

NATIONAL AGENCY
FOR INNOVATION AND RESEARCH
LUXINNOVATION



**MAKING
INNOVATION
HAPPEN**

START-UP.LU

**Succeed in establishing
your innovative company
in Luxembourg**



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LET'S TURN YOUR INNOVATIVE IDEA INTO REALITY!

Stimulating the creation of innovative companies and encouraging entrepreneurs with innovative business ideas is crucial for Luxembourg. It is also one of the key missions of Luxinnovation.

As the National Agency for Innovation and Research, we operate at the heart of the national innovation system and strive to enhance the competitiveness of the country's economy through research, innovation, creativity and design.

Luxinnovation offers a wide range of integrated and tailor-made services to an international community of entrepreneurs with innovative projects across all sectors, from the very beginning and throughout the whole process of developing well-established, flourishing companies. In addition to our own service offer, we also help our clients make the best possible use of other initiatives that support the set-up and successful development of innovative firms.



This guide takes you through the main steps of the development of an innovative business.

It provides an introduction to key issues to keep in mind and highlights – without the ambition of being complete – various support structures and measures available in Luxembourg for innovative entrepreneurs. It also illustrates how Luxinnovation can help you during each phase. Whether you are already in Luxembourg, or abroad but interested in setting up an enterprise here, we are there to help you turn your innovative ideas into reality.

Jean-Paul Schuler
Managing Director
Luxinnovation

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WHY LUXEMBOURG

06

Start-up

WHY SHOULD YOU START YOUR COMPANY IN LUXEMBOURG?

- Highly skilled multilingual and multicultural workforce (45% foreigners). Official languages: Luxembourgish, German and French. English is also widely spoken
- European Union capital with top GDP performance
- Stable business environment and political system as well as easy access to administrations and government
- Good ICT infrastructure (mostly Tier IV datacentres), logistics hub (5th largest freight airport in Europe)
- Favourable taxation environment
- Interesting location for European and global headquarters — some examples include Goodyear, ArcelorMittal, Delphi, SES, Amazon and RTL Group.

It was Luxembourg's strong network and connections, along with the proximity to and simplicity of communications with local authorities, organisations and decision-makers, that helped to make the Digicash launch such a success.

Jonathan Prince

Chief Business Development Officer of Digicash (mobile payment provider)



**FOR MORE
INFORMATION ON
THE LUXEMBOURG
BUSINESS
ENVIRONMENT:**

www.luxembourgforbusiness.lu
www.luxembourgforfinance.lu

07

Start-up

“We found Luxembourg to be a very business-minded environment. The government is accessible and accommodating. It supports the diversification from the financial sector and considers ICT as an interesting sector. Luxembourg has all the advantages of an EU capital, but is also perceived as being independent, neutral and trustworthy. For our business, this is a significant benefit.

Kurt Kammerer

CEO Regify (trusted e-communications)

THE START-UP PROCESS

08

Start-up

All companies start with an idea: how to offer something new, better, faster or cheaper to potential clients. The journey from business idea to thriving company starts with the preparation, or pre-incorporation, phase, where the idea is fine-tuned and the business plan set up. The company is officially established during the incorporation phase and matures during the growth phase.

Some issues of key importance need to be taken into account during the whole journey: the protection of intellectual property, technology transfer or interaction with other firms in the same sector, for example. All of these issues will be addressed in detail on the following pages.

SUPPORT PROVIDED BY LUXINNOVATION

Luxinnovation, the National Agency for Innovation and Research, focuses on stimulating the competitiveness of the country's economy through research, innovation, creativity and design. A dedicated team of experts can provide you with a range of integrated and tailor-made services.

PRE-INCORPORATION

Define your innovative idea
Set up a business plan

- Assistance in turning innovative ideas into viable business models
- Support with business planning
- Advice on launching business activities in Luxembourg for foreign companies

INCORPORATION

Benefit from incubation initiatives
Incorporate your business

- Support during the company set-up process
- Access to business incubators
- Advice about tools and initiatives supporting start-ups

GROWTH

Find funding
Innovate continuously

- Support with preparing applications for public funding schemes and guidance to access private funding
- Help to access European funding
- Support with innovation management, design and creativity

FROM A TO Z

Manage your intellectual property
Conduct research
Technology transfer
Interact with your sector
Network

- Help to protect intellectual property and optimise the use of research results
- Assistance with acquiring and transferring technologies
- Partner search services (research, industry and technology partners)
- Support with establishing collaborations with other companies and research organisations
- Regular Start-up Networking Events

PRE-INCORPORATION PHASE

DEFINE YOUR INNOVATIVE IDEA

A new and original idea is the starting point of every innovative company. However, it is essential to analyse the idea and clearly define the bases of the future company: what products/services will be offered, what is new or different compared to what is already available on the market, how income will be generated, etc. This analysis will help you to get a better understanding of how to structure your future company.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Defining, challenging and evaluating your business idea
- Analysing the potential of your innovative idea
- Structuring and evaluating your business model
- Giving you access to specific events that will help you to develop your idea



CREATIVITY TECHNIQUES

Some entrepreneurs have numerous business ideas that they need to choose between – others need to work further to challenge and structure their ideas. Creativity techniques such as brainstorming or mind mapping can help you to define and structure ideas and choose the best ones. For more information on different techniques, see

www.innovation.public.lu

START-UP WEEKEND LUXEMBOURG

No talk, all action. The Start-Up Weekend starts on a Friday evening where anyone is welcome to pitch their start-up idea to the other participants. Teams formed around the top ideas selected by the participants then have 54 hours to create a convincing business case. On the Saturday, selected coaches join and challenge the teams. The weekend culminates with the final pitches being made to a selected jury that will award the three best projects.

[www.up.co/communities/
luxembourg/luxembourg](http://www.up.co/communities/luxembourg/luxembourg)

BUSINESS MODELS

A business model is a plan defined by a company in order to estimate its expenses and define how it will generate revenue.

Luxinnovation often works with the Business Model Canvas to help its clients define their business models. This strategic management and entrepreneurship tool initially developed by Alexander Osterwalder allows you to quickly and easily explore the viability of your business ideas by asking yourself questions such as: How will I interact with my customers? What will my distribution channels be? What resources do I need? From where will I get my income?

This exercise should be done a number of times to identify which of your potential business models would be the best for your company.

At a later stage you can also use the Business Model Canvas to improve your existing business model and continue to innovate.

www.businessmodelgeneration.com

APPS FOUNDRY CONTEST

This is a non-profit event co-organised by Neopixl and the Technoport. Teams of four developers and designers compete for 36 hours to create mobile applications around a theme they discover at the start of the event. Teams receive support and have the opportunity to see world-class designers and developers at work, exchange experiences and innovate.

www.apps-foundry-contest.org

SET UP A BUSINESS PLAN

The business plan is a detailed presentation of your future company. It is also a communication tool in your contacts with potential partners — investors, business partners, banks and organisations in charge of public funding schemes, for instance. It should therefore be easy to understand and help you convince others about your project.

The business plan will help you validate the feasibility of your project, evaluate the market potential and verify that there is a real demand for what you offer. The business plan should highlight the strategy of your company and how you will implement it.

The business plan is not a static document; it should constantly evolve. It is like a dashboard that allows you to steer your company in the right direction. Keeping the business plan up to date requires having a clear, precise vision of your strategy.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Setting up and optimising your business plan
- Benefiting from the 1,2,3 Go business plan contest

At the earliest stage of a venture, it is rather rare to have in-house all the expertise needed for developing and implementing the concept. The access to a broad network of experts that 1,2,3 Go provides is therefore invaluable. Having an opportunity to explore some aspects of the project with a coach allowed us to progress much quicker while adding perspectives and opportunities that might otherwise not have been discovered.

Irina Aleksandrova

CEO Sportunity (sport talent development)

BUSINESS PLAN

Free-of-charge assistance tool for setting up a business plan.

www.businessplan.lu

1,2,3 GO

1,2,3 Go is based on an interregional network of more than 400 coaches who are entrepreneurs and experienced experts (industry, energy, biotech, cleantech, advisory, accounting).

After having been accepted (based on innovation criteria) in the programme, participants have access to personal coaching for developing a business plan and networking opportunities at Greater Region events. The finalised business plans are evaluated by a jury and the best business plans are rewarded.

Luxinnovation is the national contact point for 1,2,3 Go in Luxembourg.

www.123go-networking.org

Please note that the 1,2,3 Go contest also has an edition for social projects.

www.123gosocial.lu

1

EXECUTIVE SUMMARY

Make the readers curious to read the entire business plan by giving them key information.

2

IDEA, PRODUCT, SERVICE

Explain what your company offers (product or service, innovative aspects)

3

MARKET

Present the market in which you wish to operate (customer needs, segments targeted, etc)

4

COMPETITION

Identify direct and indirect competitors

5

TEAM

Present the capacities of the project founders (members of the team and their skills)

BUSINESS PLAN STRUCTURE

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Start-up

6

MARKETING PLAN

Present your marketing strategy (focus on the 4 Ps: product, price, place, promotion)

7

BUSINESS MODEL AND ORGANISATION

Present the business model (activities, subcontracts, internal organisation)

8

OPERATIONAL PLAN

Present the development perspectives of your company (growth rate, resources needed)

9

RISKS

Present the risks of your project (technical, strategic and commercial risks, minimisation of risks)

10

FINANCIAL PLAN

Define the financial feasibility and needs (balance sheet, income statement and cash flow forecast)

INCORPORATION
PHASE

BENEFIT FROM INCUBATION INITIATIVES

Suitable premises (co-working space, office space, industrial halls, laboratories, etc.) can represent important costs for new companies that have not yet started to generate income. Several initiatives in Luxembourg offer specialised premises – so-called business incubators – with the objective of supporting entrepreneurs with new ideas and start-ups. They offer a favourable environment with personalised support, access to important networks and interesting events, visibility of hosted companies, training sessions for entrepreneurs on various subjects and advantageous renting conditions to help companies fully benefit from their development potential.

INCUBATOR ADMISSION CRITERIA

- Projects should be innovative and preferably oriented towards the development of technologies
- Projects must be based on solid business plans

LUXINNOVATION CAN SUPPORT YOU WITH:

- Help to identify the most suitable incubation, coworking or other facilities for your company
- Contacts with all relevant actors
- Feedback on how to prepare a solid incubation application

Spending 3 months at Plug and Play was a great experience. The international programme helps start-ups get integrated in the dynamic Silicon Valley environment and offers a powerful toolbox for accelerating their development. But most of all, Plug and Play offers an amazing amount of contacts: venture capitalists and international companies are constantly coming to discover interesting start-ups, and you have excellent opportunities to work with a mix of great entrepreneurs from different countries. The skilled and dedicated Plug and Play team also provides great contacts in line with the objectives of your start-up.

Nicolas Vilmar

*Strategic Initiative Manager Mobey
(mobile payment solution FLASHiZ)*

TECHNOPORT

Technoport is the first technology oriented business incubator for start-ups in Luxembourg.

It manages almost 16,000 sqm of facilities on two locations:

- Ecostart (Foetz) which consists of five buildings with offices and industrial surfaces
- Technoport (Belval 'City of Sciences') offers office space, as well as access to the Fablab Luxembourg (digital fabrication laboratory with 3D printers, a laser cutter and milling machines) and the co-working space

www.technoport.lu

PLUG AND PLAY TECH CENTER

The Plug and Play Tech Center is a global accelerator located in California that specialises in growing tech start-ups. Its network includes over 300 tech start-ups, 180 investors and a community of leading universities and corporate partners.

In 2011, the Luxembourg Ministry of the Economy set up a partnership with Plug and Play to allow four Luxembourg ICT start-ups per year to spend three months in Silicon Valley in order to get access the US market.

www.pluginandplaytechcenter.com

OTHER INCUBATORS AND INITIATIVES

A number of other structures and initiatives are available for start-ups in their incubation phase:

1535°C

Workspace for individuals and companies active in creative industries.

www.1535.lu

AMAZON AWS ACTIVATE

Access to Amazon services to develop your start-up project.

<http://aws.amazon.com>

BUSINESS MENTORING

Mentoring programme for young entrepreneurs.

www.businessmentoring.lu

EUROPE4STARTUPS

12-month programme providing various services for start-ups.

www.europe4startups.com

HOUSE OF BIOHEALTH

Incubator providing offices and laboratory space for biotech, ICT and cleantech companies.

www.houseofbiohealth.lu

KPMG K-START

Package of services aimed at helping entrepreneurs.

www.kpmg.com/lu/en/issuesandinsights/articlespublications/pages/k-start.aspx

LUX FUTURE LAB

Business incubator and training platform of BGL BNP Paribas.

www.luxfuturelab.lu

MICROSOFT BIZSPARK PROGRAMME

Software, support and visibility dedicated to start-ups.

www.microsoft.com/bizspark

NEOBUILD

Platform and incubator for companies in the construction and eco-technology sector.

www.neobuild.lu

PWC ACCELERATOR

Accelerator helping innovative high-growth companies go global faster and smarter.

www.pwcaccelerator.com

SITE INDUSTRIEL SA

Industrial halls with offices.

<http://sisa.lu>

THE IMPACTORY

Co-working space promoting innovation and social entrepreneurship.

<http://theimpactory.com>

WISHBOX

Creative co-working space.

www.wishbox.lu

Please note that this is not an exhaustive list. Luxinnovation can provide you with further information about all these initiatives.

INCORPORATE YOUR BUSINESS

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Start-up

Authorisations and legal issues should be dealt with as early as possible in the process of creating a company. They are crucial for the launch of your activity and the demand for financial aids. In order to incorporate your company, you will need to choose a legal structure for your firm and define its articles of association (statutes), block your share capital, register with the trade and companies register, define your trading name, obtain a business permit and, in some cases, also an operating permit. In addition, you should check what tax regulations apply to you.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Orientation on and connections with all relevant institutional partners for official registration
- Feedback on choosing the right legal structure

ARTICLES OF ASSOCIATION

The articles of association are the constitutional documents and the company's fundamental charter that set out its operating rules. For commercial companies, the articles of association make the company a legal entity (legal person) which means that it can act as such and make commitments to third parties.

TRADING NAME

Before starting a business or setting up a company, entrepreneurs can check the availability of the trading name they plan to use. An availability request can be submitted online to the Trade and Companies Register Luxembourg (Registre de Commerce et des Sociétés). When the request has been processed, the requestor has 20 days to download the certificate of availability or unavailability of the trading name.

www.rcsl.lu

SHARE CAPITAL

The minimum share capital required for establishing the company must be deposited in a bank account before the articles of association are signed. The amount deposited is blocked until the company is formed.

TRADE AND COMPANIES REGISTER

Newly formed companies in Luxembourg must register with the Trade and Companies Register (Registre de Commerce et des Sociétés) by lodging their constitutional documents (articles of association) for publication purposes. The lodging and publication of the constitutional documents in the Official Journal C (Mémorial C) is essential for the existence of the company to be enforceable on third parties.

www.guichet.public.lu

BUSINESS PERMIT

The business permit (autorisation d'établissement ou autorisation de commerce) grants access to a profession. It is a pre-condition to launch any business activity regardless of the sector: trade, crafts and industry as well as certain liberal professions.

The business permit is granted to businesses (either to professionals operating under their own name or companies) within a week provided the application file is complete. It is individual and attached to the person in charge. In case of any changes, a new business permit will be necessary.

The person responsible for the operation or management of a business must satisfy the required legal conditions for qualifications and professional integrity for the activity concerned. The business must have a fixed physical presence in Luxembourg (no so-called 'letterbox companies').

INITIAL DECLARATIONS

Employer registration: in order to recruit staff, a business must submit an operating declaration to the Joint Social Security Centre (CCSS). This operating declaration enables the CCSS to assign a registration number to the business and determine the risk class for its activities.

www.ccss.lu

Income tax: When a business starts its activity, it is automatically registered with the Luxembourg Inland Revenue (Administration des contributions directes) in order to comply with its tax obligations. In principle, the business receives further information by mail from the competent tax office.

www.impotsdirects.public.lu

VAT: To register for value added tax (VAT), businesses must submit an initial declaration to the Land Registration and Estates Department (Administration de l'enregistrement et des domaines).

www.aed.public.lu

OPERATING PERMIT FOR CLASSIFIED ESTABLISHMENTS

Also named 'commodo/incommodo' authorisations, operating permits for classified establishments define the development and operating conditions deemed necessary to protect the environment and ensure the safety of workers, the public and the neighbourhood in general. It is mainly required for production companies.

Each type of establishment or activity is classified in a class that determines the authorisation procedure to be followed. Depending on the class, applications must be submitted either to the Environment Agency (Administration de l'environnement), the Inspectorate of Labour and Mines (Inspection du Travail et des Mines) or the mayor of the commune where the business intends to set up operations.

GUICHET.LU

The 'Guichet' is a governmental business portal that provides access to information and services provided by public institutions.

www.guichet.public.lu

ESPACE ENTREPRISES

The Espace Entreprises of the Chamber of Commerce is the point of contact for anyone initiating or taking over a business and wishing to develop their commercial, industrial or liberal professions activities in the Grand Duchy of Luxembourg.

www.espace-entreprises.lu

LEGAL STRUCTURE OF A COMPANY

The two most commonly used legal forms in Luxembourg are:

	SARL Société à responsabilité limitée (Limited liability company)	SA Société anonyme (Public limited company)
Minimum social capital	€ 12,500	€ 31,000
Notary-drawn deed for incorporation	YES	YES
Limited to own contributions	YES	YES
Unconditional transfer of shares	NO	YES

In order to choose the most suitable legal form for your company, you should first ask yourself a few questions: What is the nature of my planned business activity? What amount of capital am I willing to invest? Do I want partners in my business or not? What type of commitment do I require from my shareholders? What type of links will I have with my shareholders (trust, family or financial)? What are the strategic objectives of my business?

CSSF

Companies in the financial sector are subject to strict regulations. Entrepreneurs in this sector should contact the Commission de Surveillance du Secteur financier (CSSF).

www.cssf.lu

CONTACT ENTREPRISES

The Contact Entreprises of the Chambre des Metiers provides support for business creation in the sector of crafts and trade.

www.cdm.lu

GUICHET UNIQUE PME

The 'Guichet Unique PME' offers free-of-charge assistance for SMEs based in the north of Luxembourg and for people setting up companies in this region.

www.guichetuniquepme.lu

GROWTH
PHASE

FIND FUNDING

All start-ups need funding to launch their activities and undertake necessary investments before they start having revenues. Private financing – from the company founders themselves or other private investors – is the most important source of funding. In addition, a range of public aid measures exist to complement the success rate of innovative enterprises with high potential.

PRIVATE FUNDING

Being an entrepreneur means taking risks: it is often the entrepreneur's personal resources that constitute the first source of private equity. Other private funding possibilities could come from friends and family, crowdfunding (i.e. collecting contributions from many investors – the crowd – via an internet platform), business angels or venture capitalists.

Business Angels

In general, business angels have solid experience in a certain type of business. In addition to injecting capital into companies, they also contribute with their knowledge and experience. They generally invest in start-ups at an earlier development stage than venture capital funds.

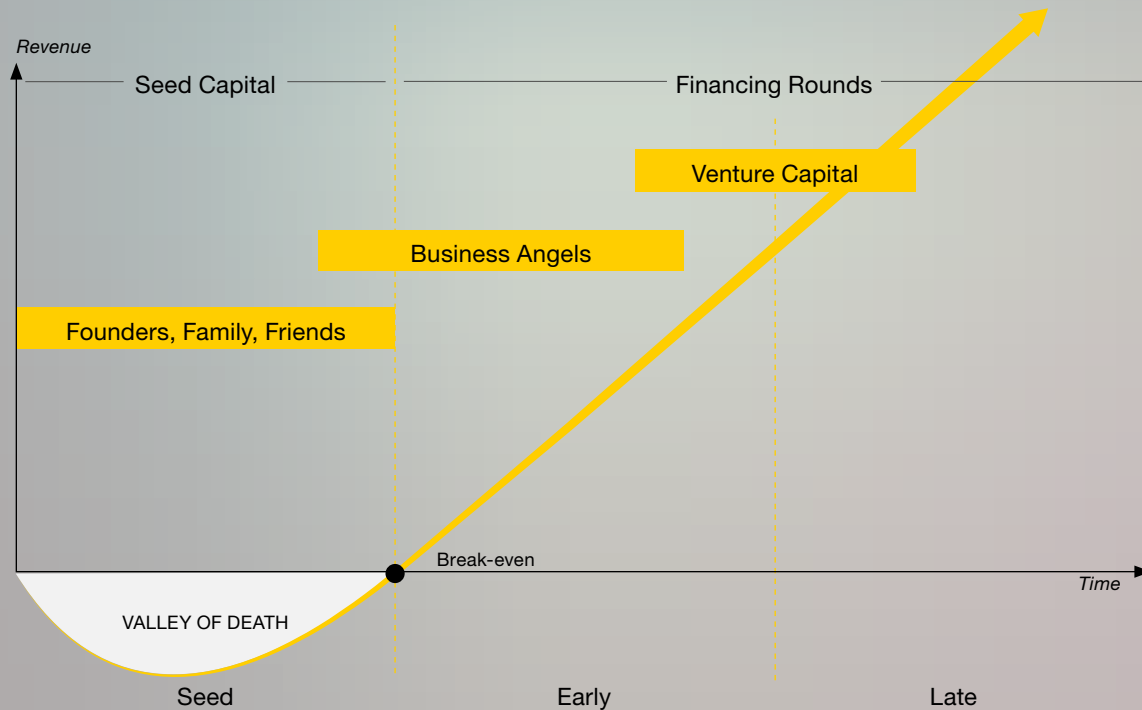
Venture Capital

Companies specialising in high-risk/high-return investments may offer very significant financing. Venture capital funds perform their business project selection based on multiple rigorous criteria, and are often geared towards innovative projects that carry hopes of very substantial returns.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Access to private investors that are the most relevant for your projects
- Advice on how to prepare presentations for private investors

START-UP FINANCING LIFE CYCLE



The start-up financing cycle includes several phases and different types of investors. The first development stage is often financially challenging for innovative start-ups, which in many cases need a rather long process of developing new products and concepts and can require considerable investment in research and development activities, prototyping, etc.

“
The business plan was quickly developed. We knew where we wanted to go. But the financing question was harder to resolve. Here we were able to count on the support of Luxinnovation. The required funds were raised thanks to the support of the state and the contribution of a Luxembourg venture capital company.

Olivier Raulot

CEO iNUI Studio (natural user interfaces)

SEED4START

Seed4Start is a forum for entrepreneurs and business angels in the Greater Region. This interregional investment capital platform offers personalised assistance and coaching to entrepreneurs in order to prepare for the important Seed4Start pitching day.

www.seed4start.org

LUXEMBOURG BUSINESS ANGEL NETWORK

Luxembourg Business Angel Network (LBAN) operates as a platform for introducing and matching private investors and initiators of entrepreneurial projects during the seed phase. It is run by seasoned entrepreneurs and business angels who actively contribute to the development of the network. LBAN is also a founding member of the Greater Region Seed4Start investment platform and a board member of the European Trade Association for Business Angels (EBAN).

www.lban.lu

Several other private equity opportunities exist in Luxembourg. This list is thus not exhaustive.



PUBLIC FINANCIAL AIDS

Public financial aids can potentially complement the private funding of innovative start-ups. However, the success of a new company should never depend on this type of financing.

Public aids are granted on an exceptional basis in order to not distort competition within the EU. Different aids are not cumulative for the same expenses. State aid is provided as co-financing of eligible costs, and entrepreneurs must be able to demonstrate that they are able to cover remaining costs and can bear the risk associated with the deployment of co-funded activities. Entrepreneurs must also demonstrate how the aid will generate a positive economic return for Luxembourg.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Identifying which financial aid is most appropriate for your company
- Help to prepare a complete application for a national funding scheme ready for submission
- Introduction to relevant private actors offering financial support to start-ups
- Feedback on preparing proposals for European funding programmes

I WANT TO CONDUCT RESEARCH AND INNOVATE!

FINANCIAL AIDS FOR RESEARCH, DEVELOPMENT AND INNOVATION (LUXINNOVATION)

Subsidies for R&D and innovation projects are granted by the Ministry of the Economy to companies with substantial activities in Luxembourg. They cover only a part of a project, as own funds have to co-finance the remaining expenses.

- R&D and innovation schemes can co-finance the feasibility as well as the research and development of innovative products. Expenses will be reimbursed based on real costs.
- A dedicated scheme to young innovative enterprises can co-finance the cash-flow need of a start-up during its growth phase by matching equity investments.
- Some other aids co-finance technical industrial property protection, external advisory services related to innovation or access to temporary secondment of highly qualified staff.

For further information, please contact Luxinno-
vation.

www.innovation.public.lu

AFR GRANT (FNR — NATIONAL RESEARCH FUND)

The FNR's AFR Grant Scheme (Aides à la Formation-Recherche) supports PhD and postdoctoral research training projects in Luxembourg and abroad. In addition, the AFR scheme promotes public/private partnerships by providing an additional financial incentive for research projects carried out in collaboration with the private sector.

www.fnr.lu

I WANT TO INVEST!

PUBLIC AID FOR INVESTMENT (MINISTRY OF THE ECONOMY)

This aid from the Ministry of the Economy can cover up to 20% of the acquisition costs of tangible and intangible assets.

www.guichet.lu

AID FOR THE PROMOTION OF CLEAN TECHNOLOGIES AND SUSTAINABLE DEVELOPMENT IN BUSINESSES (LUXINNOVATION)

This public aid covers investments in the field of clean technologies and investments that enable a more rational use of natural resources. These investments shall for example allow companies to exceed European Community standards, increase the level of environmental protection in the absence of such standards and have a more environmentally friendly and energy efficient production processes.

www.innovation.public.lu

LOANS AND PARTICIPATING INTEREST (SNCI)

The SNCI (Société nationale de Crédit et d'Investissement) is specialised in medium- and long-term financing of Luxembourg-based companies. It grants various types of loans which depend on the legal form of the businesses and the projects to be financed. Examples are start-up loans (first business venture), equipment loans (tangible and intangible assets) and equity loans (creation, extension, conversion, reorientation and rationalisation of companies).

A newly introduced type of loans aims to cofinance company development following the introduction of an innovative product/service, and another to cofinance research projects and innovative business plans of SMEs. A third new instrument strives to contribute to the development of companies by strengthening the collaboration and the risk sharing with banks.

The SNCI also manages the CD-PME whose objective is to take participating interests and subscribe to convertible bonds in SMEs.

www.snci.lu

“Luxinnovation’s input was essential to set up our company and get started in Luxembourg. Shortly after the launch, we were able to market new tools and solutions enabling rapid growth over the following years. This growth was also sustained by a public aid scheme for which Luxinnovation gave us guidance to prepare a solid and successful application. Today we are an established player in the roaming industry, with a skilled team of 25 employees and clients around the world. In addition, we are further expanding our partnerships and Luxinnovation has supported us by initiating contacts with other IT companies in Luxembourg.

Michael Grasmück

Managing Director Roamsys (roaming management system)

I WANT TO EMPLOY PEOPLE!

EMPLOYMENT AIDS (ADEM)

Employers who hire young job-seekers, unemployed people or disabled workers may, under certain conditions, recover social security contributions paid, receive tax relief, or benefit from partial reimbursement of salaries paid. Applications must be submitted to the National Employment Agency (Adem). It is also a legal obligation to declare all job vacancies to the Adem.

www.adem.public.lu

I WANT TO GO INTERNATIONAL!

AID FOR PROMOTION, EXHIBITION AND EXPORT TRAINING EXPENSES (ODL)

The Office du Ducroire (ODL) supports Luxembourg exports through a partial participation in promotion, exhibition and export training expenses. Requests must be submitted before any expenses have occurred.

<http://odl.lu>

EUROPEAN RESEARCH AND INNOVATION FINANCING (LUXINNOVATION)

Innovative start-ups in Luxembourg can benefit from European research, development and innovation (RDI) programmes, in particular **Horizon 2020**, the framework programme for research and innovation for 2014-2020. Horizon 2020 is designed to strengthen Europe's competitiveness through a wide variety of funding instruments, research fields, and other targeted measures. SME participation is encouraged especially via the so-called SME instrument, a novel approach to address the financing needs of internationally oriented SMEs implementing innovative ideas with high potential and high risk.

Luxembourg-based companies that prepare project proposals for Horizon 2020 or several other European programmes can apply for support from the national measure **Fit4Horizon2020**. This national subsidy, which is granted by the Ministry of the Economy and managed by Luxinnovation, supports the costs incurred by the proposal preparation and drafting.

As the Luxembourg **National Contact Point** for Horizon 2020 and related EU research and innovation funding programmes, Luxinnovation supports funding applicants by providing advice throughout the complete project lifecycle.

www.horizon2020.lu

FUNDING FOR THE SPACE SECTOR (ESA)

The European Space Agency (ESA) aims at strengthening European capabilities in the space domain. ESA's projects are designed to find out more about the earth, its immediate space environment, the solar system and the universe. They also aim to develop satellite-based technologies and services, promote European industries and strengthen their competitiveness in the space field.

Luxinnovation is the National Contact Point for ESA. The Agency provides companies and research centres with information on how ESA operates and offers support to entrepreneurs and researchers willing to collaborate with ESA.

www.innovation.public.lu

Despite a first successful round table with a private investor, we lacked the final push to complete our project. With the help of Luxinnovation's advisory team, we successfully applied for funding from the Ministry of the Economy under the Young Innovative Enterprise (YIE) scheme. With the valuable support from Luxinnovation, we were able to refine our business plan and prepare a high-quality application for YIE funding. It was this expertise that tipped the scales in our favour.

François Scalais

CEO Neo Medical Systems (surgical 3D screen that can be used without glasses)

INNOVATE CONTINUOUSLY

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Start-up

Following the steps described in this guide will help you start your company and begin the journey towards growth. Your business venture will hopefully evolve into a well-established company enjoying predictable and steady sources of income.

As companies mature, however, they often lose some of their power to innovate. One reason for this is that managers tend to concentrate on defending and increasing the market share of existing products and services in order to secure what has become their 'bread-and-butter' business. To stay on the competitive edge despite 'me-too' offers from competitors or ending product / service life-cycles, it is crucial to continue to innovate and go beyond existing business.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Diagnostics to boost your innovative capacities
- Tailor-made training programmes
- Help to improve your overall innovation performance
- Advice on design and creativity
- Contact to all relevant partners and initiatives

MANAGING INNOVATION IN AN ESTABLISHED COMPANY

Luxinnovation offers a comprehensive service portfolio to support innovation in established companies. In addition to advice on financial incentives for research and innovation projects, the Agency offers support with launching and managing innovation activities within companies. It can help you make sure that innovation will not happen by coincidence but will be the result of a well-managed process based on a sound product analysis and strategic considerations. Luxinnovation also offers a specific programme for small and medium-sized companies with the aim to improve the efficiency of their current core activities in order to boost competitiveness as well as to free resources for activities that can result in innovation and growth.

CREATIVE YOUNG ENTREPRENEUR AWARD

This contest for the most creative young entrepreneur of the year is organised by the Junior Chamber International (JCI) Luxembourg. Every year, individuals between 18 and 40 who work within or own a company established in Luxembourg and use their creativity to boost an existing business, solve a problem, modify a process, launch a new field of activity or change business operations in order to create added value are invited to participate.

cyel.jci.lu

LABEL 'MADE IN LUXEMBOURG'

This label, created in 1984 on the initiative of the Minister of Foreign Affairs, the Chamber of Commerce and the Chambre des Metiers, is used to identify the Luxembourg origin of the products and services. It allows businesses on the one hand to inform Luxembourg consumers about native products and on the other hand to make quality national products known abroad.

www.made-in-luxembourg.lu

TRADE MISSIONS & TRADE FAIRS

The International Affairs department of the Chamber of Commerce collaborates closely with the government authorities, in particular with the Ministry of the Economy, the Ministry of Finance and the Ministry of Foreign Affairs. The Luxembourg Trade and Diplomatic Network, the Belgian Trade Representatives and the international network of partners of the Chamber of Commerce, actively support the internationalisation process of Luxembourg companies. Diversified and high quality services encompassing State visits, official missions and trade missions, national pavilions at international trade fairs, group visits to international trade fairs, international partnership events and business opportunity days are offered to companies, according to their specific needs. The Chamber of Commerce is also a founding member of the promotion agencies Luxembourg for Business and Luxembourg for Finance.

www.cc.lu

www.luxembourgforbusiness.lu

www.luxembourgforfinance.com

FROM
A TO Z

MANAGE YOUR INTELLECTUAL PROPERTY

Intellectual property (IP) is an important issue for many innovative start-ups: they often need to protect their concepts and technologies to prevent them from being copied by competitors, and also have to make sure that they do not violate the IP rights of other companies. Protecting and managing your company's IP well is important to remain competitive and increase the value of your business.

The Luxembourg Government supports the protection of IP in companies in order to help them to increase their competitiveness.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Information on how to best protect your idea or research results
- Advice on how to develop an IP management and protection strategy for your company
- Individual support with technology transfer and public aid applications for funding your IP protection

PROTECTING INTELLECTUAL PROPERTY

- The results of research, development and innovation (RDI) are valuable assets: if you do not protect your RDI results, your competitors are free to copy them
- Protecting your RDI results can ensure a certain monopoly on a given territory, i.e. you are the only one allowed to make money out of the IP concerned in the country/countries where it has been protected
- By protecting your company's IP, you can organise the relationships with your partners (e.g. within a licensing framework agreement)

Ideas, methods, and concepts cannot be protected. If you have a business idea, be careful about sharing information! Ask any potential partner to sign a confidentiality agreement.

INTELLECTUAL PROPERTY OWNERSHIP

Luxembourg law foresees that the employer is the owner of IP rights generated by an employee, unless otherwise agreed. However, in case of copyright, it is always the author who is the owner of the IP rights.

PROVING THE EXISTENCE OF AN IDEA

The i-DEPOT of the Benelux Office for Intellectual Property allows you to prove that your creation already existed on a certain date. This may be quite useful if somebody else claims that the creation is his or hers, since your i-DEPOT will allow you to disprove that claim. However, the i-DEPOT offers neither intellectual property rights nor legal protection. It is a simple and inexpensive way to prove the date of creation of your idea valid for a period of 5 years (renewable).

All IP rights are limited:

- In time: 20 years for patents, unlimited for trademarks, 25 years for designs, 70 years after the death of the author for copyrights
- In space: either national, European or worldwide

Only new intellectual property can be protected, which means that it should not be part of the current state of the art.

INTELLECTUAL PROPERTY

Industrial property

Patents

Trademarks

Designs

Literary and artistic property

Copyrights

Similar rights

USEFUL CONTACTS:

Luxembourg Intellectual Property Office

www.eco.public.lu

Benelux Office for Intellectual Property

www.boip.int

European Patent Office

www.epo.org

Office for Harmonisation in the Internal Market

www.oami.europa.eu

World Intellectual Property Organisation

www.wipo.int

INTELLECTUAL PROPERTY INSTITUTE

From 2015 onwards, the institute for intellectual property (Institut de la Propriété Intellectuelle Luxembourg, IPIL) federates Luxembourg competences regarding intellectual property and make them available for all economic and public actors.

CONDUCT RESEARCH

Many innovative start-ups base their products and services on research and development (R&D) results and conduct R&D activities to extend or improve their offer further.

Start-ups do not always, however, have all necessary skills in-house to undertake R&D activities in all fields of their interest. When that is the case, R&D collaborations with public research organisations can be a useful option that enables the participating entities to benefit from each other's expertise, know-how and equipment.

The Grand Duchy's public research organisations have research skills that can be of much interest for innovative companies. Luxinnovation can provide guidance to research organisations and teams with relevant activities for your company.

www.innovation.public.lu

LUXINNOVATION CAN SUPPORT YOU WITH:

- Help to identify public research organisations and research fields that might be interesting for collaboration
- Connections to all relevant research partners through events and personal introductions
- Access to collaborative R&D projects within the framework of the Luxembourg Cluster Initiative



BUSINESS MEETS RESEARCH

Meet entrepreneurs, researchers and experts at the Business meets Research Forum to discover the capabilities and innovative solutions of public and private research in Luxembourg and the Greater Region.

www.business-meets-research.lu

EURAXESS

Euraxess — Researchers in Motion is a pan-European network driven by the European Commission to facilitate the mobility of researchers across Europe. It offers assistance to researchers in four key areas: jobs (with a jobs portal), services (e.g. accommodation and relocation assistance), rights for researchers and networking links.

www.euraxess.lu

TRANSFER TECHNOLOGY

Have you developed a technology that you do not use yourself, but that you think could be exploited by another company? Do you need to acquire a technological solution for the activities of your enterprise?

Technology transfer can be useful for companies that wish to carry out innovative projects, but do not have all technological solutions necessary for their implementation — nor the time and resources needed to develop these solutions internally.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Access to the Enterprise Europe Network
- Finding partners for technology transfer on national or European level

SEARCH FOR PARTNERS

One possible solution is to search for partners who could provide the technologies and know-how needed. These could be enterprises, research laboratories or any other entity with which the company could establish a partnership agreement. Different forms of agreements exist, such as licensing agreements, sub-contracting, joint developments or joint ventures.

The '**Finding partners**' section of the Luxembourg Portal for Innovation and Research presents the skills and know-how of innovative enterprises and public research units located in Luxembourg.

The Portal's **Technology Market** provides a gateway to technology transfer and presents technology offers and requests published by companies and research laboratories from all over Europe via the Enterprise Europe Network.

www.innovation.public.lu

TECHNOLOGY BROKERAGE

Luxinnovation supports technology transfer through its technology brokerage services, benefiting from resources such as the Enterprise Europe Network. Using a proven methodology, the Agency advises Luxembourg enterprises throughout the process, from the identification of technological needs to the conclusion of a technological partnership agreement.

ENTERPRISE EUROPE NETWORK

Enterprise Europe Network (EEN) is a European network that groups together more than 600 local partners across over 40 countries.

EEN can support you during the various steps of the transnational technology transfer process: defining needs, finding partners, negotiating partnership agreements, etc. It can also help with an analysis and targeted distribution of your technology offers and requests on the European level. In Luxembourg, the EEN is run by Luxinnovation, the Luxembourg Chamber of Commerce and the Chambre des Métiers Luxembourg.

www.een.lu

INTERACT WITHIN YOUR SECTOR

Most companies find it useful to interact with other actors in their sector. This can help them get new ideas and knowledge, meet new clients and suppliers, benefit from knowhow and networks of other entrepreneurs or sector experts and find R&D and innovation partners. Several initiatives have been put in place to foster this interaction, facilitate joint R&D and innovation activities and promote Luxembourg's key sectors at international level.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Promoting competitiveness through synergies between Cluster members
- Exchanging ideas and knowledge on technological problems and solutions
- Developing innovative products and services
- Access to new markets and identification of new business opportunities
- Easy access to information on innovative, emerging technologies

LUXEMBOURG CLUSTER INITIATIVE

Clusters bring together companies and researchers in priority sectors that are crucial for the future sustainable development of the Luxembourg economy. They can give young innovative enterprises access to a community of key actors, facilitate collaboration and provide a platform for business development at national and international level.

Luxinnovation manages the Luxembourg Cluster Initiative which includes the clusters in the following fields:

- automotive components
- biohealth
- ecoinnovation
- ICT
- materials
- space

www.clusters.lu

INNOVATION CLUB

The Innovation Club was launched by the Chambre des Métiers and Luxinnovation in 2006. It is a meeting place and a forum for entrepreneurs, mainly associated with the crafts sector. Its main purpose is to enable company managers representing different groups of trades to share their experiences on key factors for successful innovation and explore new ideas. It also contributes to the establishment of a national network of innovators to generate new opportunities for participating businesses.

www.luxinnovation.lu

LOGISTICS AND MARITIME CLUSTERS

Clusters have also been set up in the fields of logistics and maritime activities, two sectors in which Luxembourg is positioning itself at an international level. Particular emphasis is put on innovative solutions for multimodal and sustainable transportation and high value-added supply chains.

www.clusterforlogistics.lu

www.cluster-maritime.lu

NETWORK

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Start-up

The start-up community in Luxembourg is wide, dynamic and international. Luxinnovation offers several services aiming to bring together the community and provide its members with opportunities to get the latest news of the start-up scene and network and exchange experiences with other entrepreneurs and investors.

LUXINNOVATION CAN SUPPORT YOU WITH:

- Networking opportunities
- Introductions to other members of the start-up community
- Information about the latest start-up news



START-UP NETWORK(ING) EVENTS

Regular Start-up Network(ing) Events with interesting presentations and discussions.

www.luxinnovation.lu

SILICON LUXEMBOURG

Media platform dedicated to Luxembourg start-ups.

www.siliconluxembourg.lu

LUXINNOVATION **START-UP TEAM**



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Start-up

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Start-up Luxembourg



Luxembourg Start-up Network^(ing) Event



DISCLAIMER

The purpose of this guide is to provide information on the process of establishing innovative start-ups in Luxembourg and support initiatives available. It makes no claim to be exhaustive. The publisher has tried to ensure that all information is accurate but cannot be held responsible for the use that might be made of the information, for omissions or for any mistakes that might appear.

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