



# BIC Africa

Online Training - 2023

*Proven Models and Engaging with Investors*

*Session 2: Business Model Canvas*

Supported by the European Union & Implemented by EBN



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**BIC  
AFRICA**  
AFRICAN BUSINESS INCUBATOR COMMUNITIES

# Objectives

The course is designed to provide incubators with an opportunity to connect with incubation and innovative entrepreneurship experts and among themselves

- **To learn about proven models and strategies of setting up and running business incubators, including how to engage with investors**

## A total of four sessions

- Session 1: Introduction to Incubation and Ecosystems – 29 November 2023
- **Session 2: Business Model Canvas – 4 December 2023**
- Session 3: Engaging with Investors (1) – 6 December 2023
- Session 4: Engaging with Investors (2) and Interactive Business Case – 13 December 2023

# BIC Africa

## Online Training 2023

Session 1: Introduction to Incubation and Ecosystems - 29 Nov

Session 2: Business Model Canvas - 4 Dec

Session 3: Engaging with Investors (I) - 6 Dec

Session 4: Engaging with Investors (II) and Interactive Business Case - 13 Dec

Time: 2:00pm to 6:00pm (EAT)  
Location: Zoom

Designed by the BIC Africa Virtual Training Centre.

# JOIN US!



## Meet the Expert Trainers



**Francesca Natali**

*Board Member at META Group  
and Managing Director of META*



**Susana Seabra**

*Manager in Private Sector Area  
of SPI*



**Douglas Thompson**

*Manager of the International Area  
of SPI*



**Lorenzo Valeriani**

*Senior Expert at META Group and  
EIC*



**Francisco Rocha**

*Senior Consultant in the  
International Area of SPI*



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# Session 2: Business Model Canvas

## Agenda

- *2.00pm – 2.15pm: Introduction*
- *2.15pm - 3.00pm: Part A: Overview of business incubation*
  - Key business incubation services
  - Structure of the business incubator
- *3.15pm - 4.15pm: Part B: Business Model Canvas and Value Proposition Canvas*
  - Main elements of Business Model Canvas
  - Main elements of Value Proposition Canvas
- *4.15pm - 4.45pm: Part C: Joint Exercise – Business Model Canvas*
- *5.00pm - 5.45pm: Part D: Panel Session*
  - Q&A Session with experts

# Session 2: Business Model Canvas

## Agenda

- *2.00pm - 2.15pm: Introduction*
- *2.15pm - 3.00pm: Part A: Overview of business incubation*
  - Key business incubation services
  - Structure of the business incubator
- *3.15pm - 4.15pm: Part B: Business Model Canvas and Value Proposition Canvas*
  - Main elements of Business Model Canvas
  - Main elements of Value Proposition Canvas
- *4.15pm - 4.45pm: Part C: Joint Exercise – Business Model Canvas*
- **5.00pm - 5.45pm: Part D: Panel Session**
  - **Q&A Session with experts**

**Link to QUESTION SHEET provided in comments**

# Session 2: Business Model Canvas

**Susana Seabra** is a Manager at Sociedade Portuguesa de Inovação (SPI). She is an expert in the field of innovation and entrepreneurship, with particular focus on new product development (NPD), new business strategy and innovation ecosystems. She is also an expert in portfolio analysis of research and innovation projects at national, regional and global level. She also works on environment policy including areas such as circular economy, biodiversity, and environmental/strategic impact assessment.



**Francisco Rocha** is a Specialist Senior Consultant in the International Area of Sociedade Portuguesa de Inovação (SPI), with a focus on providing services and training in innovation management and SME development, for clients funded through development agencies (World Bank, Inter-American Development Bank, African Development Bank) and the European Commission.

**Douglas Thompson** is the Manager of the International Area at Sociedade Portuguesa de Inovação (SPI), responsible for the development and implementation of SPI's international strategy. With knowledge and experience of implementing sector evaluations and studies, he has implemented capacity building and support services in the EU and globally.



# Introduction



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# The European Business and Innovation Centre Network (EBN)

[www.ebn.eu](http://www.ebn.eu)

- Since its inception in 1985 as an **EC-funded pilot project** EBN pursues its mission to support business innovation centers' & incubators, represent our shared goals, bridge network actors, and use business innovation to inspire and implement solutions for regional economic and sustainable development.
- We do so through the design, development, collaboration, and delivery of a **wide range of technical business support services and quality assessment and certification products** under the EU|BIC brand, within its licensing association EBN.
- Our EU|BIC service offering covers nearly every activity that can be performed in a **complex spectrum of entrepreneurial innovation support**, including incubation, acceleration, internationalisation and access to funding, using a community building approach and strengthening the networking component.



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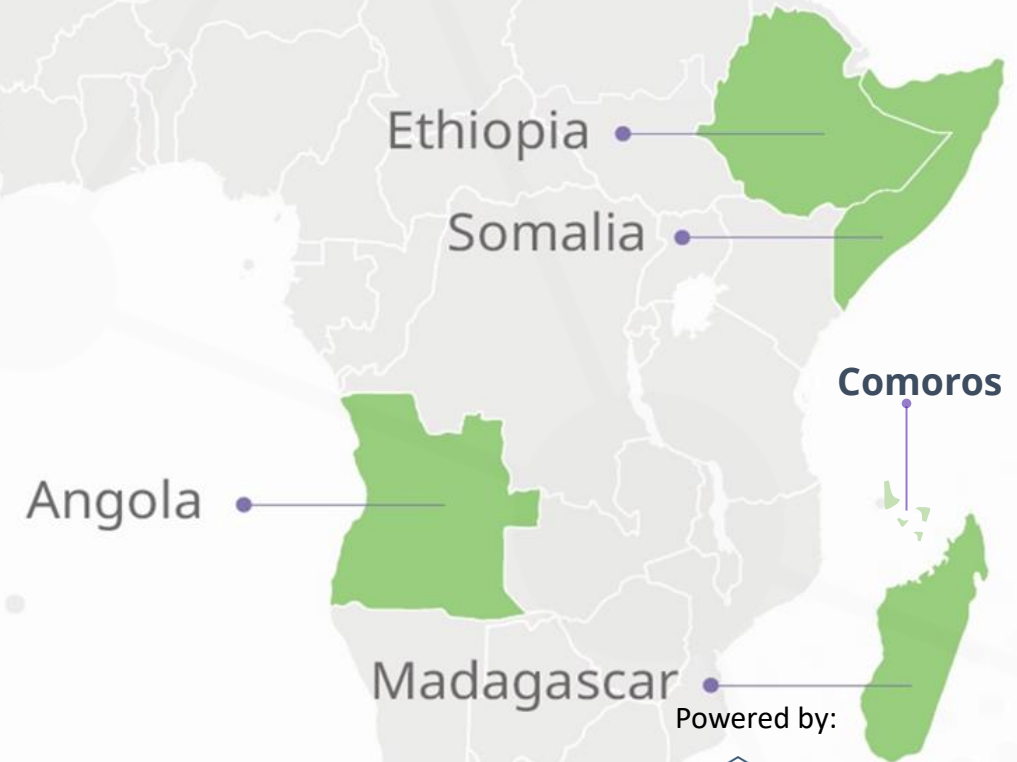
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# EU Programme 'Support to Entrepreneurship and MSME creation (Business Incubators)'

- **5 country projects, establishing and consolidating business incubators – fostering decent job creation and sustainable livelihoods:**
  - Angola (IFC).
  - Comoros (UNIDO)
  - Ethiopia (SEQUA).
  - Madagascar (UNIDO).
  - Somalia (UNIDO).
- **A regional network with dedicated capacity building and networking support, while providing softer networking services to the wider incubation ecosystem in the region:**
  - BIC Africa (EBN).



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# BIC Africa Beneficiaries

- **Direct and indirect beneficiaries:**

- Entrepreneurship Ecosystem Actors (EEAs) -> BIs, investors, policy makers, etc.

- **Final beneficiaries:**

- Entrepreneurs, SMEs and start-ups.

Target Group A	Target Group B	Target Group C
<i>Direct Beneficiaries</i>	<i>Final Beneficiaries</i>	<i>Indirect Beneficiaries</i>
Business Incubators	Entrepreneurs, SMEs, and Start-ups	Enablers i.e., policy makers, business angels, universities, EU delegations

# BIC Africa Service Offer for BIs in Africa – in support of the country projects

- **Facilitating capacity building and skill development** through a dedicated working group and an annual capacity building programme.  
*This includes a Virtual Training Centre, 5 National and 2 African on-site Boot Camp Trainings.*
- **Making a better connection** between European and African innovation hubs to develop intercontinental collaboration, as well as Inter-African collaboration between the BIs.  
*This includes Soft-Landing Services and Staff Exchange Programme.*
- Ensuring that **quality standards are respected** in all supported incubators through the Quality Certification Label. *This includes BIC Africa Certification Programme.*
- Support with **benefiting from exchanges and cooperation** with other initiatives  
*This includes Connection with Diaspora and Networking activities.*
- **Awareness Raising** about the needs and challenges faced by incubators and advise decision-makers
- Support with **exploring business opportunities** and public/private investment opportunities with local and European initiatives and companies



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## The BIC Africa Team at EBN



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# Part A: Overview of business incubation



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**Business incubation** is defined as a process aimed at supporting the development and scaling of growth-oriented, early-stage enterprises. Normally, it consists on **three stages**:



**Milestones**

- Consolidated Team
- Viable Business Model
- Company created/ established
- Financial stability

**Goals**

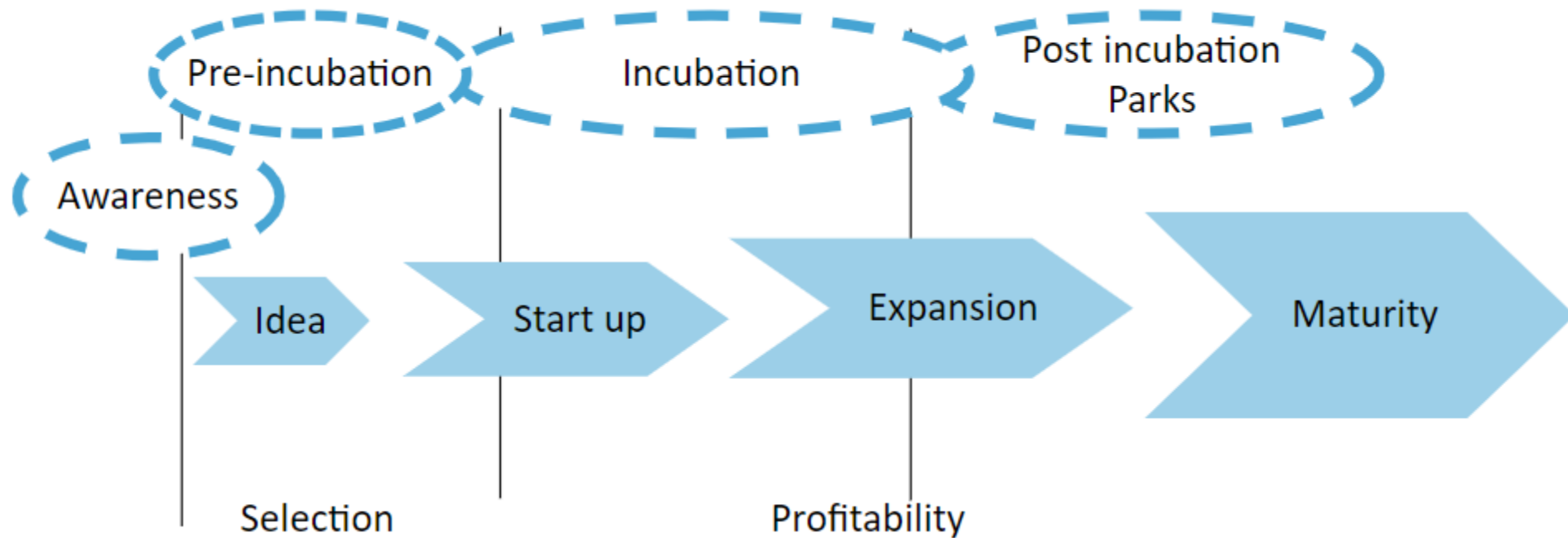
- Creation and refinement of the idea
- Definition of the business model
- Product-market fit
- Business Plan Development
- Legal Constitution of the company
- Achievement of continued sales
- Access to financing
- Business growth and consolidation

**Main Services**

- Training
- Advice and consultancy
- Business modeling and pivoting
- Contact network
- Access to service providers
- Business Mentor Network
- Access to partners
- Access to markets
- Access to financing opportunities
- Regionalization or internationalization programs
- Access to equity investment opportunities



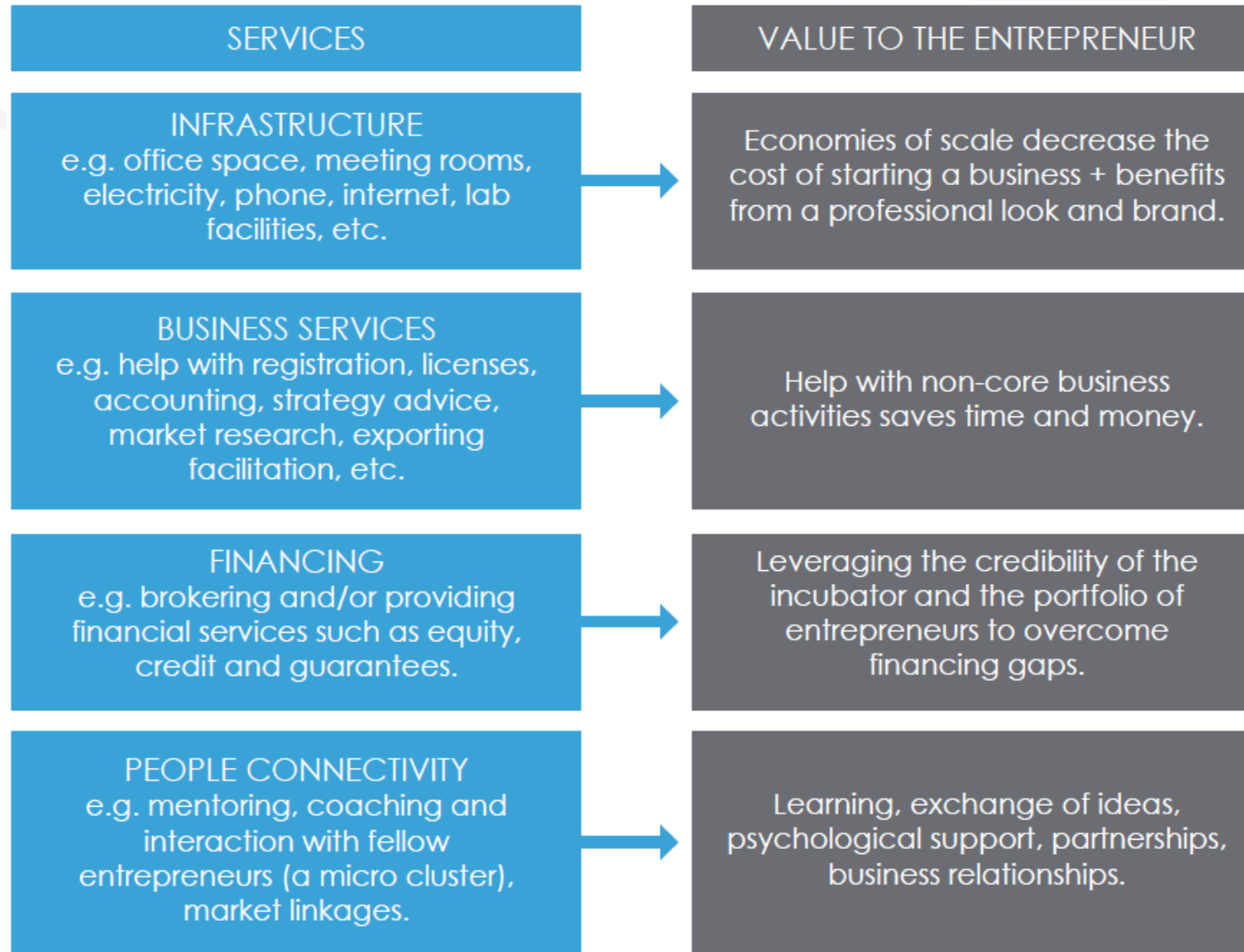
# Incubation and growth stages



# Key business incubation services



# Components of business incubators



# Key Business Incubation Services

## Access to infrastructure

- Most incubators offer “easy in, easy out” conditions; monthly rental terms that allow flexibility for clients when joining or exiting.
- Technical facilities, such as laboratories and equipment that can be very helpful, especially to a technology based start-up company.

## INFRASTRUCTURE

e.g. office space, meeting rooms, electricity, phone, internet, lab facilities, etc.

# Key Business Incubation Services

## Needs diagnosis and work plan

- Does the incubator have an entrepreneur needs detection system on which it builds a work plan for each incubatee?
- Is the incubation process adapted to the needs of each entrepreneur?
- Is there a work plan developed that is updated regularly during work sessions?

## BUSINESS SERVICES

e.g. help with registration, licenses, accounting, strategy advice, market research, exporting facilitation, etc.

## Coaching

- Does the incubator have a coaching service for its entrepreneurs?
- Given that "coaching" resembles the work of a sports coach, are there one or more people in the incubator management team that guide and challenge entrepreneurs to reach some final results?

# Key Business Incubation Services

## Access to professional support services

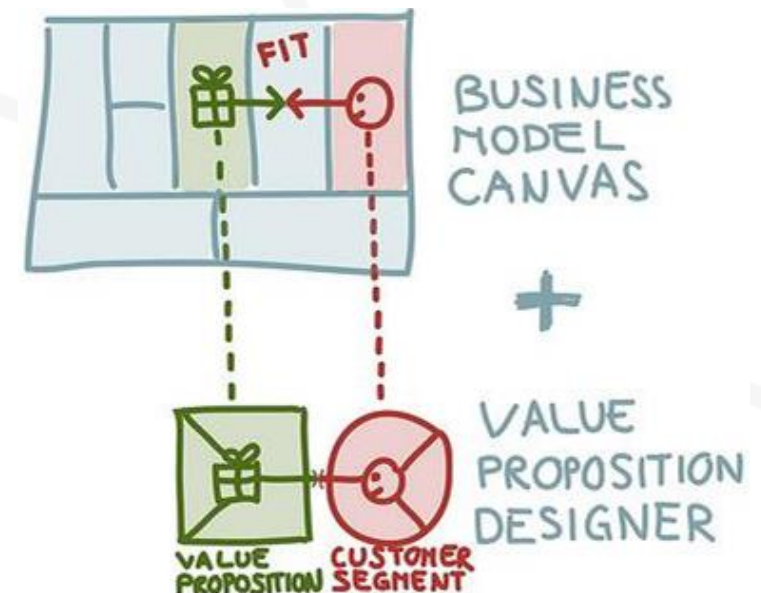
- Does the incubator have preferential agreements for the provision of specialized professional services to support entrepreneurs?
- Do professional services typically include legal, intellectual property, accounting, marketing, sales support services, among others?
- Is there any evidence of preferential agreements established by the incubator with trusted suppliers?

## BUSINESS SERVICES

e.g. help with registration, licenses, accounting, strategy advice, market research, exporting facilitation, etc.

## Business modeling

- Does the incubator have a business modeling service for entrepreneurs?
- Business modeling is an iterative exercise where business hypotheses are raised, confirmed or rejected; and canvas or blue ocean-like schemes are elaborated



# Key Business Incubation Services

## Access to financing

- Does the incubator provide entrepreneurs with access to public and/ or private financing options? Are financial advisory services provided?
- Has the incubator identified the different sources of financing (private investors, banks with facilities for SMEs) or available subsidies, relevant to their incubatees?
- Does the incubator develop systematic actions to link entrepreneurs with networks of angel investors, investment funds or private investors?

## FINANCING

e.g. brokering and/or providing financial services such as equity, credit and guarantees

# Key Business Incubation Services

## Access to strategic partners

- Does the incubator develop contacts with potential strategic allies for its entrepreneurs?
- Does the incubator organize events that link entrepreneurs with relevant executives from their industries, experts in the main thematic areas of the incubator, potential clients or key suppliers?

## PEOPLE CONNECTIVITY

e.g. mentoring, coaching and interaction with fellow entrepreneurs (a micro cluster), market linkages.

## Networking between entrepreneurs

- Does the incubator provide networking opportunities with other entrepreneurs?
- Does the incubator organize events on a regular basis that aim to link entrepreneurs to each other and enable the exchange of experiences and collaboration among them?

# Key Business Incubation Services

## Business mentoring

- Does the incubator have business mentors for each of the incubatees?
- Does the incubator have a network of business mentors?
- Does the incubator have a mentor-entrepreneur matching processes, mentor engagement letter, meeting report forms?
- Does the incubator evaluate results of the mentoring process?

## PEOPLE CONNECTIVITY

e.g. mentoring, coaching and interaction with fellow entrepreneurs (a micro cluster), market linkages.

# Key Business Incubation Services

Other **minimum key services** that the incubator should offer to their **entrepreneurs** include

1. **Business modeling**
2. **Pivoting of the business model**
3. **Advice for the formal creation of the company**
4. **Access to markets**
5. **Start-up valuation**



“

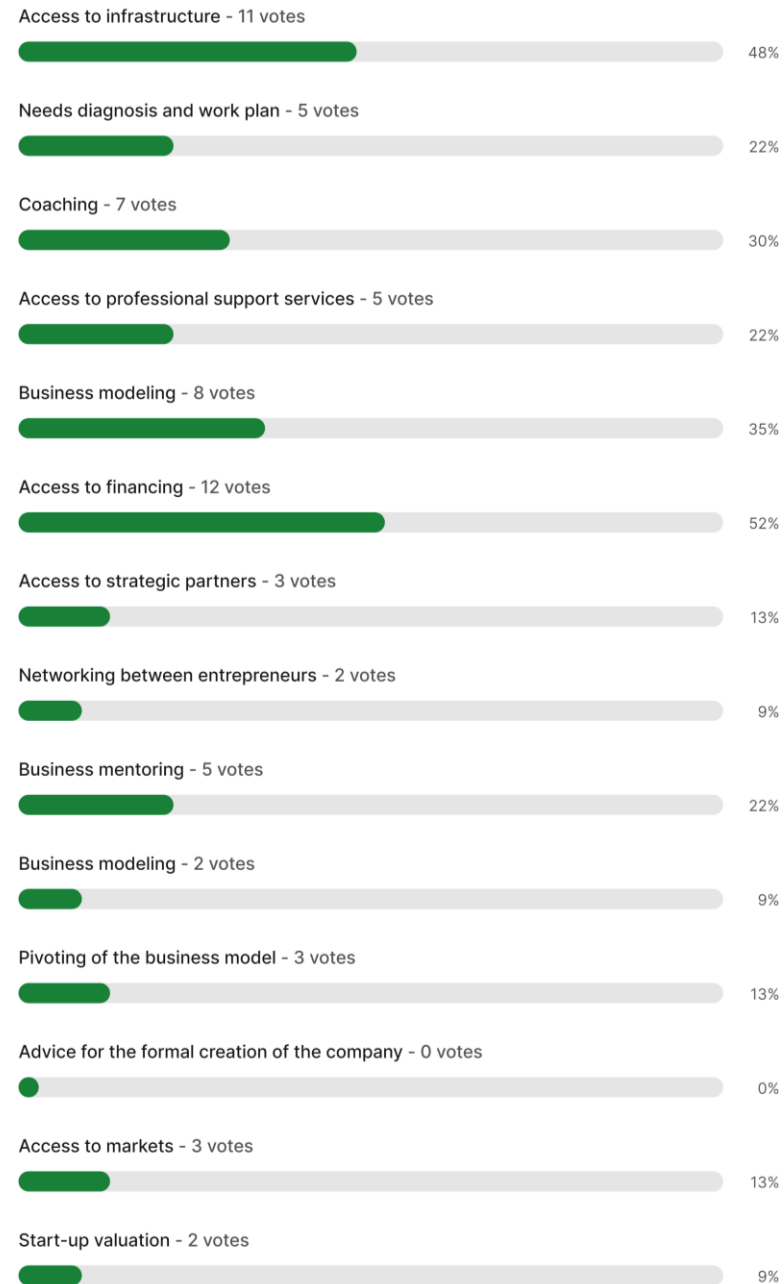
**Question 1: From the Key Business Incubation Services presented, which would you consider as most relevant?**

**Please select the 3 most relevant**



<https://app.sli.do/event/thwNTnUr6f7xPo8BwuwGic/embed/polls/0868cafa-7712-4904-ad01-869f65a84afa>

## From the Key Business Incubation Services presented, which would you consider as most relevant?



# Structure of the business incubator

# Component:

## Incubatee selection and exit

- Entry/exit criteria
- Composition of the Selection Panel
- Criteria for assessing business idea
- Methods for assessing entrepreneurial potential
- Incubation agreements (space and services)
- Criteria for monitoring company development
- Graduation policies
- Post-graduation activities



# Entry/ Selection and Exit/ Graduation

Incubation consumes resources, time and energy. As such, incubators must carefully select which start-ups are accepted as incubatees. Incubators should select start-ups that will benefit from as well as meet the objectives and criteria of the incubator.

“

**Question 2: What would you consider as relevant entry criteria to select incubatees?**



<https://app.sli.do/event/thwNTnUr6f7xPo8BwuwGic/embed/polls/afca6aeb-e0a2-4818-8cb5-f312b4d68411>

What would you consider as relevant entry criteria to select incubatees?



# Incubatees Selection - Entry Criteria

## Entry criteria should take into account:

1. The founder(s) of the company (or potential company) in terms of their level of commitment, their entrepreneurial profile and capability;
2. The management team and the complementarities demonstrated within this team (i.e. gathering relevant and complementary backgrounds, expertise and experience);
3. The market opportunity, demonstrated through a thorough understanding of the market;
4. The potential financial viability, notably through the business model adopted and the potential to develop a product portfolio;
5. The stage of the business (pre-sales; post-sales; growth)
6. The investment potential if investment is required; the ability to pay for rent and services
7. The social capability or the ability to build social capital, such as a business network;
8. The industry sector, if the incubator focuses in specific sectors; and
9. Potential to have economic impact e.g. jobs; relevant products/services;
10. Incubatees should not be in competition to each other.



# Incubatees Selection - Selection Panel / Committee

## Selection Panel /Committee:

- Members of the selection panel should be of an entrepreneurial mindset;
- Members may be sourced from the Board of Directors and the know-how network of the incubator, such as entrepreneurs, investors, coaches, and mentors;
- Members should represent the diverse expertise required, such as business management experience and capabilities (including financial, HR resources, marketing and stakeholder management), and relevant technical expertise when required; and
- Members should act in advisory capacity to the incubator manager and Board.

# Incubatees Selection - How to Best Assess the Business Idea

## Questions typically raised by the selection committee :

- What problem does the product/service solve?
- How is this problem currently being solved?
- Why would customers buy your solution rather than the current solution?
- What benefits does it offer the customer?
- What are its revenue streams?
- Does it have the potential to generate foreign revenue?

## Assessing financial data:

- How much funding is required to break-even?
- How long will it take to break-even?
- Where will the funding come from until break-even is achieved?

## Assessing the market:

- Who will the customer be for this product/service?
- What is the size of the potential market?
- How will the product be packaged?
- Where will it be distributed? How will the product be distributed?
- Who will be responsible for marketing and sales, and maintenance where relevant?

# After the selection – monitor the development

## Target milestones may include for example:

- Completing or updating specific parts of the business plan;
- Recruiting new members to the management team in response to identified weaknesses;
- Securing IPR protection for a new product or service;
- Completing venture capital training;
- Securing early stage investment; and/or
- Signing strategic partnership agreements with key suppliers or clients.

# Exit/Graduation Policies

**'Graduation' and 'Exit' policies are terms that are used interchangeably.**  
*They describe the criteria for deciding when an incubatee is ready to 'fly the nest' or to leave the physical incubator building and set-up on their own.*

**'Graduation' has a positive connotation:** Is associated with high performing companies who have achieved their potential through the incubation process.

*The incubator manager in consultation with the company usually takes the decision on when a company should graduate.*

**'Exit' policy has a more negative connotation:** Implies that a company was asked to leave the incubator.

# Exit/Graduation Policies

## Graduation Policy

Main challenge to setting a Graduation Policy is that there is no clear-cut and precise criteria for establishing when the company is ready to graduate.

**The most commonly used criteria is related to the ability of the company to survive outside the incubator:**

- An experienced management team;
- Financial stability, such as funding and/or turnover to operate for 6 to 12 months;
- Significant product sales and backlog of orders;
- No continuing need for incubator services; and/or
- Space requirements exceeding the incubator's capacity.

# Exit/Graduation Policies

## Post-graduation Follow-up

- ***Post incubation programs.*** Programs of ongoing after care with incubation graduates typically up to one year after graduation. Support focus shifts to development of systems, processes and activities associated with growth.
- ***Monitoring long-term incubator performance.*** Effective monitoring of graduate firms improves the accuracy of monitoring data on incubator performance – many incubators lose track of their incubatees once they have left the facilities. This is a considerable loss for both incubator and client.

# Part B: Business Model Canvas and Value Proposition Canvas



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# Business Model Canvas definition

**Strategic management tool that provides a visual framework for developing, describing, and understanding the business model of a company.**



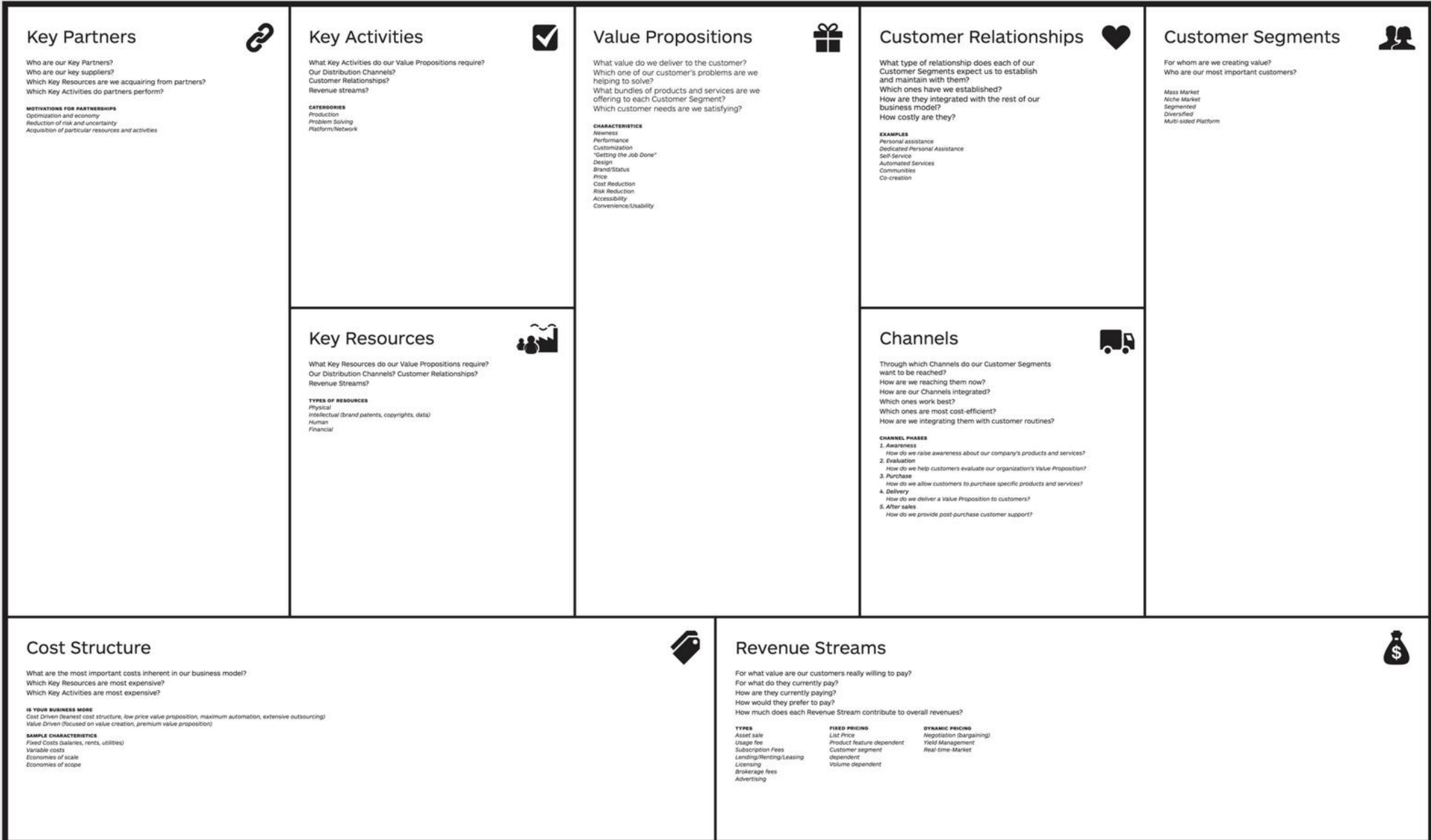
# The Business Model Canvas

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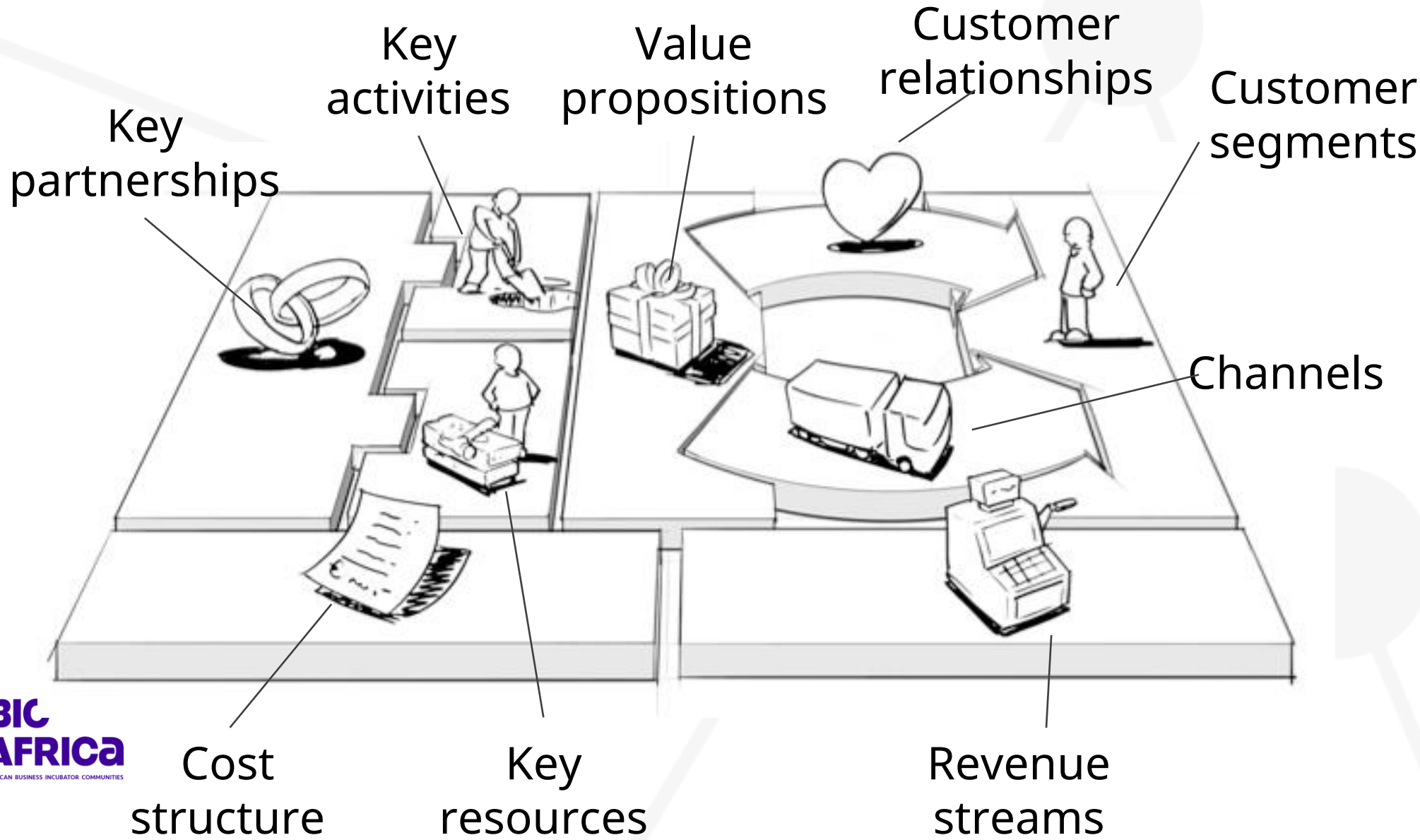
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Date:

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# Main elements of the Business Model Canvas

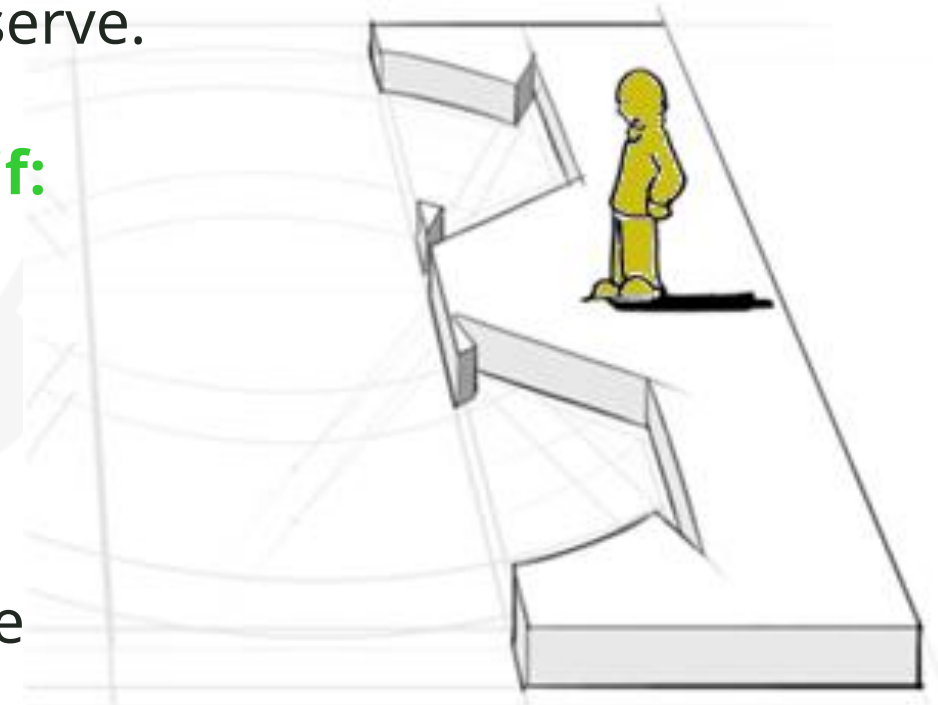


# Customer Segments

Identifying the different groups of people or organizations that the business aims to reach and serve.

## Customer groups represent separate segments if:

- Their needs require and justify a distinct offer
- They are reached through different Distribution Channels
- They require different types of relationships
- They have substantially different profitabilities
- They are willing to pay for different aspects of the offer

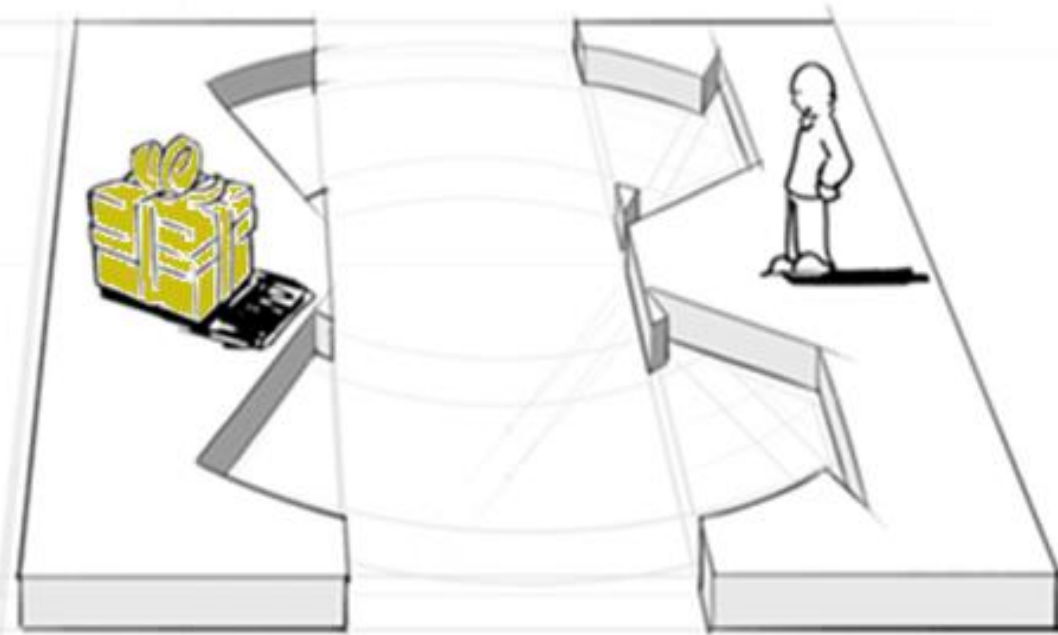


# Value Propositions

Describing the unique value or benefits that the business provides to its customers. This is the reason why customers choose one business over another.

It is the reason why customers turn to one organization over another

Value propositions may be quantitative (price, speed of service) or qualitative (design, customer experience)



# Channels

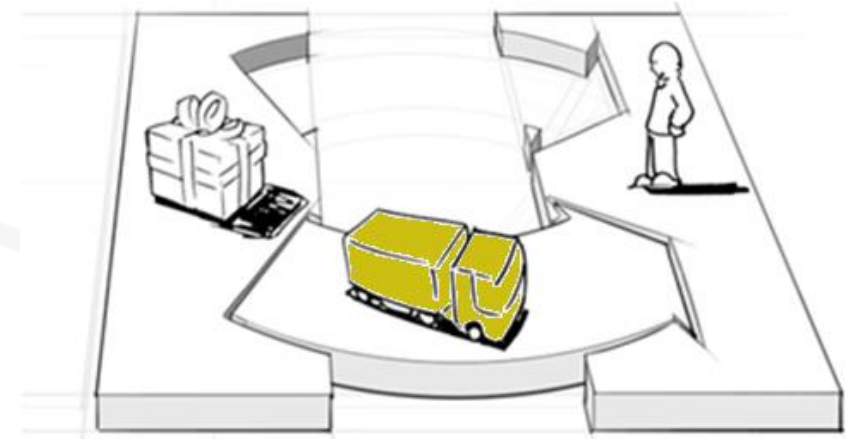
Outlining the various ways the business delivers its value proposition to customers. This includes distribution channels, sales channels, and communication channels.

## Types of Channels:

- Own or partner's
- Direct or indirect

## Channels' functions:

- Raising awareness among customers about an organization's products and services
- Helping customers evaluate an organization's Value Proposition
- Allowing customers to purchase specific products and services
- Delivering a Value Proposition to customers
- Providing post-purchase customer support

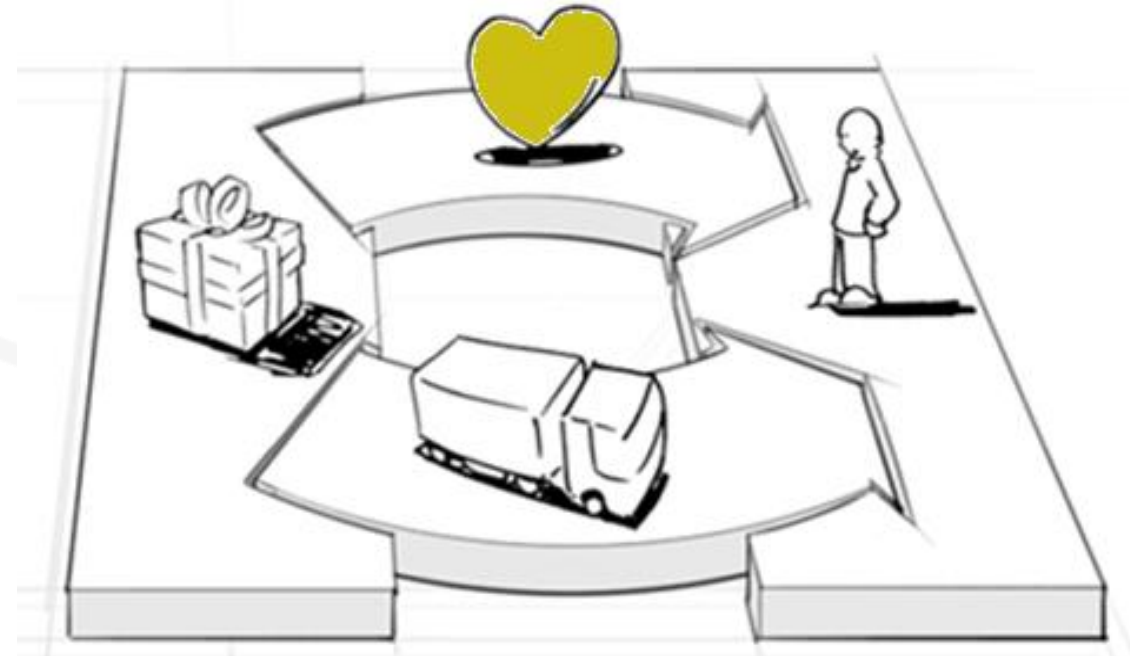


# Customer Relationships

Defining the type of relationship the business establishes with each customer segment. This could be personal assistance, self-service, automated services, etc.

## Types of Customer Relationships:

- Personal assistance
- Dedicated personal assistance
- Self-service
- Automated services
- Communities
- Co-creation

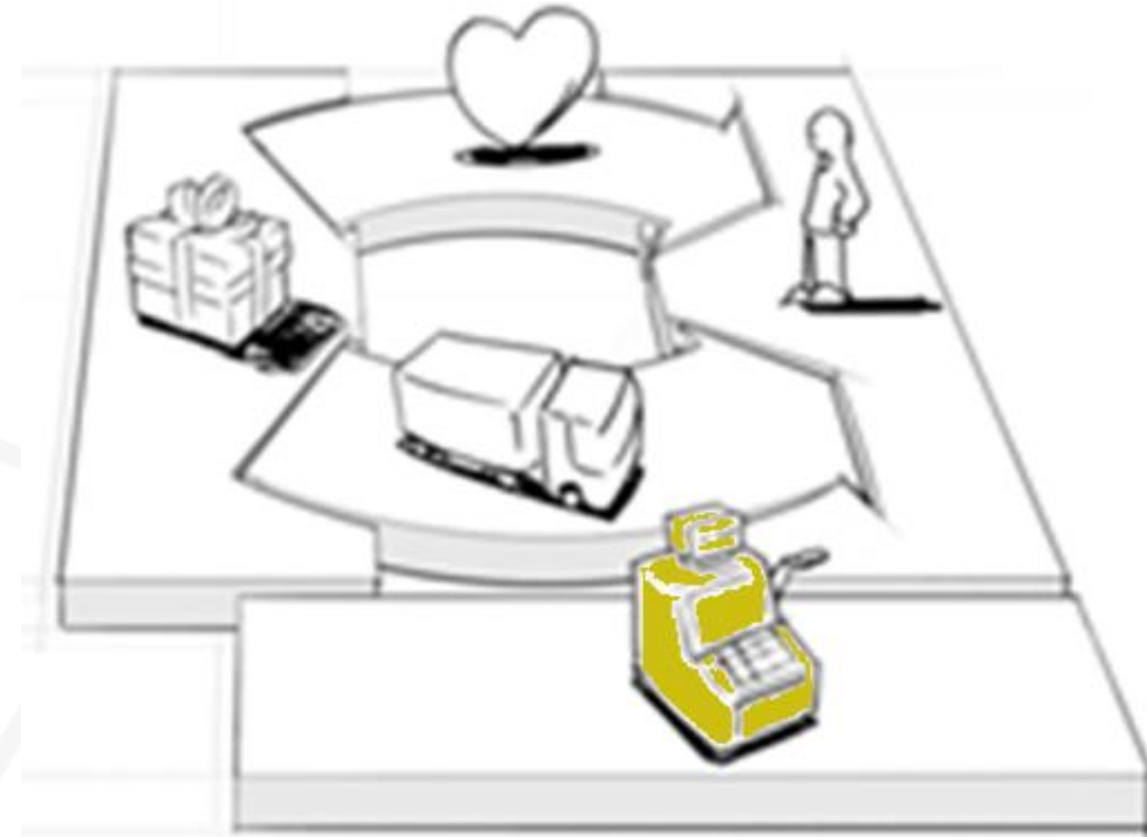


# Revenue Streams

Identifying the sources of revenue for the business. This includes how the business will earn money from each customer segment.

## Types of Revenue Streams:

- Transaction revenues resulting from one-time customer payments
- Recurring revenues resulting from on-going payments

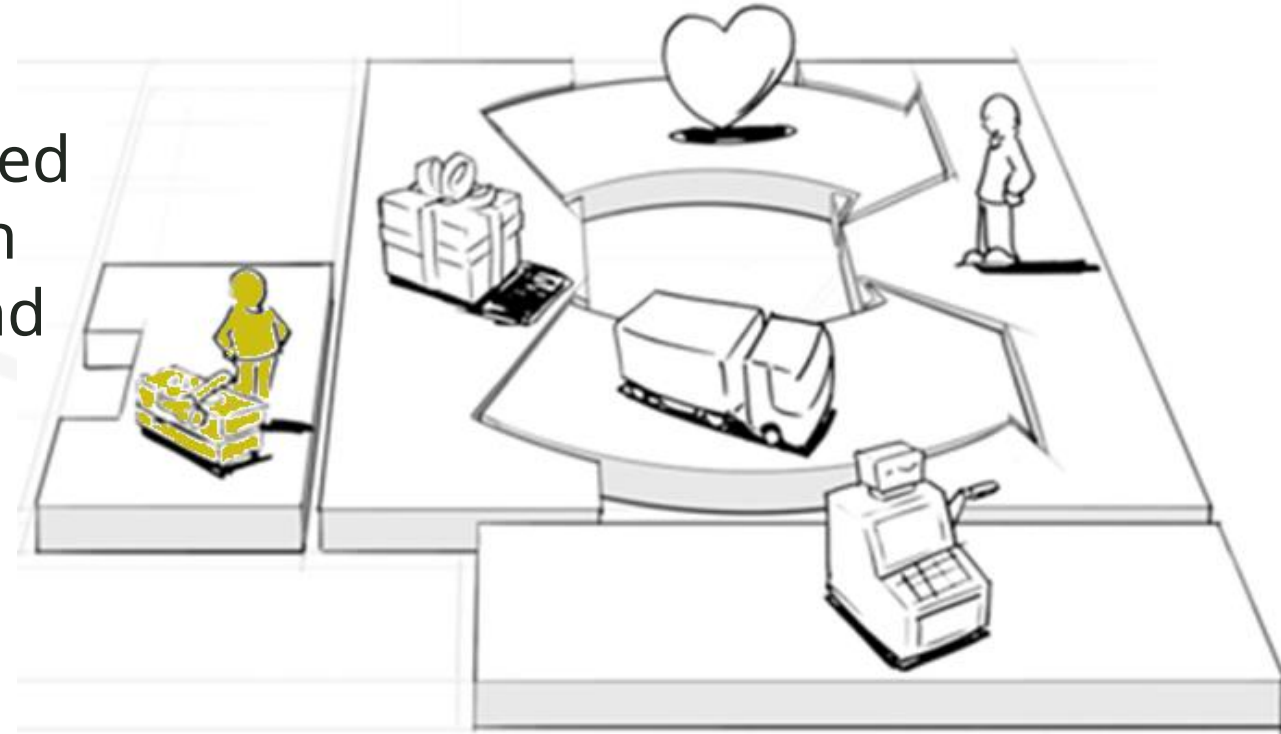


# Key Resources

Listing the essential assets, infrastructure, and capabilities required to deliver the value proposition, reach customers, maintain relationships, and earn revenue.

## Types of Key Resources:

- Physical
- Intellectual
- Human
- Financial

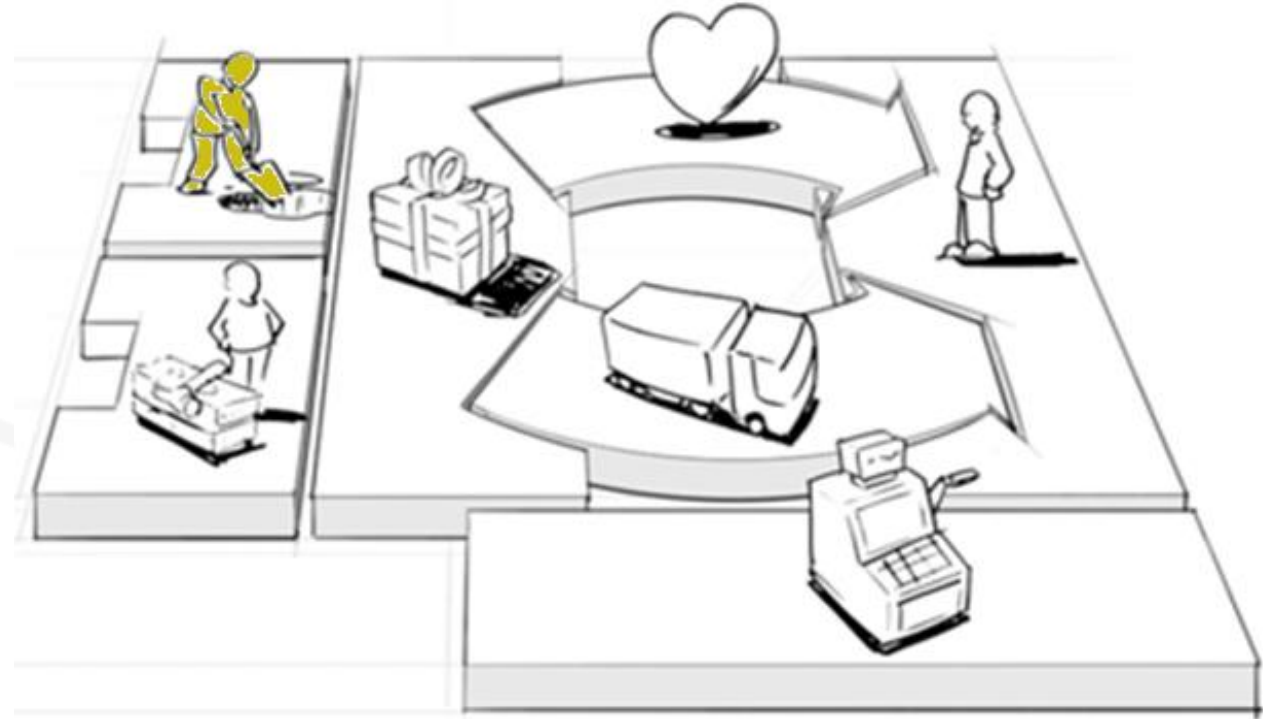




# Key Activities

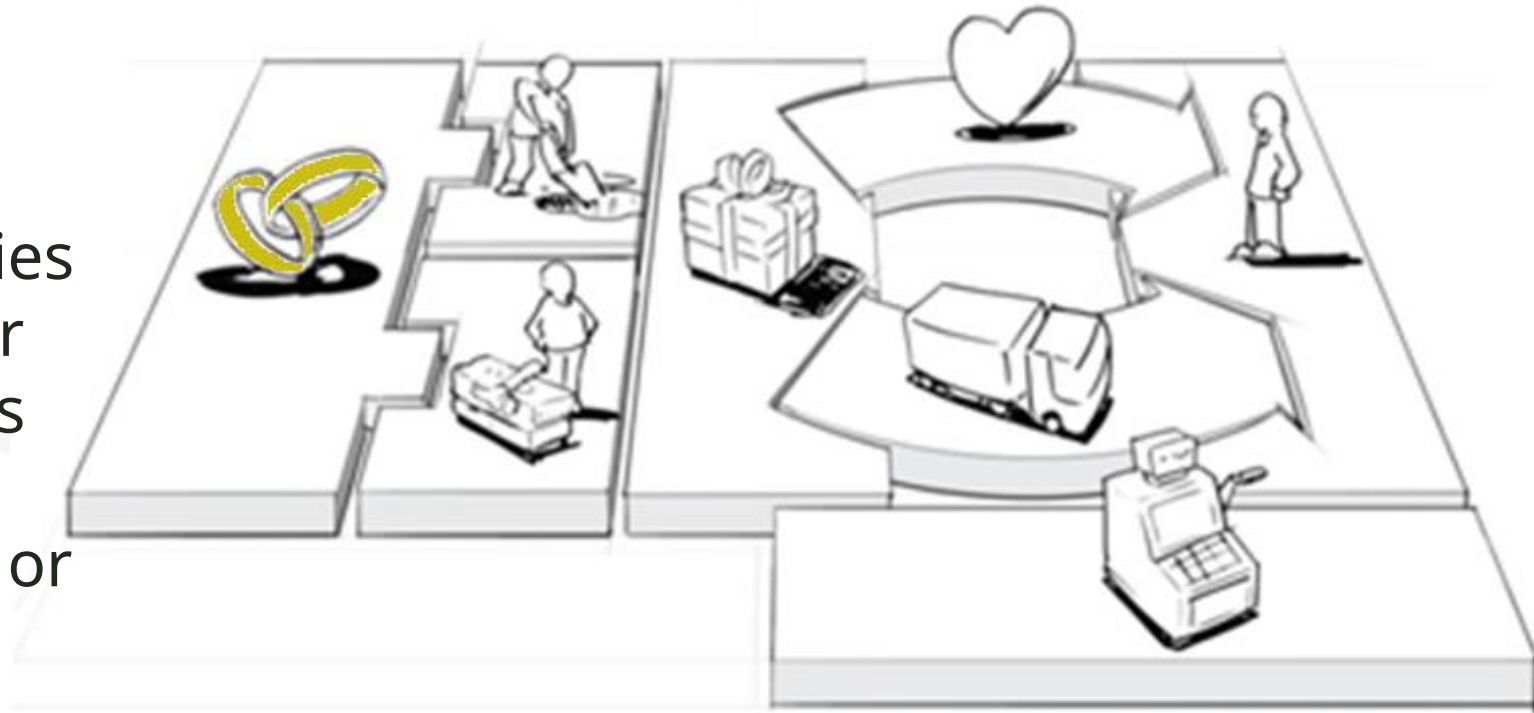
Describing the critical things the business must do to make its business model work. This includes production, problem-solving, platform development, etc.

They are required to create and offer a Value Proposition, reach markets, maintain Customer Relationships, and earn revenues



# Key Partnerships

Identifying the external entities that the business relies on for certain aspects of its business model. This could include suppliers, strategic alliances, or other partnerships.



## Types of Partnerships:

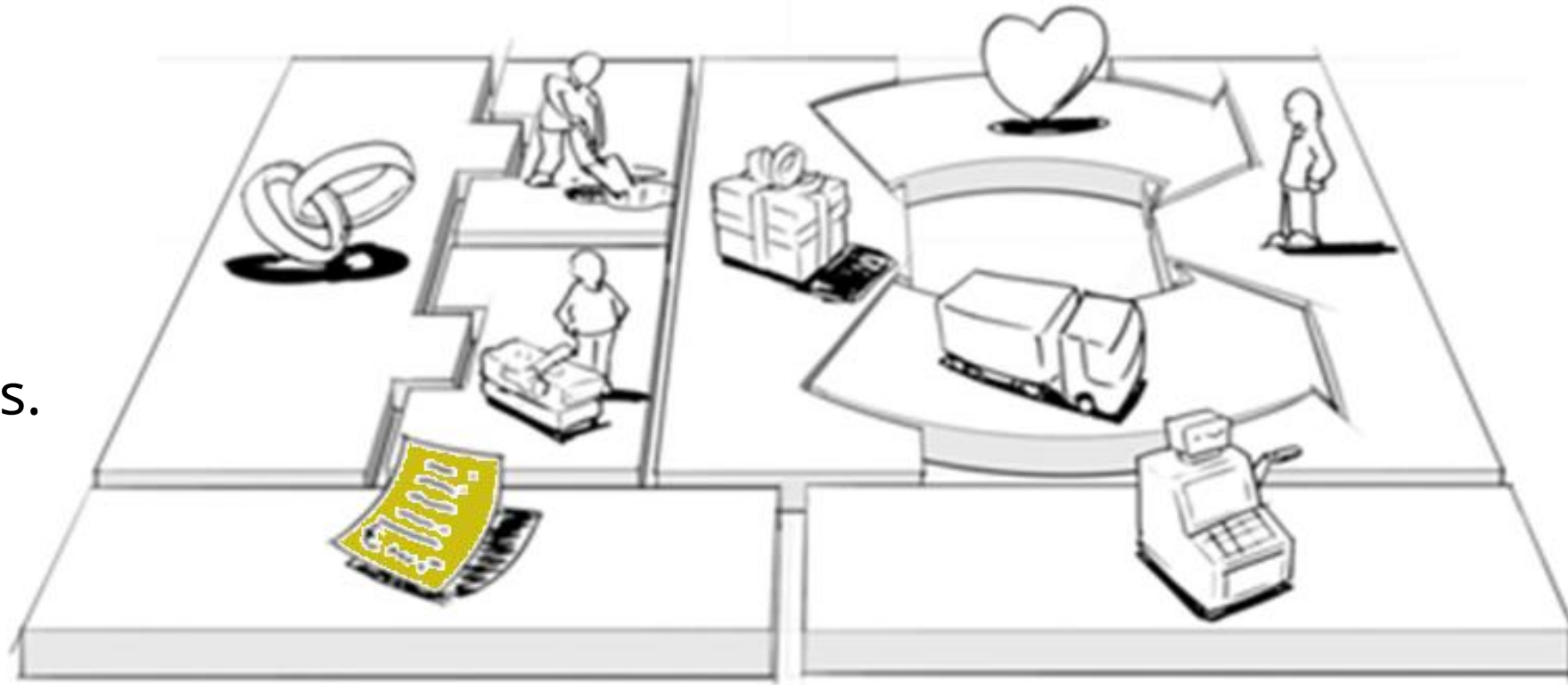
- Strategic alliances between non-competitors
- Coopetition: strategic partnerships between competitors

# Cost Structure

Outlining all the costs associated with operating the business.

## Types of Costs:

- Fixed costs
- Variable costs
- Economies of scale
- Economies of scope



# Stages for design and implementation of a business model



## 1. Mobilize

Prepare for a successful business model design



## 2. Understand

Research and analyze elements needed for the business model design effort



## 3. Design

Generate and test viable business model options, and select the best



## 4. Implement

Implement the business model prototype in the field



## 5. Manage

Adapt and modify the business model in response to market reaction

# Things you can influence

- Your value proposition: what you do, for whom and why?
- Your sales and marketing channels: local, national, international?
- Customer segments: sectors, development stage?
- The services you offer can and should evolve
- The partners you work with is something you can work on in a proactive way

Those are the core elements in your business model which you should have under control as much as you can.

# Things you cannot influence

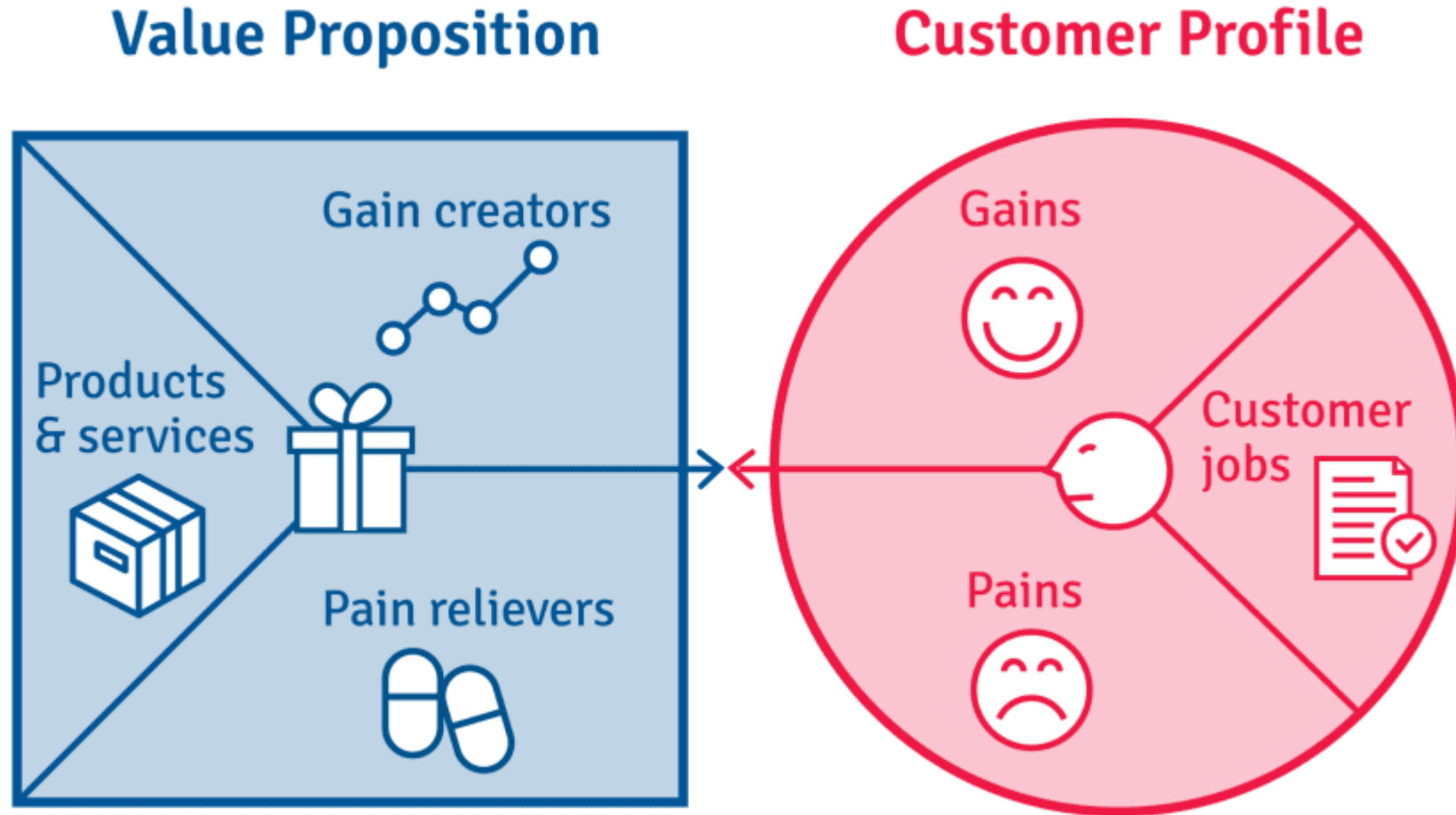
- Global economic context
- Political decisions
- The ecosystem around you (competitors, cultural aspects, strategies of the big players)

Those are the factors you should not try to control because it would take a lot of time and energy for an uncertain result. But it is important to think on how to mitigate them.

# Value Proposition Canvas definition

**Complementary tool to the Business Model Canvas,  
focusing specifically on understanding and designing the  
value a product or service offers to a customer segment.**

# Main elements of the Value Proposition Canvas

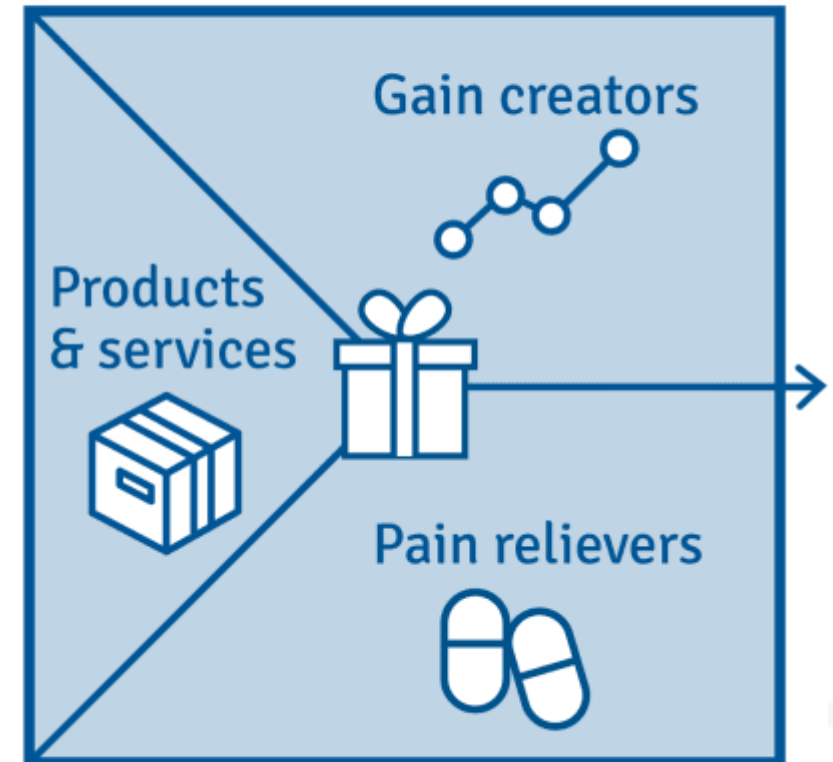




# Value Proposition

- **Products and Services:** Describes the features, functionalities, and solutions the product or service provides.
- **Pain Relievers:** Specifies how the product or service addresses and alleviates customer pains.
- **Gain Creators:** Outlines how the product or service delivers the desired benefits and helps customers achieve their gains.

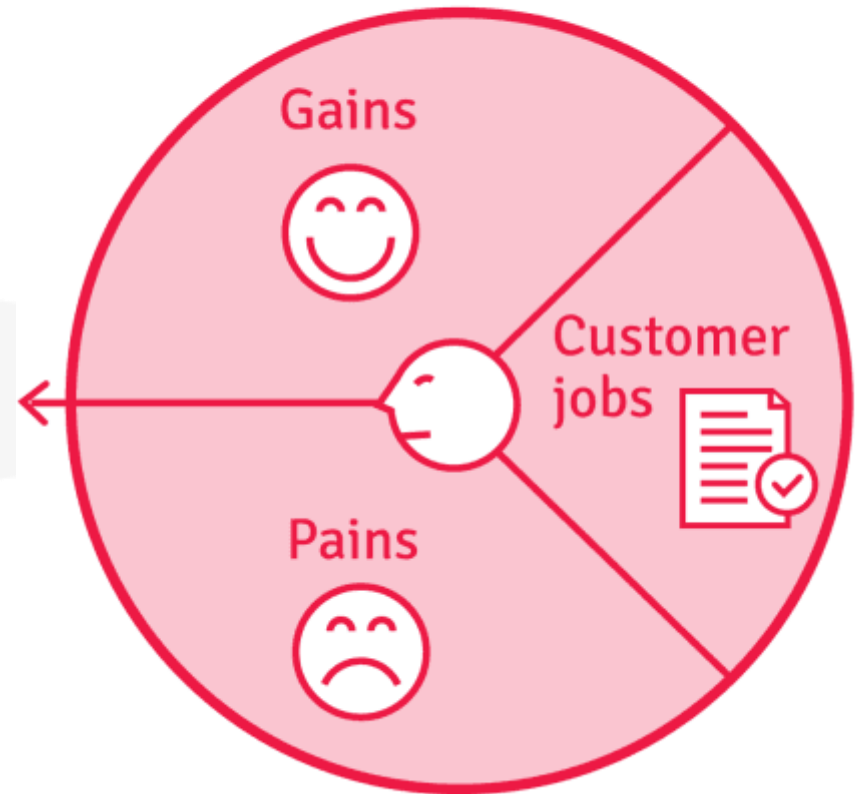
## Value Proposition



# Customer Profile

- **Jobs to be Done:** Describes the functional, emotional, and social tasks or jobs that the customer is trying to accomplish.
- **Pains:** Outlines the challenges, negative emotions, and obstacles the customer experiences while trying to get the job done.
- **Gains:** Identifies the positive outcomes, benefits, and expectations the customer hopes to achieve.

## Customer Profile



# Tips and lessons learned

# Tips and lessons learnt – Business Model Canvas

- **Start with the Value Proposition:** Begin by clearly defining what value your product or service provides to your customers.
- **Understand Your Customer Segments:** Be specific and try to create detailed customer personas. Consider different segments and tailor your value proposition accordingly.
- **Keep it Simple:** The canvas is meant to be a concise, one-page overview. Keep your descriptions and statements brief. Use keywords and visual elements to convey information efficiently.
- **Iterate and Update:** The canvas is a dynamic tool that should evolve as your business does. Do not consider it a one-time task; revisit and update it regularly.

# Tips and lessons learnt – Business Model Canvas

- **Test Assumptions:** Actively seek ways to test these assumptions to ensure they align with market realities. Customer feedback, surveys, and market research are valuable tools.
- **Balance Cost Structure:** Consider fixed and variable costs and strive for a cost structure that aligns with your revenue streams.
- **Seek Feedback:** Share your Business Model Canvas with mentors, advisors, or colleagues. External perspectives can provide valuable insights and help you refine your business model.
- **Use Visuals:** Leverage visual elements to make your canvas more engaging and understandable. Charts, icons, and diagrams can quickly convey complex information.

# Tips and lessons learnt – Value Proposition Canvas

- **Start with Empathy:** Put yourself in the shoes of your customers. Understand their jobs to be done, the pains they experience, and the gains they seek. Empathy is key to creating a value proposition that truly resonates.
- **Segment Your Customers:** Clearly define the specific customer segment you are targeting. Different segments may have different needs, pains, and gains.
- **Use Specifics:** Be specific when identifying jobs to be done, pains, and gains. Generic statements will not provide the depth of understanding needed for effective value proposition design.
- **Prioritize Pains and Gains:** Identify the most significant pains and gains for your customers. Prioritize them based on their impact on the customer's experience.

# Tips and lessons learnt – Value Proposition Canvas

- **Align with Jobs to be Done:** Ensure that your value proposition directly addresses the jobs your customers are trying to accomplish. The better your product or service helps them achieve their goals, the more compelling it becomes.
- **Test Assumptions:** Again, test assumptions!
- **Consider the Whole Experience:** Think beyond the product features. Consider the entire customer experience, including customer service, onboarding, and post-purchase support. These aspects contribute to the overall value proposition.
- **Connect with Business Model Canvas:** Ensure that your value proposition aligns with other elements of your business model, particularly the customer segments and channels. A cohesive business model is more likely to succeed.

# Part C: Joint Exercise – Business Model Canvas



BIC Africa is funded by the European Union.



# Joint Exercise – Business Model Canvas

In the recent BIC Africa capacity building sessions, the business incubators developed example Business Model Canvas for their organisations

For a business incubator in your country, what are the likely main

- Key Partners
- Key Resources
- Revenue Streams

“

**Exercise: For a business incubator in your country, what are the likely main Key Partners?**



<https://app.sli.do/event/bbW8cYTPMqiCu6GH3ZDpoM/embed/polls/d0bdc9e7-16ab-43ed-a043-009a5722c256>

For a business incubator in your country, what are the likely main Key Partners?



“

**Exercise: For a business incubator in your country, what are the likely main Key Resources?**



<https://app.sli.do/event/bbW8cYTPMqiCu6GH3ZDpoM/embed/polls/0fb9fd7c-9f0e-45da-86f3-6120d587e284>

For a business incubator in your country, what are the likely main Key Resources?



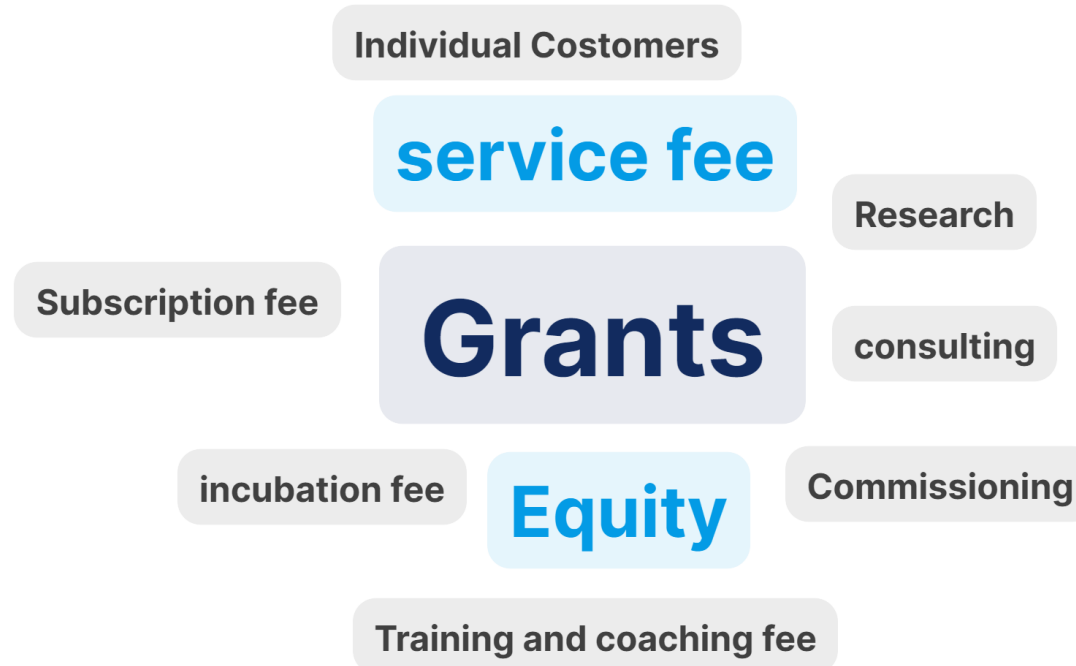
“

**Exercise: For a business incubator in your country, what are the likely main Revenue Streams?**



<https://app.sli.do/event/bbW8cYTPMgiCu6GH3ZDpoM/embed/polls/2fe81392-27f8-424a-bf04-f2377ffd1f26>

For a business incubator in your country, what are the likely main Revenue Streams?



# Joint Exercise – Value Proposition Canvas

Moving onto the Value Proposition Canvas

For a business incubator in your country, what are the likely main

- Products and Services



“

**Exercise: For a business incubator in your country, what are the likely main Products and Services?**



<https://app.sli.do/event/tbb5LywkDGzck3gLakYeaM/embed/polls/dbf47fb1-14ca-478a-a573-a8aefa5089dc>

**For a business incubator in your country, what are the likely main Products and Services?**



# Part D: Panel Session



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# Panel Session

**Fasika Firew** - Associate Dean at Entrepreneurship Development Center, Adama Science and Technology University (Business Incubator in Ethiopia)

**Ebe Muschialli** - UNIDO, implementing partner of Comoros Country Project "APILE"

**Youssef Abdoul-Madjid** - Operational Director at Comor'Lab (Business Incubator in Comoros)

**Mohamed Muse Hassan** - Founding Director, SIMAD iLab, SIMAD University, Somalia

**Oliver Petzoldt** - SEQUA, Implementing Partner of BIC Ethiopia

**Robert Sanders, Dawit Dagneu and Krisztina Dax** – BIC Africa

**Susana Seabra and Francisco Rocha** - Session 2 Trainers



**Thank you**

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# Thank you!

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