Netherlands**
Support in search of staff	20%	20%	33%
Support in search of entrepreneurial team's members	20%	30%	17%
Provision of support to reach clients and final markets	56%	40%	75%
Provision of incubation spaces (e.g., office, labs)	63%	65%	25%
Funding or investment in the incubated firms	69%	55%	17%
Provision of mentorship/coaching	75%	90%	100%
Provision of experts and trainers	75%	85%	100%

Table 18 shows the distribution of incubation services across the three countries.
Italian incubators focus mainly on facilitating activities. 90% of them has mentoring/coaching programs, 85% relies on experts and consultants on specific topics, and 75% offers training programs. In the Netherlands, all incubators provide expert and trainers, mentorship, coaching and networking as their main services. On the other side, the three least provided services are provision of incubators space, support of recruitment of staff and funding or investment in the incubated firms. For France, the most common services provided are provision of mentorship/coaching (50%) and incubation services (43.75%).

When comparing the offering of MIG incubators and GEN incubators there are differences within each region. The Dutch MIG incubators provide the highest number of services as they all provide mentorship/coaching (100%), support to reach clients/markets (100%) and support in search for entrepreneurial team member (100%). In the case of Dutch GEN incubators, their focusses are spread around different services. In opposite, Italian GEN incubators provide multiple services as 86% provide experts and consultant, 93% mentorship, 86% facilities and 76% funding or investment in the incubated firm. MIG incubators focus in providing experts and consultants, training and mentorship/consultancy identifying the need for increase the number of services available for migrants.

4.6 Training methods

During the interviews, it was possible to further understand the type of training methods used by migrant and no-migrant specific incubators across the countries. Further, the current COVID-19 pandemic has changed the current landscape on how incubators have carried out their programs, training, and mentorships. In the three countries, due to the government measurements set in place, most of the activities were carried out online. Across the three countries, different opinions have been expressed on the online setting. Tables 19 and 20 summarize the data collected about the pre-COVID-19 training methods for the Netherlands and Italy, respectively. Tables 21 and 22 report an overview of the training methods during the COVID-19 period in the same countries.

The Italian, French, and Dutch incubators, emphasized the effectiveness of one-to-one mentorship. The mentors provided guidance and tools for entrepreneurs to achieve their goals. Mentors are usually expert professionals in the fields. As explained by one of the interviewees *"the mentor is not a consultant, is not a person who writes the business plan, is not the one doing the market research, but stimulates the entrepreneur to pose him/herself questions, provide him/her with methodologies and tools which can be useful to increase his/her awareness of the firm" (IT MIG#1)*.

From the interviews it can be concluded that there are differences between the training provided by migrant specific and non-migrant specific incubators. In the Netherlands, MIG incubators mentioned other specific topics that are covered in their programs and are meant specifically for migrants. Firstly, a lot of attention is given to one's personal development, aimed at improving self-representation and personal leadership, building more confidence, and working on increasing proactivity and autonomy. Furthermore, some training is focused on how to conduct business in the Netherlands and the Dutch market, or what are the legal requirements as an entrepreneur and as a citizen. Something that was particularly stressed by MIG incubators was also teaching their tenants to really understand their customers' needs. In Italy, the major difference between migrant-specific and mainstream incubators is the final purpose of the training modules. The formers try to establish an entrepreneurial culture and mindset going beyond the start of a business; on the other hand, the latter "enables" and "facilitates" applicants' skills to provide them with tools and competencies that will be fundamental when they will end the program.

In the Netherlands, there were still different opinions on how the structure of the training will return after the pandemic. The introduction of online presence decreased the performance of the training as well as the level of interactions during the sessions. Incubators stressed many times how important peer-to-peer learning is, and that online training has somewhat hampered this process. Moreover, incubators found increased difficulties in building a relationship with tenants in online environments, which is critical for the success of the program. Migrant entrepreneurs lack of learning tools to facilitate online learning. These mentors provide methodologies and tools that would benefit their business. French MIG incubators have brought a similar point. They explained that migrants presented themselves to be a very difficult type of audience to work with online. In this way, with some exceptions, most of the training needs to be done in person.

In Italy, the pandemic had a significant effect on the activities carried out by the incubators. For instance, using digital technologies, they were able to reach networks outside their cities. The digitalization that Covid-19 has opened the possibilities for Italian entrepreneurs and mentors to increase the reach when match making. Furthermore, mainstream incubators reported that while before the pandemic the physical presence was a requirement to access the incubation/acceleration program, now they are becoming more flexible and comprehensive. Incubators stressed that the flexibility on the physical presence is a good method to test the team stability and composition. However, there is a need to

TABLE 19. BEFORE COVID-19, IF YOUR INCUBATOR PROVIDED TRAINING COURSES, WHICH WERE THE TRAINING METHODS USED? (DUTCH INCUBATORS)

		Frontal classes with internal instructors	Frontal classes with external instructors	Frontal classes with mix (internal/ external) instructors	Asynchronous e-learning (classes r ecorded)	Synchronous (live) online classes with internal instructors	Synchronous (live) online classes with external instructors	Synchronous (live) online classes with mix (internal/ external) instructors
NL	MIG#1			100%				
NL	MIG#2	50%	25%					
NL	MIG#3	100%						
NL	GEN#1					90	10%	
NL	GEN#2	70%	30%					
NL	GEN#3	30%	70%					
NL	GEN#4	10%	60%	10%	20%			
NL	GEN#5	80%	10%			10%		
NL	GEN#6	50%	40%	10%				
NL	GEN#7	45%	45%	10%				
NL	GEN#8			100%				
NL	GEN#9			100%				

Source: Primary data

TABLE 20. BEFORE COVID-19, IF YOUR INCUBATOR PROVIDED TRAINING COURSES, WHICH WERE THE TRAINING METHODS USED? (ITALIAN INCUBATORS)

		Frontal classes with internal instructors	Frontal classes with external instructors	Frontal classes with mix (internal/ external) instructors	Asynchronous e-learning (classes r ecorded)	Synchronous (live) online classes with internal instructors	Synchronous (live) online classes with external instructors	Synchronous (live) online classes with mix (internal/ external) instructors
IT	MIG#1	80%	20%					
IT	MIG#2			50%				50%
IT	MIG#3			100%				
IT	MIG#4			40%	30%			30%
IT	MIG#5	No Data Available						
IT	MIG#6		100%					
IT	GEN#1	40%	30%					
IT	GEN#2	60%	10%					
IT	GEN#3	No Data Available						
IT	GEN#4	No Data Available						
IT	GEN#5							10%
IT	GEN#6	No Data Available						
IT	GEN#7			80%			20%	
IT	GEN#8			100%				
IT	GEN#9			100%				
IT	GEN#10			80%	10%			10%
IT	GEN#11			100%				
IT	GEN#12			100%				
IT	GEN#13			80%				
IT	GEN#14	10%	50%	40%				

Source: Primary data

TABLE 21. DURING COVID-19, IF YOU PROVIDED TRAINING COURSES, WHICH WERE THE TRAINING METHODS USED? (DUTCH INCUBATORS)

		Frontal classes with internal instructors	Frontal classes with external instructors	Frontal classes with mix (internal/ external) instructors	Asynchronous e-learning (classes r ecorded)	Synchronous (live) online classes with internal instructors	Synchronous (live) online classes with external instructors	Synchronous (live) online classes with mix (internal/ external) instructors
NL	MIG#1					80%	20%	
NL	MIG#2				25%			75%
NL	MIG#3	80%				20%		
NL	GEN#1					90%	10%	
NL	GEN#2							
NL	GEN#3							100%
NL	GEN#4				20%	10%	60%	10%
NL	GEN#5					100%		
NL	GEN#6					50%	40%	10%
NL	GEN#7					45%	45%	10%
NL	GEN#8							100%
NL	GEN#9							100%

Source: Qualtrics survey; own data

TABLE 22. DURING COVID-19, IF YOU PROVIDED TRAINING COURSES, WHICH WERE THE TRAINING METHODS USED? (ITALIAN INCUBATORS)

		Frontal classes with internal instructors	Frontal classes with external instructors	Frontal classes with mix (internal/ external) instructors	Asynchronous e-learning (classes r ecorded)	Synchronous (live) online classes with internal instructors	Synchronous (live) online classes with external instructors	Synchronous (live) online classes with mix (internal/ external) instructors
IT	MIG#1				100%			
IT	MIG#2				6%			100%
IT	MIG#3							100%
IT	MIG#4			40%	30%			30%
IT	MIG#5	No Data Available						
IT	MIG#6						100%	
IT	GEN#1					40%	30%	30%
IT	GEN#2					60%	10%	24%
IT	GEN#3	No Data Available						
IT	GEN#4	No Data Available						
IT	GEN#5							100%
IT	GEN#6	No Data Available						
IT	GEN#7							
IT	GEN#8	90%	10%					
IT	GEN#9							100%
IT	GEN#10							100%
IT	GEN#11				10%			90%
IT	GEN#12			30%				70%
IT	GEN#13							100%
IT	GEN#14						60%	40%

Source: Primary data

5. DISCUSSION AND RECOMMENDATIONS

5.1 Main findings

5.1.1 A taxonomy of migrant entrepreneurs

The France, Italian and Dutch entrepreneurial ecosystems are in continuous evolution, but open to support and embrace the challenges of migrant entrepreneurs aiming at developing their business in the country. The complexity of the situation derives also from the different typologies of migrants looking for services offered by incubation professionals. A careful analysis of the typologies of migrants involved enables us to identify five macro-categories of migrants:

1. Students/researchers, who arrived in the destination country to study or complete their professional training. They are part of the academic network, often linked with incubation professionals connected with the academic environment, and are highly skilled. Across the three countries, the common needs of these individuals are related to business and entrepreneurship education, IP protection procedures, knowledge of the local and domestic market, and financial support;
2. Start-up entrepreneurs, who target the market of destination to open or expand their business. Italy and the NL, for example, have successfully implemented specific programs to attract these typologies of migrants. They have entrepreneurial and specific (e.g., technical) knowledge, but lack network and knowledge of the national institutional settings. The also look for incubation/acceleration programs that can provide them with the right information to enter a new market. This translates into contacts with investors, funding opportunities, legal consultants and people knowledgeable about the local market;
3. Long-term migrants (including acquired citizenship and second-generation migrants) are migrants who have been in the country of destination for a long period of time (normally more than ten years). They know the local and domestic context and, in most of the cases, they can be treated as local entrepreneurs in terms of characteristics and training needs;
4. Short-term migrants participating in entrepreneurial activities have a wide array of needs, as they are characterized by heterogenous backgrounds, interests, motivations. This typology of migrants may lack institutional knowledge about the country of destination and have difficulties in accessing the right support institutions. Language represents an additional important barrier, and if fact there could also be a mismatch between their skills and their entrepreneurial project because of cultural and linguistic barriers.
5. Refugees and asylum seekers can be considered a sub-sample of short-term migrants, but because of their fragility they have specific difficulties and needs to fulfil. More generally, if not involved in governmental public programmers, this set of migrants is difficult to target. refugees and asylum seekers have difficulties in accessing the institutions suited for their case because of the precarious situation, the high cultural and linguistic barriers, and the limitations related to their status. Training should not only be dedicated to busines and technical competences, local knowledge and networks, but also to psychological support and reassurance. This latter point is particularly relevant in the Dutch case, where newcomers are subject to a strict and rigid governmental protocol that rigidly defines their opportunities and development path in the new country of destination.

5.1.2 Governance and services: A comparison between mainstream and migrant-specific incubators

The heterogeneity of the needs of the different typologies of migrants is mirrored in the results of the analysis of the data collected, which highlights the wide variety of services offered to migrant entrepreneurs in the three countries. The sector offers different business models, that have been developed over time to meet the highly heterogeneous needs of migrants in the countries. While this has clear advantages, since it shows how the entrepreneurial ecosystems in the three countries are aware of the necessity to deal with a super diverse set of entrepreneurs, it also poses considerable hurdles. In the Netherlands, one of the most important issues is the difficulty to develop a more coordinated and less fragmented support system for migrant entrepreneurship. This is particularly relevant to unlock the entrepreneurial potential of migrants facing legal and regulatory barriers imposed by the local and national institutions (especially for newcomers). On the other hand, the analysis of the France case has highlighted that some veiled prejudices are still present in the business environment concerning the migrants. This manifests in the form of stereotypes or even non-existent practices, e.g. most of French incubators that work with migrants do not invest in high-due to the average lack higher education of the target group.

All the three countries show some extent of cooperation between incubators and accelerators with private and public institutions. The Netherlands on this aspect seems to be at a more advanced stage, with examples of successful and stable collaborations developed over the recent years. More generally, the development of private-public partnerships and collaborations is certainly a key strategic lever to further develop and foster in the future. On the one hand, public institutions at different levels (local, national, supranational) play a key role in matching the demand and supply of individuals and organizations involved in the migrant entrepreneurial ecosystem; on the other hand, private institutions, including experts, professionals, local and multinational corporations, contribute by providing resources, competences, and networking opportunities, which are of high value in the content of migrant entrepreneurship.

Across the three countries, there is a stark difference between mainstream and migrant-specific incubators. Mainstream incubators tend to have a private funding model and to provide both business development and market reach services. On the other side, most migrant-specific incubators have a mixed public-private funding model and focus on business development services.

A clear distinction must be noted when comparing GEN incubators and accelerators with their MIG counterpart: the latter have as common mission the empowerment and support of the newcomers, by offering them the tools, knowledge, and competences to transform their business ideas in concrete business opportunities.
This is also why incubators and accelerators targeting migrant entrepreneurs tend to center the evaluation process on entrepreneur-focused criteria, looking for prospect migrant entrepreneurs open to learning, accepting challenges, and willing to actively participate in the training. Accordingly, the activities offered target the development of entrepreneurial skills in a perspective of entrepreneurial and personal growth.
In Italy, MIG incubators offer microcredit services and financial support with reference to finding the most appropriate and sustainable instrument. This practice tends to be less implemented in France and the Netherlands.

On the other hand, the category of GEN incubators mainly focuses on preparing the start-ups to meet investors and be market-ready, using a hands-on pedagogical approach and fulfilling the scaling-up perspectives of the start-ups involved. Activities are mainly centered around the team, even if – especially in the case of Italy - one-to-one, tailored consultancy represents a widely adopted pedagogical approach. Contrary to the expectations, and based on the evidence collected from France and Italy, the data about the Netherlands shows that GEN incubators and accelerators do not face substantial differences in the requested knowledge and support when distinguishing between local and migrant entrepreneurs. Independently from the status, entrepreneurs participating in programs offered by GEN incubators and accelerators look for industry-specific business knowledge, networking opportunities, and financial support. These are the same needs MIG incubators aim at fulfilling; however, programs dedicated to migrant entrepreneurs also offer special support for legal information (including tax payment and business registration), knowledge about the specificities of the Dutch market and its society, and one-on-one training and coaching to build a solid business idea passing the 'reality check.' MIG programs feature content that is not only business-related but also aimed at the personal development, with the goal to improve confidence and to support the personal trajectory of the individual.

It should be emphasized that programs developed by migrant-specific incubators are complex to be designed and, in most cases, one-size-fits-all approaches cannot be adopted. This is a key finding common among the three countries involved in the study. Migrant entrepreneurs involved in migrant-specific programs tend to have very different technical and business experience, levels of education, and aspirations. Therefore, the training methods used by MIG incubators heavily rely on live sessions, most likely in the form of frontal classes. This allows trainers to adjust the training content to respond to the needs of the cohort, boost interaction in the class, enable peer-to-peer learning and the customization of the programs. Additionally, migrant-specific programs dedicate substantial resources and time to coaching and mentoring activities in the form of pe-er-to-peer consultancy aiming to assist and encourage the aspirant entrepreneurs, which turns out to be particularly important when the entry-level of entrepreneurs is very different.

5.1.3 Strengths and weaknesses across the three countries

Each of the three countries analyzed in this report presents different strengths and weaknesses when focusing on MIG incubators' practices and depending on their country-specific context. France is the country with the amplest experience with MIG incubators, with MIG incubator practices already present in the country since 1969. Currently, the majority of MIG incubators in France follow a "For-Profit" business model as well as have a private legal status. The prolonged presence in the incubation business has made it possible for these incubators to survive without the reliance on the sponsorship from the public sector. This provides prospects for MIG incubators in the Netherlands and Italy, with tangible indications that MIG incubators can grow into a profitable industry without the heavily reliance from the public section, which may be problematic when regulations are uncertain and not stable over time. However, the presence of incubators with only a for-profit business model could also bring disadvantages, as this could lead to more complex entry barriers for incubators, especially for the entrepreneurs that are still in the pre-incubation stage.

The Netherlands has developed an ecosystem based on the partnerships between MIG incubators that implement "No-for-profit" business models and with investors and private businesses. Having access to a broader number of partnerships could increase the incubators' success and improve networking opportunities for the entrepreneurs. Incubators in the Netherlands frequently stated the importance of networking, especially for migrants. Considering that these people are coming from abroad, they do not have the connections necessary to allow their business to thrive. Increased networking opportunities for entrepreneurs should be an aim of incubators around Europe.

A weakness identified in all the three countries is the lack of the presence of MIG incubators in high tech sectors. The high cost of entry and knowledge requirements in these sectors could result in high barriers for migrant entrepreneurs and, as a result, push them to move into more "accessible" industries.

Another weakness identified that is common in the three countries is the difficulty to access MIG incubators across the country. As mentioned before in the text, most MIG incubators are in the capital cities or the more metropolitan cities; this could result in the exclusion of migrants living in other areas as, before COVID-19, most services required physical presence. However, paradoxically, the global pandemic introduced flexibility by pushing incubators to implement online education and therefore allowing participants to join even from less connected locations. There is mixed opinions on the effectiveness of online training, but Italian incubators have shown the ability to successfully adapt their services to offer to a wide extent hybrid or virtual programs.

The data collected provide a comprehensive overview of the current programs and practices offered for migrant entrepreneurs in the three markets covered by the project. While most of the programs show high success rates and positive performance, more could be done to improve the participation of migrant entrepreneurs into the domestic ecosystems and enhance their contribution to the local economy. Below the report provides a series of recommendations for policy makers and incubation professionals drawn from the analysis of the data collected and aimed at mitigating the weakness identified in the three countries.

5.2 Recommendations for policy makers

Policymakers should focus on the impact migrant entrepreneurship could have on the local socio-economic development in the long term. The main aim should be designing policies that could engage migrants and the local society, going beyond welfare policies and considering core interventions as entrepreneurship policies.
Table 23 presents a summary of these different recommendations for policy makers.[5]
The policies are divided in five main categories; 1) Investment and Funding, 2) Awareness, 3) Research, 4) Partnership and 5) Decrease of Barriers.

The first category *"Investment and Funding"* discusses how privative and public investments can enhance the growth of incubators in Europe. The second category *"Awareness"* tackles the need of increasing recognition of the positive role that migrants can play as entrepreneurs for the public welfare. The category *"Research"* identifies the need for policy makers to further invest in research opportunities and challenges in migrant entrepreneurship. The fourth category *"Partnership"* discuss how policy makers can increase partnerships and cooperation between the multiple stakeholders. Finally, the category *"Decrease of Barriers"* includes multiple policy recommendations aimed at decrease entry barriers for migrant entrepreneurs in accessing the domestic labor market and entrepreneurial ecosystem.

[5] The authors are grateful for the critical input received by the research team at the Migration Policy Group.

TABLE 23. RECOMMENDATIONS FOR POLICY MAKERS

Category	Recommendations for policy markers
AWARENESS	**Provide a safe public space for discussions about the importance of migrant entrepreneurship** and how impactful it can be for these local societies (e.g., Socioeconomic empowerment). **Raise awareness of entrepreneurship support among migrants** through the comprehensive mapping of available entrepreneurship programs (both targeted and alongside national participants) and the development of related information dissemination initiatives, including via published flyers, social media platforms, and outreach activities (within specific communities and in the appropriate languages). **Provide information to stakeholders within the entrepreneurship ecosystem** on migrants' rights to work and engage in entrepreneurship activities. Overall, a more inclusive and coordinated communication across all stakeholders would allow for wider participation and more participative entrepreneurial programs booting the potential of migrants and newcomers in the country.
INVESTMENT AND FUNDING	The selected incubators in Italy that have been studies showed that most of the MIG- incubators lack the **support from the public establishments** in comparison to the other GEN-incubators, which showcase the importance of **providing more funding and equal opportunities for migrant entrepreneurs** to create and launch their businesses which will lead to diversifying talents and skills in these communities. More emphasis should be directed toward **the support of migrant entrepreneurs to more easily and effectively access the formal banking sector**. Recommended actions include the development of new initiatives for migrant entrepreneurs' assistance as well as the provision of information to financial service providers on how to extend services to migrant entrepreneurs. The Enterprise and Diversity Alliance (EDA) in the UK, for example, works to build mutual understanding between diverse small and medium enterprises and some of the country's largest institutions in order to improve access to finance and market opportunities for minority businesses.
RESEARCH	**Identify opportunities and challenges in migrant entrepreneurship** by mapping the current status of migrant entrepreneurship across the country. This can include profiling migrant skills, capabilities, and experience, in order to understand the potential that exists for entrepreneurship, as well as identifying industries and sectors that provide opportunities for entrepreneurship.
PARTNERSHIP	**Ensure coherence of approaches to migrant entrepreneurship** with broader entrepreneurship policies by assessing potential sources of conflict between national, regional, and local strategies for entrepreneurship. **Encourage and facilitate the development of strong partnerships between migrant entrepreneurship initiatives and broader service providers**, for example language and cultural training initiatives, employment programs, counselling services, legal support, health care services and housing. For example, Portugal's High Commission for Migrations takes a holistic approach which has been successful. It runs a specialized support scheme for entrepreneurs, offering guidance to migrants in all aspects and at all phases of business activity as well as in other areas relevant to business creation such as taxes, regulations, marketing, accounting, residence permits and health care.
DECREASE BARRIERS	**Promote the inclusion of migrants in existing entrepreneurship training programs** and the sensitization of incubators around the specific needs and characteristics of migrants and develop platforms that connect migrant entrepreneurs with national entrepreneurship ecosystems and consumers (including the private sector). **Examine and change existing policies known to hinder migrant entrepreneurship**, such as those around employment rights and self-employment, residence permits and entry visas, and recognition of prior qualifications and experience. At present, only five countries (Canada, Finland, Italy, Poland and Portugal) grant full and immediate access to entrepreneurship to migrants. In these countries, migrants with permanent residence permits, temporary work permits, and family reunion permits can start a business. **Remove restrictions** (either legal, administrative or practical) on access to finance for migrant entrepreneurs, and promote their access to alternative and innovative sources of funding. Further, ensure that local financial institutions and local governments receive **sufficient support to provide and expand business insurance** for migrant entrepreneurs. **Review, clarify and amend the regulatory requirements** and additional administrative processes for migrant start-ups in order to optimize the entrepreneurship process for migrants and build their trust in the regulatory environment. This can include ensuring **provision of accessible, standardized information on the regulatory requirements for business registration**, public services and business support services to migrants (and other stakeholders), as well as additional guidance and translation / interpretation services when necessary.

5.3 Recommendations for incubation managers and professionals

Changes in the current MIG incubators landscape should come from public institutions, but also from organizations and professionals involved in the education and training of (prospect) migrant entrepreneurs, including experts, incubation professionals, local and multinational corporations. These latter, in fact, play a pivotal role in contributing to the national (and European) entrepreneurial ecosystem by providing resources, competencies, and networking opportunities, among other, which are of high value in the content of migrant entrepreneurship. Table 24 presents discusses different recommendations for incubation managers and professionals, aimed to not only increase the participation of migrant's entrepreneurs, but also to enhance their possibility of improving the success rate.[6]

The following recommendations are divided into seven different categories: 1) Access to Information, 2) Services and Programs, 3) Funding, 4) Inclusivity, 5) Integration, 6) Mission, and 7) Selection Criteria. The first category, *"Access to information"* discusses the need for incubation managers and professionals to increase the accessibility of information for migrant entrepreneurs by translating critical documents into a wider range of languages. The second category *"Services and Programs"* offers different consideration on changes and improvements to be potentially implemented to services and programs to better respond to the needs of the target group and the evolution of the entrepreneurial ecosystem. The category *"Funding"* indications are provided on how to further facilitate the access to funding opportunities by entrepreneurs. The categories *"Inclusivity"* and *"Integration"* address what managers may do to integrate migrants more effectively into the local (national) entrepreneurship sector and, more broadly, in the society. The category "Mission" features important consideration on the need for clearer scopes and definitions within MIG incubators. Finally, the category *"Selection Criteria"* emphasizes that there is a need to change the current status quo about the processes entrepreneurs undergo to be part of an incubator and offers possible improvements.

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[6] The authors are grateful for the valuable input received by the project's partners Impact Hub Company, Fondazione Grameen, Place, and Impact Hub Amsterdam.

TABLE 24. RECOMMENDATIONS FOR INCUBATION PROFESSIONALS

Category	Recommendations for incubation professionals
ACCESS TO INFORMATION	**Improve access to information and services for migrant entrepreneurs.** For example, by providing the information in different languages as information is surprisingly available mainly in the countries language, which restricts access to migrants with limited knowledge of the national language. While this is done in most of the cases on purpose, to stimulate the integration and push migrants to practice the national language, this reduces the extent to which information can be accessed and used. MIG incubators should aim **at advertising their call for application in a different way** that can attract the target group (migrants). For example, **properly changing the terms** would allow to provide a more effective message, so focusing on the **used vocabulary** is of primary importance (e.g., Migrant entrepreneurs program instead of Refugee program).
SERVICES AND PROGRAMS	**Support programs should be structured as a combination of one-to-one support through mentoring or coaching and more group activities** that will help the activation of a peer-to-peer mechanism and the strengthening of the migrants' entrepreneurial local network. **MIG incubators offering support programs to social entrepreneurship should diversify their offer and services** in order to cover topics ranging from the basics of entrepreneurship to finding investors and testing innovative prototypes. This would allow participants to not restrict their business opportunities and develop a more fungible profile. MIG incubators should **provide a collective program where a brief review of knowledge** is introduced to all the entrepreneurs, regardless their maturity level. The aim of this is to assure that they key methodological topics are understood by everyone. MIG incubators providing support entrepreneurial programs should **refer to a common set of indicators to measure impact and success of the service** offered. This would allow a better alignment of the support offered, would favor the identification of common issues which may require a more structure intervention at the national level, and would foster partnerships and collaboration between new and existing programs. MIG incubators should facilitate an **inclusive learning and support process**, involving actively angels, alumni, volunteers, and other stakeholders active in the local entrepreneurial ecosystem. These people involved should be aware of the specific needs of migrant entrepreneurs and should be equipped with the needed competences. Strengthen the confidence of migrant entrepreneurs **in high-tech literacy and approaches**. Aim at implementing specific training and support services to help migrant entrepreneurs, especially migrants from marginalized backgrounds, better manage and deal with the innovation process with the support of the incubators. **Support migrant entrepreneurs by offering special language programs** that can help the needs of the entrepreneurs. Some examples include professional language classes for early business makers that include all the vocabulary and the language codes and ongoing opportunities that can support their future endeavors.
FUNDING	MIG incubators should **guarantee the sustainability of its support programs to migrants, through varies source of funding** (private and public sponsor, private, public grants-programs). General funding opportunities should be carefully redesigned and repositioned to meet the needs of migrant entrepreneurs.
DIVERSITY & INCLUSION	**Incubators should act as ambassadors of inclusion**, by including in their teams migrant workers from different backgrounds, empathizing this with their clients, network and possible investors, and providing an enriching experience for the whole stakeholders. **Defining a concrete level of inclusivity** and make sure that the enrollment of the entrepreneurs is highly active and not just representative. MIG incubators should pay proper attention to the **individuality of the migrant entrepreneur**. As a matter of fact, incubators emphasize the importance of taking into consideration also the personal and cultural background in order to develop migrant enterprises. MIG incubators should plan a coordinated approach with cultural mediators, to overcome cultural and linguistic difficulties.

INTEGRATION	MIG incubators should **support their migrant entrepreneurs beyond the professional setup** and acknowledge that some of them are coming from various backgrounds. Impact actions are the introduction of activities, regular rituals and check-ins that can support the integration of the entrepreneurs in the country of destination. **MIG incubator's professionals should be trained adequately and be confident with cultural instruments** to understand and deal with the several and different needs of migrant entrepreneurs, i.e., students, start-up migrants, long-term and short-term migrants, and refugees. **MIG incubators should facilitate networking**, perceived as one of the most sought services by entrepreneurs, especially migrants. This is because migrant entrepreneurs do not have the connections necessary to allow their business to thrive. The first chance at networking starts within the cohort of startups and entrepreneurs participating in the programs, while other networking events throughout or at the end of their programs, will allow the entrepreneurs to broaden their networks.
MISSION	Incubators should have a **clearly defined mission that can link both the social aim and the inclusivity goal in their scope**. The main goal should remain to support entrepreneurs and encourage the entrepreneurial spirit, but a consideration on the specific needs of migrant entrepreneurs should be specifically factored in the strategic goals of MIG incubators. MIG incubators should highlight their focus on the entrepreneurial aspect, working alongside with the **inclusive process and social component of their services**. So, the incubator profile could be more focused on entrepreneurial proposals, highlighting the positive qualifications that the migrants bring from their origins, and acting as an inner disruptive mindset, boosting the market, and fostering innovation, like a strategic differential. When setting up entrepreneurial support programs, **MIG incubators should work in collaboration with civil society organizations** active in the field of inclusion in order to decrease their social assistance profile and focus on the entrepreneurial journey.
SELECTION CRITERIA	**Revise the selection criteria** to not rely solely on the current status quo of the project idea but also on its ability to **develop and grow in the mid and long term**. **Connect with the other pre-incubation programs** within the same ecosystem by **providing the criteria and the needed frameworks to join the incubators**. Such interventions will assist the early entrepreneurs in the transfer to other incubators.

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Co-founded by the
Erasmus+ Programme
of the European Union

MIG.EN.CUBE – Fostering MIGrant ENtrepreneurship inCUBation in Europe is an Erasmus+ project led by the University of Bologna (Italy) (P.I. Dr. Daniela Bolzani), involving the University of Amsterdam (The Netherlands), Institut Superieur de Gestion (France), Fondazione Grameen (Italy), Impact Hub Amsterdam (The Netherlands), Place Network (France), Impact Hub Company (Austria), and Migration Policy Group (Belgium). It also counts on the support by UNCTAD as an Associate Partner.

MIG.EN.CUBE is set to take into account the current critical issues in fostering migrant entrepreneurship in Europe, characterized by a fragmentation of incubation programs targeting migrant entrepreneurs, the diversity of actors that provide incubation activities, a strong focus on the "demand side" (i.e., migrant entrepreneurs) but a lack of training opportunities and exchange of best practices for incubation professionals targeting this group, and the super-diversity of (would-be) migrant entrepreneurs.

The project thus seeks to enhance the knowledge and competences of diverse incubation professionals dealing with super-diverse entrepreneurs or aspiring entrepreneurs, so as to foster the opportunities for migrant entrepreneurs to learn and experience how to start and growth a successful business. Specifically, MIG.EN.CUBE aims at:
(1) increasing the understanding of specific incubation needs of migrant entrepreneurs and of the competences required for incubation professionals working with them;
(2) systematizing and sharing best practices for innovative incubation programs for migrants across Europe, and in particular in France, Italy, and The Netherlands;
(3) providing incubation professionals with new, tried-and-tested materials and tools for advising, training, performing, and assessing incubation for migrant entrepreneurs.

The project will strengthen the efficacy of support programs linking entrepreneurship and migration, focusing on the development of relevant high-quality knowledge and competences for operators in the supply-side and policy-makers. Its outputs will consist in the report "Synoptic Scan of available incubators for migrants", the report "Diagnostic assessment of incubation professionals' training needs" (September 2021), an "Incubating Migrant Entrepreneurs" MOOC (February 2023) and an "Inclusive Incubator" Guidebook (February 2023).

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