



# EVALUATION OF BUSINESS CREATION LAB

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## GLOSSARY

EC	European Commission
EU	European Union
HR	Handlungsraum der Stadtentwicklung / Urban Development Action Area
IHRK	Integriertes Handlungsraumkonzept / Integrated Urban Development Plan
ISEK	Integriertes Stadtteilentwicklungskonzept / Integrated Urban Regeneration Implementation Plan
KPI	Key Performance Indicator
M	Project Implementation Month
NEB	New European Bauhaus
NEBourhoods	Creating NEBourhoods Together
NGO	Non-Governmental Organisation
NPL	Munich Neuperlach
T	Task
WP	Work Package
<b>Organisation Name (Consortium)</b>	
AGM	Architekturgalerie München e.V.
BYF	Bayerische Forschungsallianz GmbH / Bavarian Research Alliance GmbH
GC	Green City e.V.
HM	HM Hochschule München University of Applied Sciences
HM:UniverCity	HM Innovationsnetzwerk / HM Innovation Network
MGS	MGS Münchener Gesellschaft für Stadterneuerung GmbH
MS	UnternehmerTUM MakerSpace GmbH
MUC	Landeshauptstadt München / City of Munich
MUC CCI	Kompetenzteam Kultur- und Kreativwirtschaft / Team of Excellence for the Cultural and Creative Industries
MUC LED	Referat für Arbeit und Wirtschaft / Department of Labor and Economic Development
MUC PLAN	Referat für Stadtplanung und Bauordnung / Department of Urban Planning and Building Regulations
SCE	Strascheg Center for Entrepreneurship
STR	Str.ucture GmbH
SAAD	Studio Animal-Aided Design GmbH
SSR	Studio   Stadt   Region Forster Kurz Architekten und Stadtplaner Partg Mbb
TUM	Technische Universität München / Technical University of Munich
UTUM	UnternehmerTUM GmbH
<b>Organisation Name (in Cooperation with)</b>	
MER	Münchner Ernährungsrat e.V.
MIN	Münchner Initiative Nachhaltigkeit
OTH	Ostbayerische Technische Hochschule Regensburg
<b>Organisation Name (Associated Partners)</b>	
BDA	Bund Deutscher Architektinnen und Architekten e.V.
BDA-By	Bund Deutscher Architektinnen und Architekten Bayern e.V.
ByAK	Bayerische Architektenkammer, Körperschaft des öffentlichen Rechts / BAK – Federal Chamber of German Architects
BYD	Bayern Design GmbH

## 1. INTRODUCTION

### 1.1 OVERVIEW OF THE PROJECT

“Creating NEBourhoods Together” is one of the six lighthouse demonstrators of the New European Bauhaus funded by the EU to address the great challenges of climate, environment, and health. The aim is to collaborate on the European Green deal to create more sustainable, inclusive, and beautiful living environments across the EU. In Munich-Neuperlach (NPL), one of Europe's largest post-war urban expansion areas, NEBourhoods is collaborating with citizens and stakeholders from culture, science, and business to implement ten actions from all fields of urban development, encompassing circular construction and redesign of residential and commercial buildings, innovative forms of mobility and energy communities, biodiversity and green space concepts and nutrition and youth culture. Encouragement of entrepreneurial thinking and action and practical implementation in co-creative processes support the formation of sustainable neighbourhoods in liveable, inclusive, and beautiful cities of the future.

Combining co-creation and entrepreneurship while placing culture and creativity at the core of the transformation process, the project is delivering accessible and empowering solutions, providing roadmaps and kickstarting actions to make the EU Green Deal beneficial for all in NPL and beyond. With meticulous care, the district is being cultivated to become a resilient urban innovation landscape. Over this two-year period, we have been creating NEBourhoods together, demonstrating how circular thinking and acting in society and the economy can be realised, how the green transformation in construction, mobility, energy, food and health can be activated and how public spaces can be enhanced.

### 1.2 OBJECTIVE OF THE TASK

The objective of the task T3.5 NEB Business Creation Lab was to support founders and start-up teams with a thematic focus on NEBourhoods fields to do the next step to realize their business. In that part-time pre-incubation programme, Entrepreneurial talents are matched with start-up teams and the teams are coached individually in the validation phase. In the end, teams present their product/ service in a final pitch event, results and realized prototypes are evaluated.

### 1.3 TASK TEAM

The core project team of the task T3.5 NEB Business Creation Lab was lead by Gunda Opitz and Florian Becke from the XPLORE Programme at UnternehmerTUM GmbH (UTUM). Part



of the core project team were the XPLORE team members Manuel Geitner, Adrian Ng Gonzalez, Nina Höhne, Simin Kambakhsh, Dona Markova, Dimitra Papadopoulou, Jenny Rathgeber, Claudia Riemann, Lisa Schebitz, and Doris Schönbeck.

The team cooperated especially with Johanna Kobilke from the Strascheg Center for Entrepreneurship (SCE) as the person responsible for the Hacking Neuperlach format in the NEBourhoods project as well as with the team responsible for the testbed Neuperlach, namely Ursula Triebswetter from the Department of Labor and Economic Development at the City of Munich (MUC LED) and Ann-Christin Sreball and Susanna Walter from Studio Stadt Region (SSR).

Important interactions included Work Package (WP) 3 Lead Silvia Dell'Olio and Christina Wiessner from the International Team at UnternehmerTUM (UTUM) for formats such as the Ideation Fair, Frieke Meijer-Schepman from the Department of Labor and Economic Development at the City of Munich (MUC LED) regarding the winning teams of the Innovation Competition of the City of Munich, and Martin Luce from the TUM School of Engineering and Design at the Technical University Munich (TUM), for the coordination of the researchers of the NEB Actions for the Pitch Training.

#### **1.4 OBJECTIVE OF THE DELIVERABLE**

This report summarizes and evaluates the outcomes of the Task T3.5 NEB Business Creation Lab. It provides an overview of the format's objectives, challenges encountered during implementation, and the strategies employed to fulfil the project's Key Performance Indicators (KPI). It documents the evaluation of the developed results and realized prototypes of the Business Creation Lab regarding their added value measured at the project's objectives.

## **2. THE BUSINESS CREATION LAB: A CATALYST FOR URBAN INNOVATION**

### **2.1. THE ROLE OF START-UPS IN THE PROJECT CONTEXT**

Start-ups, with their innovative spirit and agility, are poised to play a pivotal role in achieving the ambitious goals of the innovation approach of the NEBourhoods project. Their unique characteristics make them well-suited to address the multifaceted challenges of urban

development and contribute to the creation of sustainable, inclusive, and vibrant neighbourhoods.

Key Contributions of Start-ups to NEBourhoods:

- **Innovation and Disruption:** Start-ups can introduce novel solutions to pressing urban challenges, such as housing affordability, sustainable mobility, and social inclusion.
- **Scalability and Sustainability:** Start-ups have the potential to scale their solutions to address larger-scale issues and create long-term impact.
- **Job Creation and Economic Growth:** Start-ups can generate employment opportunities and stimulate local economies.
- **Community Engagement:** Start-ups can foster community engagement and empower residents to participate in shaping their neighbourhoods.

Recognizing the potential of start-ups to drive positive change, the NEBourhoods project implemented various initiatives to foster entrepreneurship and innovation. These initiatives included:

- **T.3.1 Connecting entrepreneurial opportunities:** The NEBourhoods testbed provided a real-world environment for testing and validating start-up solutions (D3.1/D3.2).
- **T3.2 Hacking Neuperlach:** This education format aimed to identify local challenges and opportunities, fostering the development of innovative solutions (D3.4 to D3.6).
- **T3.5 NEB Business Creation Lab:** This program was designed to support promising start-up teams in developing their ideas into viable businesses.

By combining these initiatives, the NEBourhoods project aimed to create a supportive ecosystem for start-ups, enabling them to thrive and contribute to the transformation of urban areas.

## 2.2 THE BUSINESS CREATION LAB IN THE ORIGINAL CONCEPT

The Business Creation Lab was conceived as a dynamic 12-week programme designed to nurture and accelerate innovative start-ups within the NEBourhoods project. This part-time pre-incubation programme was specifically tailored to support ventures aligned with the project's thematic focus, such as the NEB Actions of the project (T4.1 to T5.5) and the NEB values beautiful, sustainable, and together.

The Lab's overarching goal was to transform promising early-stage ideas into market-ready businesses. To achieve this, in the fall of 2024 the Business Creation Lab should offer a comprehensive suite of support services, including:

- **Intensive Bootcamp:** A five-day bootcamp providing participants with a solid grounding in entrepreneurship fundamentals, business model development, and pitching techniques.
- **Personalized Coaching:** Each team receiving dedicated coaching to address specific challenges, refine business strategies, and develop actionable plans.
- **Validation Phase:** A structured process to test product-market fit, gather customer feedback, and validate key assumptions.
- **Final Pitch Event:** A culminating event where teams showcased their progress to a panel of potential investors, mentors, and industry experts.

By providing a structured environment and expert guidance, the Business Creation Lab aimed to equip start-up teams with the tools and knowledge necessary to succeed.

Originally it was planned to use the NEBourhoods Innovation Space (T3.3) for events during the Business Creation Lab to connect with the other NEBourhoods activities and use synergies. However, adjustments to the format were necessary due to deviating framework conditions (see below, chapter 3).

### 2.3 KEY PERFORMANCE INDICATORS (KPIs) AND THEIR SIGNIFICANCE

To measure the programme's effectiveness, we established the following key performance indicators (KPIs):

- **Team Engagement:** A target of 15 start-up teams was set to participate in the bootcamp and subsequent pre-incubation programme.
- **High-Potential Team Identification:** The programme aimed to identify and provide ongoing support to eight high-potential teams who will then enter the incubation phase.

We selected these metrics to gauge the programme's impact on fostering and speed-up the green transition and unlock upscaling potential.

In essence, the Business Creation Lab should serve as a catalyst for transforming innovative ideas into sustainable businesses.

### 3. ADAPTING TO THE CHANGES ARISING IN THE PROJECT

#### 3.1 CHALLENGES FACED IN IMPLEMENTING THE ORIGINAL FORMAT

The initial conception of the NEB Business Creation Lab was centred around nurturing start-ups mostly emerging from the "Hacking Neuperlach" format (T3.2). However, it became evident early on in the project that the student teams from the Hackathon education format "Hacking Neuperlach" were usually not immediately ready to found a start-up. The teams did not have the degree of cohesion required for a start-up team and the developed business ideas that were not sufficiently mature for immediate incubation.

This discrepancy between the anticipated participant profile and the actual needs of the programme necessitated significant adjustments.

A primary challenge was the nature of the solutions developed during Hacking Neuperlach:

- Lack of clear commercialization path for many ideas
- The focus of the Hackathon format was more on rapid prototyping and experimentation.
- Many ideas, while innovative, may not be immediately translated into a business.
- Transient nature of the teams formed during the 1-semester Hacking Neuperlach education format

### 3.2 STRATEGIES TO ADAPT THE PROGRAMME TO THE SPECIFIC NEEDS OF NEBOURHOODS

To address these learnings, we implemented the following strategies for the Business Creation Lab:

#### Shifting Focus from Hackathon Teams (T3.2):

First, we decided to address a broader participant base in the Business Creation Lab. The programme expanded its scope to include teams from a wider range of backgrounds, including researchers from the NEB Actions and the UTUM ecosystem.

To reach the goal to make teams incubation ready during the duration of the NEBOurhoods project and prepare them for market entry, the programme established stricter criteria for participant selection, prioritizing teams with a defined business idea/problem, a first team (min. two persons), and an understanding of their first target market.

#### Early Intervention and Sensitization:

Knowing that especially research and tech ideas need more time to reach the incubation phase, we focused our efforts on engaging researchers early to encourage them to explore commercialization opportunities for their technologies.

In addition, we launched initiatives to raise awareness of the support available for entrepreneurs and early-stage teams within NEBOurhoods e.g., during the application phase of the Innovation Competition organized by the City of Munich which focused on challenges in the context of NEBOurhoods in 2024 (T3.1).

In essence, the programme sought to balance the pursuit of commercial success with the broader goal of creating sustainable and inclusive neighbourhoods, while also acknowledging the valuable role that hackathons play in fostering entrepreneurial thinking and innovation.

### 3.3 THE ROLE OF XPLORE PROGRAMMES IN PROVIDING TAILORED SUPPORT

One of the major adaptations, however, was to go for a flexible programme structure to attract and support teams during the whole duration of NEBOurhoods. Instead of offering one Business Creation Lab at the end of the project we decided to give teams access to programmes as early as possible. Therefore, we opened the existing UnternehmerTUM XPLORE Programmes for the NEBOurhoods teams to participate. XPLORE is the pre-

incubator at UnternehmerTUM. It is designed to accommodate early-stage start-up teams at least four times a year, offering a range of support services like training and coaching as well as access to experts and experienced founders to meet their specific needs.

The XPLORE programme is divided into sub-programmes (Freerider, Venture Creator, Market Pioneer, see 5.2) in different phases, allowing teams to progress at their own pace and receive more intensive support as they advance.

By adopting our strategies, we ensured the achievement of the KPIs of NEBourhoods, particularly those related to incubation readiness. Hence, the NEB Business Creation Lab was able to overcome the limitations of relying solely on Hacking Neuperlach teams and successfully supported a diverse range of start-ups. The XPLORE programme's flexibility and adaptability ensured that it could meet the evolving needs of the NEBourhoods project and contribute to the development of a thriving entrepreneurial ecosystem.

## 4 FOSTERING ENTREPRENEURSHIP AND INNOVATION

### 4.1. SENSITIZING RESEARCHERS TO ENTREPRENEURIAL OPPORTUNITIES

One of the strategies to adapt the Business Creation Lab to the needs of the NEBourhoods project was to sensitize researchers to entrepreneurship opportunities so they will take action and start an entrepreneurial career by translating their research findings into businesses. Together with the Work Package (WP) leads of the NEBourhoods Actions we decided to hold an Ideation Fair at the Munich Urban Colab on October 24, 2023. The event aimed to foster entrepreneurial awareness among participants and to provide insights into business modelling and the start-up ecosystem. Additionally, we conducted an Online Pitch Training and a 1:1 Pitch Coaching in June 2024 to help NEB Action teams identify the commercial value of their research and develop compelling pitches.

#### 4.1.1 Ideation Fair

An Ideation Fair attracted a diverse group of attendees, including aspiring entrepreneurs from Neuperlach, researchers, and project colleagues involved in NEB Actions. A wide range of experts from various institutions in the start-up environment participated, bringing their unique perspectives to the event. These experts included:

- **Technical University of Munich (TUM):** Florian Jäger (Start-up Consulting), Katja Siegers (Technology Manager), Jason Textor (Pipeline Manager)
- **UnternehmerTUM:** Silvia Dell'Olio and Christina Wiessner (NEBourhoods WP3 Lead & Management), Florian Becke (Executive Director XPLORE)
- **Strascheg Center for Entrepreneurship (SCE):** Camila Londoño (Head of Start-up Funding) and Johanna Kobilke (Programme Manager)
- **City of Munich, Department of Labor and Economic Development:** Sabine Folberth (Economic Development), Ursula Triebswetter (Head of Testbed Industrial Area Management), Frieke Meijer-Schepman (Innovation Competition)
- **Studio Stadt Region (SSR):** Susanna Walter (Testbed Industrial Area Management)
- **Munich University of Applied Sciences:** Michael Droß and Peter Brooren (NEBourhoods Transition Hub)
- **Founders:** Thomas Oeben (Helferportal) and Simon Schubnell (VePa)

The Ideation Fair followed a structured agenda starting with a **welcome and** a brief overview of the NEBourhoods project followed by **introductions and keynote speeches**. Experts introduced themselves, followed by a presentation on the Business Model Canvas. Two keynote speeches by the founders of VePa and Helferportal offered practical insights into the start-up world. Most of the event took place in the format of a World Café. Participants and experts worked together at different tables to complete Business Model Canvases and develop the business ideas. The Ideation Fair ended with a summary and an outlook on future activities within the NEBourhoods project.

### Outcomes

The Ideation Fair was well-received by participants, who found the event to be both informative and valuable. Post-event, we connected participants with the experts via email to facilitate further networking and support.

While the event successfully introduced participants to entrepreneurial concepts, there was no immediate indication from attendees of a strong interest in pursuing further entrepreneurial activities related to their NEB Actions. Most participants expressed a primary focus on their research. This response is typical among researchers, who often prioritize academic pursuits such as publishing papers. The transition from academia to entrepreneurship can be significant, requiring a shift in mindset and skillset. Additionally, researchers may have limited time and resources to dedicate to entrepreneurial ventures while actively engaged in their studies.

Outcomes and takeaways indicate that it takes time to shift the mindset of researchers. The 1.5-year work package duration was relatively short, especially for technological solutions intended for commercialization. More time is needed to fully develop these ideas and turn them into successful start-ups.

Despite the immediate focus on academic pursuits, the Ideation Fair served as a valuable introduction to entrepreneurship and laid the groundwork for potential future engagement. By providing participants with the tools and connections necessary to explore entrepreneurial opportunities, the event has positioned them to consider entrepreneurship as a viable career path once they have completed their academic goals.

### Key Takeaways from the Event

While there was no immediate interest in pursuing entrepreneurial activities, the event laid a foundation for future engagement. It became obvious that the academic focus of participants influenced their immediate priorities. In addition to this, the project timeline was relatively short to foster a significant shift in mindset among researchers.

Future efforts should consider the specific needs and interests of researchers in their usual environment at universities or research institutions and offer workshops on commercializing research or developing business plans. Additionally, extending the project duration would allow for more in-depth exploration of entrepreneurial opportunities and provide participants with the time necessary to develop their ideas.

#### **4.1.2 Pitch Training and Coaching**

A diverse group of participants attended the online pitch training on June 13, 2024, including representatives from various NEBourhoods Actions, LHM, TUM, and external organizations such as Climateflux GmbH and Coachoo GmbH.

On June 23, 2024, a selected group of participants presented their projects at an in-person pitch coaching. Presented projects included "BioSCAPE" in the context of the NEB Actions ECOLOPES, "Wohnen Weiterbauen," and "3D Shadow Routing for Munich."

Both the pitch training and the pitch event were well-received by the participants. The provision of individual coaching and opportunities for direct feedback helped to boost participants' confidence and improve their presentation skills. However, like the findings from the Ideation Fair, the transition from research to entrepreneurship remained a significant challenge for many participants.

The reasons for this were similar to those mentioned above. The participants stated that they had to prioritise to focus on their academic work. The demanding nature of research limited the time available for the pursuit of entrepreneurial goals.

#### 4.1.3 Overall Findings

The transition from academia to entrepreneurship requires a significant shift in mindset and skillset. Researchers often prioritize academic activities, such as publishing papers over commercialization. The Task T3.5 project timeline of 1.5 years may have been too short to foster a significant shift in mindset among researchers. While both the Ideation Fair and pitch training were well-received, they did not immediately result in several participants striving for commercialization.

The results of both the Ideation Fair and the pitch training highlight the need for long-term support programmes to assist researchers in transitioning their research into marketable products or services. By providing ongoing mentorship, workshops, and networking opportunities, we can better equip researchers with the skills and resources they need to successfully commercialize their innovations.

#### 4.2. IDENTIFYING AND SUPPORTING MATURE START-UP TEAMS

To meet the target of 15 start-up teams participating in incubation programmes and eight high-potential teams receiving ongoing support, the project team actively sought out teams with mature business ideas aligned with the NEB Action fields instead of the teams coming out of Hacking Neuperlach. The NEB Action fields provide a rich landscape of opportunities for start-ups to contribute to sustainable urban development.

We identified five key areas for start-up alignment out of the NEB Actions which have the commercial growth potential to build products and solutions for creating sustainable urban neighbourhoods and cities.

- **Urban Biodiversity:** Start-ups focused on green infrastructure, sustainable agriculture, and wildlife conservation were particularly relevant to the "Animal-Aided Design", "ECOLOPES" and "Growing a Tasty Neuperlach" NEB Actions.
- **Circular Economy:** Start-ups addressing circular economy principles, waste reduction, and material recycling were well-suited to contribute to the goals of the "Circular Neuperlach" and "Redesigning Housing Structures" NEB Actions.

- **Renewable Energy:** Start-ups developing innovative solutions in renewable energy, energy storage, and energy efficiency could align with the "Energy Communities" NEB Action.
- **Smart Cities:** Start-ups working on smart city technologies, urban data analytics, and digital platforms could contribute to the "Mobility NEBourhoods" and "Private Spaces for Public Use" NEB Actions.
- **Social Innovation:** Start-ups addressing social challenges and promoting community engagement were particularly relevant to the "PEARL – Places for Youth Culture" and "Growing a Tasty Neuperlach" NEB Actions.

We actively sought out early-stage start-ups whose innovations aligned with the themes of our NEB Actions and derived from our key areas. Our goal was to integrate these promising ventures into our XPLORE programmes, providing them with the support and resources needed to contribute to the broader objectives of the NEBourhoods project.

### 4.3 ALIGNMENT WITH TESTBED ACTIVITIES

Additionally, the project focused on identifying teams with a direct connection to the NEBourhoods testbed in Neuperlach (T.3.1 Connecting entrepreneurial opportunities). By engaging with local businesses in Neuperlach, the project aimed to address specific challenges and opportunities identified within the community. Key themes emerging from discussions with Neuperlach-based businesses included:

- **Space expansion:** Many businesses expressed a need for additional space to accommodate growth.
- **Energy supply:** Sustainable and efficient energy solutions were a high priority.
- **Social innovation:** There was a strong interest in fostering social innovation, particularly in education and childcare.
- **Mobility:** Improved mobility solutions, including sustainable transportation options, were sought after.
- **Sustainability:** Businesses were keen on implementing more sustainable practices and addressing environmental concerns.
- **ESG:** Environmental, Social, and Governance topics were increasingly important to businesses.
- **Skills shortages:** Many companies faced challenges in finding skilled workers.
- **Digitalization:** There was a demand for software solutions to improve business operations and efficiency.

- **Collaboration:** Businesses expressed a desire for increased collaboration with other companies, particularly in areas such as logistics and supply chain management.
- **Public space:** There was a strong interest in improving the design and functionality of public spaces.

Through our engagement with local businesses in Neuperlach, we aimed to foster a collaborative ecosystem where start-ups and established businesses could co-create innovative solutions. By identifying key challenges and opportunities within the community, we want to establish initial connections between these two groups. As we move forward, we hope that these partnerships will yield tangible results, such as the development of new products, services, and business models that address the specific needs of the Neuperlach community.

## 5 SUPPORTING START-UP GROWTH AND SCALING

### 5.1 COMPREHENSIVE SUPPORT FOR START-UPS AT VARIOUS STAGES THROUGH XPLORE

To provide more comprehensive and timely support to start-up teams aligned with NEB Actions and/or the testbed (T3.1), we adapted the original 12-week Business Creation Lab into an ongoing initiative integrated with the XPLORE programmes offered by UnternehmerTUM. Therefore, teams consisting of at least two members and possessing a well-defined business idea related to these fields were eligible to participate in UTUM's pre-incubation programmes. By engaging with these programmes, teams received valuable mentorship, resources, and networking opportunities to accelerate their development. This strategic shift allowed for earlier engagement with teams and provided them with a more flexible and tailored support structure.

#### Key changes implemented

- **Early programme access:** Teams were admitted into XPLORE programmes (Freerider, Venture Creator, or Market Pioneer) as early as 2023, depending on their maturity level and specific needs.
- **Extended support timeline:** The longer timeframe enabled teams with technology-driven ideas in early stages to receive the necessary support to reach incubation readiness.

- Customized support: The various XPLORE programmes offered different levels of support, allowing teams to access the resources and mentorship most relevant to their stage of development.
- Not one programme/event at the end of the project but integration of the teams in existing or running programmes/events – therefore no events in the NEB Innovation Space (T3.3)

## 5.2 KEY SUPPORT AREAS AND PROGRAMME OUTCOMES

### 5.2.1 XPLORE Venture Creator Programme

The NEB Business Creation Lab leveraged the XPLORE Venture Creator programme to provide comprehensive support to selected start-up teams. This equity-free, part-time programme offers a structured curriculum, expert coaching, and access to a vibrant network of start-ups and industry specialists within the UnternehmerTUM ecosystem.

Key Support Areas for the teams in the project:

- **Agile Business Model Strategy:** Teams were guided in developing dynamic business models that could adapt to changing market conditions.
- **Customer-Centric Approach:** A strong emphasis was placed on understanding customer needs and creating compelling value propositions.
- **MVP Development:** Teams received support in building minimum viable products (MVPs) to validate their ideas and gather user feedback.
- **Market Opportunity Identification:** Teams were helped in identifying their target markets and developing effective go-to-market strategies.
- **Team Building and Leadership:** Teams were coached on building strong, cohesive teams with the right skills and mindset.
- **Pitch Deck Optimization:** Teams were provided with guidance on creating effective pitch decks and delivering compelling presentations.
- **Final Pitch Event (online):** The Final Pitch Online Event serves as the grand finale for the Venture Creator Program, showcasing their innovations and business models developed by the participating start-ups. It provides a platform for these ventures to pitch their ideas to a wider audience (around 100 participants/event), including potential investors, mentors, and industry experts.

By participating in the XPLORE Venture Creator (VC) Programme, NEBourhoods start-up teams gained access to a wealth of resources and expertise, including mentorship from experienced entrepreneurs and industry professionals as well as connections with potential investors, partners, and customers. In addition, we provided the teams with access to coworking spaces, labs, and workshops and we gave them guidance on securing funding for their ventures.

Through this comprehensive support, the NEB Business Creation Lab aimed to foster a thriving start-up ecosystem and accelerate the growth of innovative ventures. We supported 10 teams from Sept. 2023 to Dec. 2024 in the VC Programme.

### 5.2.2 Supporting Start-up Teams in the XPLORE Market Pioneer Programme

The XPLORE Market Pioneer programme is designed to help start-up teams transition from a validated idea to a market-ready product or service. This intensive six-week programme provides participants with a comprehensive curriculum, expert coaching, and valuable networking opportunities. The Market Pioneer Programme is a perfect fit for more mature teams which come out from the Venture Creator Programme or teams which have already defined their first entry market, a so-called beachhead market.

#### Key Support Areas for the teams in the project:

- **Market Validation and Strategy:** Teams were guided in refining their value proposition, identifying target markets, and developing robust go-to-market strategies.
- **Product Development:** Teams received support in developing and refining their minimum viable product (MVP), ensuring it meets market needs and customer expectations.
- **Sales and Marketing:** Teams were trained in effective sales techniques, customer acquisition strategies, and marketing tactics to drive growth.
- **Fundraising:** Teams were coached on developing compelling pitch decks and investor presentations to secure funding.
- **Team Building and Leadership:** Teams were supported in building strong, cohesive teams with the necessary skills to navigate the challenges of entrepreneurship.
- **Final Pitch Event** onsite (MakerSpace, Munich Urban Colab)

The programme combined online and in-person sessions to provide flexibility and maximize learning opportunities. Participants benefited from one-on-one coaching sessions with experienced entrepreneurs and industry experts. Collaborative workshops and peer feedback sessions fostered knowledge sharing and idea generation. Teams had the



opportunity to showcase their progress and pitch their ideas to a panel of investors and industry experts in a final pitch event.

By participating in the XPLORE Market Pioneer Programme, NEB start-up teams gained the necessary skills and knowledge to accelerate their growth and achieve market success. This intensive programme helped teams refine their business models, validate their market assumptions, and secure the funding needed to scale their operations.

We supported 15 teams from September 2023 to December 2024 in the Market Pioneer Programme during the NEBourhoods project.

### 5.2.3 Supporting Start-up Teams in the XPLORE Freerider Programme

This programme offers a more customized approach, allowing teams to create their own development path based on their specific needs. UTUM provides support in areas such as market analysis, competitor analysis, and business model canvas development.

#### Key Support Areas for the teams in the project:

The XPLORE Freerider Programme offered a unique advantage for teams that struggled to connect their tech-based ideas to customer needs and create viable business models. By providing a customized approach, the programme allowed teams to:

- **Identify their unique value proposition:** Teams were guided in defining their unique selling points and understanding how their solution addresses a specific customer need.
- **Develop a robust business model:** The programme provided tools and frameworks to develop a sustainable business model, including revenue streams, cost structures, and key resources.
- **Conduct market research:** Teams learned how to conduct effective market research to validate their assumptions and identify potential customers.
- **Create a go-to-market strategy:** With the support of mentors and experts, teams developed a plan to launch their product or service and reach their target market.

#### Benefits for the Teams

By participating in the XPLORE Freerider Programme, teams gained valuable insights and skills that helped them to:

- **Increase their chances of success:** The programme provided the tools and knowledge necessary to build a successful business.
- **Validate their business idea:** Teams were able to test their assumptions and refine their business model based on market feedback.
- **Develop a strong network:** Participants had the opportunity to connect with other entrepreneurs, mentors, and investors.
- **Gain confidence:** The programme helped teams to build confidence in their abilities and to take the next steps towards launching their business.

We supported five teams from September 2023 to December 2024 in the Freerider Programme.

### 5.2.4 Start-ups Supported by the Business Creation Lab

This table showcases the 26 diverse start-ups that have been supported through the Business Creation lab in the NEBourhoods project. Each start-up is described, outlining their innovative business concept and the potential impact of their solution.

The subsequent table (Table 2) will detail the specific programmes through which these start-ups received support, as well as their alignment with the NEB Actions and the Neuperlach Testbed (T3.1).

Start-ups	Description
Alago	Alago is an AI copilot for data-driven construction project management. It offers automated reporting, real-time collaboration, and external access to project documents. Alago allows managers to track decisions, tasks, and project progress along a timeline, enhancing transparency, coordination, and efficiency throughout the project lifecycle.
Amperial	AMPERIAL Technologies develops a dynamic retrofit heat protection solution for buildings using intelligent window films. This film reduces overheating by up to 7°C and cuts electricity consumption by up to 26%. It reflects infrared heat while maintaining natural daylight and offers optional tinting for glare control, enhancing energy efficiency and comfort.

Start-ups	Description
<b>BiMA</b>	BiMA creates an audio-visual projector that enriches children's storytelling with synchronized visuals, lights, and soothing sounds. Designed for children aged 4-7, it offers screen-free engagement, appealing to parents focused on family activities. BiMA collaborates with publishers, educators, and therapists, enhancing bedtime, meditation, roleplay, and teaching experiences for children.
<b>BioScape</b>	BIOscape leads urban architectural innovation, focusing on net-zero efficiency and biodiversity enhancement with ceramic-based façades. Embracing circular economy principles, our designs optimize climate efficiency, reduce waste, and provide habitats for urban wildlife. Our solutions align with ESG goals, delivering sustainable building renovations that enhance both environmental efficiency and aesthetic appeal.
<b>Carbon Connect</b>	CarbonConnect delivers CSRD-compliant carbon accounting and fleet management services for SMEs by leveraging EV on-board data via OEM APIs, eliminating the need for hardware installation. Utilizing electricity grid and energy contract data, CarbonConnect ensures precise emission tracking. The solution targets carbon accounting firms, fleet service providers, and EV fleet operators, enhancing accuracy and compliance.
<b>CareMates</b>	CareMates is a SaaS solution for streamlining patient admissions in nursing homes, covering requests to intake in a few clicks. It supports private and nonprofit providers across care settings and offers GDPR/KDG compliance. Features include customizable digital intake forms, AI-driven assessments, automated notifications, seamless data integration, and collaboration tools, enhancing efficiency and care management.
<b>CircON</b>	CircON provides reusable packaging solutions for cinemas, addressing waste in city centres and the entertainment and gastronomy sectors. Their circular system promotes easy transitions from disposable to reusable, reducing barriers to sustainable change. This innovative approach helps decrease waste hotspots and fosters environmental responsibility.
<b>Cytiscaper</b>	Pelicad harnesses AI to revolutionize architectural visualization by converting 3D CAD data into stunning visuals. Their cloud-based platform efficiently streamlines the creation process, significantly reducing time and effort for architects. Perfect for urban planners and developers seeking high-quality, efficient visual representations of their projects.
<b>Darbots</b>	Darbots provides innovative, cost-effective solutions for urban tree inventory and inspection using computer vision and machine learning. Our technology enhances tree safety, predicts hazards, and aids in managing urban green spaces, promoting sustainable cities for a greener future.
<b>e2trail</b>	e2trail's innovative e-trailer for bicycles supports a payload of 400 kg, enhancing the economic efficiency of bicycle logistics. It enables new sustainable business models in freight transport. The trailer features an electric lifting function, allowing a single person to load and transport heavy items as an e-hand truck or e-trailer, fostering sustainability.
<b>FEATRme</b>	FEATRme simplifies contract negotiations for creatives, offering a user-friendly platform to quickly and transparently agree on terms. It reduces legal complexities and costs, providing legal safety and fostering better project management and collaboration among freelancers, agencies, and their clients.
<b>ForesAlght.ai</b>	ForesAlght offers AI-driven forecasting solutions, enhancing business decision-making with accurate predictions. Their service optimizes personnel planning, inventory management, and customer satisfaction, boosting productivity and reducing costs. Ideal for businesses seeking data-driven insights and improved outcomes.

Start-ups	Description
<b>GuardiaVision</b>	CyberDesk's Cloud Guardian software helps companies securely manage cloud-stored data, offering continuous monitoring of sensitive information and access control. Originating from the Technical University of Munich, the start-up bridges research and industry, providing a SaaS model that enhances data security by identifying, mapping, and protecting sensitive information.
<b>INCLUSYS</b>	Inclusys empowers neurodivergent individuals by providing data-related services and fostering entrepreneurship. Their MVP is a tablet application, and a smartwatch version is currently in development. Operating remotely, Inclusys leverages technology to create an inclusive environment, promoting awareness and skill development within the differently abled community.
<b>LoopID</b>	LoopID offers AI-powered Digital Product Passports that streamline circular economy processes like repair, resale, and recycling. Supporting industries from fashion to electronics, LoopID enables sustainable business models, improves product lifecycle transparency, and enhances customer engagement. Its solutions simplify recommerce and create branded second-hand platforms.
<b>LuciAI</b>	Luci Protect addresses cyber-attacks in Germany, where 70-90% stem from social engineering. Unlike typical security software, Luci focuses on the human aspect, monitoring communication with NLP to detect threats. After extensive research, they are developing a proof of concept, aiming to protect critical infrastructure and high-risk sectors.
<b>Otter Energy Trading</b>	Otter Energy Trading simplifies and optimizes the sale of PV-generated electricity for businesses. Their automated trading system ensures the best prices, selling to tenants, neighbours, or the market. Ideal for producers, consumers, and prosumers seeking higher revenues and lower energy costs.
<b>Planshader</b>	Planshader's solution reviews large residential construction plans, focusing on fire safety and building regulations during HOAI phases 4 & 5. Serving architecture firms, it uses pattern recognition and rule engines for error-free planning, cost and time savings, higher quality projects, and sustainable building. Includes web app and CAD plug-ins.
<b>RideSync</b>	RideSync offers a flexible bus routing service with an advanced algorithm for travel efficiency. Users design personalized rides by selecting starting points and destinations. Having developed an MVP and conducted a pilot in Munich, RideSync bridges public transit reliability with on-demand flexibility, streamlining transportation and creating new opportunities for dynamic travel solutions.
<b>Senior Connect</b>	Senior Connect connects experienced professionals over 55 with companies seeking expertise. Their user-friendly platform uses AI to match senior talent with relevant job opportunities, promoting age diversity and addressing labour shortages. Ideal for businesses valuing experience and seniors eager to re-enter the workforce.
<b>SmartAIs</b>	SmartAIs develops an AI-driven app for blind and visually impaired individuals, transforming smartphones into digital assistants. The app detects obstacles via the phone's camera, ensuring safer navigation. Ideal for enhancing outdoor mobility and independence, SmartAIs' solution leverages cutting-edge AI and computer vision technologies.
<b>Sustainable Pathways</b>	Sustainable Pathways connects companies and individuals with sustainability experts, courses, and tools. Seeking guidance to expand services, secure grants, and drive paid offerings. With 30+ consultants, the platform offers profiles, direct client contact, and features to sell expert time, courses, projects, and tools, creating a comprehensive sustainability ecosystem.

Start-ups	Description
Urban Scale Timber	Urban Scale Timber develops automated feasibility studies for multi-story timber construction, supporting real estate developers in early planning stages. Their digital tools compare timber and conventional construction, ensuring technical, ecological, and economic viability. This promotes sustainable urban development and reduces CO <sub>2</sub> emissions.
ValueSort.AI	ValueSort develops an AI-driven tool to efficiently sort second-hand clothes by brand, size, and quality. Their system estimates the true market value of garments, enabling sorting companies to work faster and resell valuable clothes at better prices. This innovation addresses the growing need for sustainable fashion solutions.
VePa	VePa Vertical Parking offers sustainable, flexible, and efficient vertical parking solutions for real estate projects. Their modular towers save space, reduce CO <sub>2</sub> emissions, and integrate charging infrastructure. Ideal for urban areas, VePa enhances property value and quality of life while promoting green mobility.
visionation	Visionation offers interactive 3D visualizations for real estate, combining exterior navigators, Web-VR experiences, and high-quality animations for superior property marketing. Their platform allows potential buyers to explore and customize properties virtually, enhancing customer engagement and streamlining the sales process.

Table 1: Description of Start-up Teams supported in the XPLORE Programmes

## 6 MEASURING IMPACT AND EVALUATING OUTCOMES

The integration of NEB teams<sup>1</sup> into the XPLORE programmes has yielded significant results. The following table summarizes the teams that have been supported, their alignment with NEB Actions and testbed activities.

Start-up	Programme(s) Participation	Onboarded / Programme-Kick-off	Final Pitch Event	Incubation Readiness <sup>2</sup>	Contextual reference to Actions = Key Areas for Start-up Alignment	Contextual reference to NEB Testbed Neuperlach-based Businesses
Alago	XPL Freerider XPL Market Pioneer #4 2024	August 20, 2023 March 6, 2024	no Final Pitch Event April 30, 2024	yes	Smart Cities	Space Expansion
Amperial	XPL Market Pioneer #1 2023	February 1, 2023	March 31, 2023	yes	Public Power	Energy Supply

<sup>1</sup> NEB Teams = start-up teams aligned with NEB Actions and/or the testbed (see also 5.1)

<sup>2</sup> Indicators of incubation readiness include: a validated business idea, an initial prototype or MVP, a committed founding team, and a clear vision for growth.

Start-up	Programme(s) Participation	Onboarded / Programme-Kick-off	Final Pitch Event	Incubation Readiness <sup>2</sup>	Contextual reference to Actions = Key Areas for Start-up Alignment	Contextual reference to NEB Testbed Neuperlach-based Businesses
<b>BIMA</b>	XPL Venture Creator #2 2024	September 17, 2024	December 4, 2024	<b>yes</b>	Social Innovation	Social innovation
<b>BioScape</b>	XPL Venture Creator #1 2024	February 27, 2024	June 5, 2024	<b>no</b>	Urban Biodiversity; Ecolopes; Smart Cities	ESG & Digitalization
<b>Carbon Connect</b>	XPL Venture Creator #1 2024	February 27, 2024	June 5, 2024	<b>yes</b>	Smart Cities	Mobility, sustainability
<b>CareMates</b>	XPL Market Pioneer #3 2023	February 1, 2023	March 31, 2023	<b>yes</b>	Smart Cities	Shortage of skilled workers
<b>CircON</b>	XPL Venture Creator #1 2023	March 5, 2024	June 14, 2023	<b>yes</b>	Circular Economy	Digitalization
<b>Cytiscaper</b>	XPL Market Pioneer #4 2024	March 6, 2024	April 30, 2024	<b>yes</b>	"Public Power Energy Communities in Urban NEBourhoods" / Smart Cities	Space Expansion
<b>Darbots</b>	XPL FreeRider	September 26, 2024	no Final Pitch Event	<b>yes</b>	Rethinking the Urban Office Complex as an Urban Element Tasty Neuperlach; Urban biodiversity/smart cities	Public space
<b>e2Trail</b>	XPL Market Pioneer #3 2023	September 28, 2023	November 7, 2023	<b>yes</b>	Mobility & Smart Cities	Mobility & Public space
<b>FEATRme</b>	XPL Freerider XPL Venture Creator #2 2023 XPL Market Pioneer #4 2024	22.09.2023 October 5, 2023 March 6, 2024	no Final Pitch Event December 12, 2023 April 30, 2024	<b>yes</b>	Smart Cities	Digitalization
<b>ForesAlght. ai</b>	XPL Market Pioneer #5 2024	June 12, 2024	July 23, 2024	<b>yes</b>	Smart Cities	Digitalization

Start-up	Programme(s) Participation	Onboarded / Programme-Kick-off	Final Pitch Event	Incubation Readiness <sup>2</sup>	Contextual reference to Actions = Key Areas for Start-up Alignment	Contextual reference to NEB Testbed Neuperlach-based Businesses
GuardiaVision	XPL Venture Creator #2 2024	September 19, 2024	December 4, 2024	yes	Smart Cities	Digitalization
INCLUSYS	XPL Market Pioneer #5 2024	June 12, 2024	July 23, 2024	yes	Social Innovation	Social innovation
loopID	XPL Market Pioneer #2 2023	July 1, 2023	September 30, 2023)	yes	Circular Economy	ESG & Digitalization
LuciAI	XPL Venture Creator #2 2024	September 19, 2024	December 4, 2024	no	Smart Cities	Digitalization
Otter Energy Trading	XPL Freerider XPL Market Pioneer #3 2023	onboarding March 27, 2023 September 28, 2023	no Final Pitch Event 07.11.2023	yes	"Public Power Energy Communities in Urban NEBourhoods" renewable Energy	Energy Supply
Planshader	XPL FreeRider	2023	no Final Pitch Event	yes		ESG & Digitalization
RideSync	XPL Venture Creator #2 2024	September 19, 2024	December 4, 2024	no	Mobility, Smart Cities	Mobility & Digitalization
Senior Connect	XPL Market Pioneer #6 2024	October 9, 2024	November 21, 2024	yes	Social Innovation Public Power	Skills shortage
SmartAIs	XPL Market Pioneer #5 2024	June 12, 2024	July 23, 2024	yes	Mobility, Social Innovation	Public Space
Sustainable Pathways	XPL Market Pioneer #1 2023	February 1, 2023	March 31, 2023	yes	Circular Neuperlach; Sustainability	Digitalization
Urban Scale Timber	XPL Market Pioneer #1 2023	February 1, 2023	March 31, 2023	no	Ecologies; Smart Cities	ESG & Digitalization
ValueSort.AI	XPL Venture Creator #2 2024	September 19, 2024	December 4, 2024	no	Circular Economy	ESG & Digitalization
VePa	XPL Venture	February 23,	April 29,	yes	Smart Cities	Public space

Start-up	Programme(s) Participation	Onboarded / Programme-Kick-off	Final Pitch Event	Incubation Readiness <sup>2</sup>	Contextual reference to Actions = Key Areas for Start-up Alignment	Contextual reference to NEB Testbed Neuperlach-based Businesses
	Creator #1 2021	2021	2021			
<b>visionation</b>	XPL Market Pioneer #3 2023	September 28, 2023	November 7, 2023	<b>yes</b>	Smart Cities	Space Expansion

Table 2: Start-up Teams’ Incubation Readiness Level after Programme Participation and Linkage to Actions or Testbed

By offering a range of XPLORE programmes, we were able to provide tailored support to teams with diverse needs and at various stages of development. The early engagement and extended support timeline allowed teams to make significant progress towards their goals. The integration of the NEB Business Creation Lab into the XPLORE community provided a supportive environment and access to resources for the start-up teams. We encouraged innovation and the development of new solutions for the challenges faced by the Neuperlach community. The flexibility and adaptability of this approach have ensured that teams receive the support they need to succeed.

This strategic approach facilitated the development of innovative solutions that directly addressed the challenges and opportunities identified within the Neuperlach community. Overall, the integration of NEB teams into the XPLORE programmes has been highly successful in fostering a thriving start-up ecosystem within the NEB project.

## 6.1 EVALUATION OF THE NEB BUSINESS CREATION LAB AGAINST DEFINED KPIS

The NEB Business Creation Lab has successfully achieved its goal of fostering innovation and entrepreneurship within the NEBourhoods project. Through our XPLORE programmes, we have provided comprehensive support to a total of 27 start-up teams that align with the objectives of the NEB Actions and the NEBourhoods Testbed.

Key achievements include:

- **Strong participation in XPLORE programmes:** We have successfully onboarded 16 teams into our Market Pioneer programme and 10 teams into the Venture Creator programme, as well as one team into the Freerider programme.
- **Deep integration into the Neuperlach business ecosystem:** A significant 12 teams have been integrated into testbed activities by the City of Munich and SSR, facilitating valuable networking and collaboration opportunities. (See Digital Lunch Event, 6.2.1)
- **Advancement to incubation readiness:** Notably, 22 teams have successfully reached the incubation-ready stage, demonstrating the effectiveness of our support programmes and the high potential of these start-ups.
- **Achievement of project KPIs:** Through these accomplishments, we have successfully met all our project KPIs, demonstrating the overall success of the NEBourhoods project.

## 6.2 LEVERAGING THE TESTBED: FOSTERING INNOVATION AND COLLABORATION

A key component of the NEBourhoods project was the establishment of a testbed in Neuperlach (T3.1), providing a real-world environment for testing and validating innovative solutions. The Business Creation Lab played a crucial role in connecting start-ups with this testbed, facilitating collaboration and accelerating the adoption of new technologies.

To strengthen the connection between start-ups and established businesses within the Neuperlach business community, a digital lunch event was organized by the City of Munich and SSR. This event aimed to:

- **Showcase innovative solutions:** Start-ups were invited to pitch their ideas to a wider audience, including representatives from local businesses and the city administration.
- **Foster collaboration:** The event provided a platform for networking and knowledge exchange between start-ups and established businesses.
- **Identify potential partnerships:** Participants were encouraged to explore opportunities for collaboration and co-creation.

Specifics of the Digital innovation Lunch:

- Date: 27 November 2024
- Participants: Start-ups from the Business Creation Lab, representatives from local businesses, and city officials.

- Agenda:
  - Welcome and introduction to the NEBourhoods project
  - Presentations by selected start-ups (Pelicad, AdvisoRE, Darbots)
  - Breakout sessions for networking and discussion
  - Q&A session

Outcomes:

- **Increased visibility for start-ups:** The event provided start-ups with a platform to showcase their innovative solutions and gain exposure to potential partners.
- **Strengthened relationships:** The networking opportunities fostered stronger connections between start-ups and established businesses.
- **Identification of collaboration opportunities:** The event led to discussions about potential collaborations and partnerships, such as co-developing new products or services.

In conclusion, the Digital Innovation Lunch event and the broader activities of the Business Creation Lab have played a pivotal role in fostering innovation and collaboration within the NEBourhoods project. By connecting start-ups with established businesses and providing a platform for experimentation, the Lab has helped to create a more dynamic and sustainable urban environment in Neuperlach.

Table 3 provides an overview of the start-ups from the Business Creation Lab that were connected with the testbed and received an invitation to the Innovation Lunch. Additionally, it illustrates how these start-ups were further networked and supported within the UnternehmerTUM ecosystem, specifying the involvement of various partners.

Start-ups connected to the Testbed	Further Support for Start-ups in the UTUM Ecosystem
Alago	AI+Munich Participation Supported by TUM Venture Lab Software /AI & Built Environment
Amperial	Supported by TUM Venture Labs Built Environment & ChemSPACE
BiMA	Supported by TUM Venture Lab Software /AI & Robotics/AI
BioScape	Participation on June 23, 2024, in an in-person pitch coaching. Presented in the context of the NEBourhoods Action ECOLOPES
Carbon Connect	Participated in TUM IdeaAward Supported by TUM Venture Lab Sustainability / Circularity
CareMates	Participation in UTUM XPRENEURS Acceleration Programme March 1, 2024, to June 1, 2024 Successful application to EXIST GS (March 2024) Participation at the Innovation Forum (T3.1), March 2024
CircOn	--
Cytiscaper	Participation in UTUM XPRENEURS Acceleration Programme September 2, 2024, to March 3, 2025
Darbots	Supported by the TUM Venture Labs Food/Agro/Biotech & Built Environment
e2Trail	Networking with the City of Munich's Department of Mobility and invitation to City Demo Day, with the opportunity to have your own exhibition stand in cooperation with the City of Munich ( <a href="https://www.munich-business.eu/standort-muenchen/innovationsoekosystem/city-demo-day.html">https://www.munich-business.eu/standort-muenchen/innovationsoekosystem/city-demo-day.html</a> )
FEATRme	Supported by Legal Tech Colab 1:1 Meeting with NEBourhoods Transition Hub
ForesAlght.ai	Supported by TUM Venture Lab Software/AI (Heilbronn)
GuardiaVision	--
INCLUSYS	Supported by TUM Venture Lab Robotics/A
loopID	Participation in UTUM XPRENEURS Acceleration Program September 1, 2023, to December 1, 2023 Supported by TUM Venture Lab Sustainability/Circularity Participation an AI+Munich
LoopID	AI+Munich Participation Supported by TUM Venture Lab Sustainability/Circularity
LuciAI	Supported by TUM Start-up Consulting

Start-ups connected to the Testbed	Further Support for Start-ups in the UTUM Ecosystem
Otter Energy Trading	Supported by TUM Venture Lab Built Environment & Software/AI Participation in Innovations forum on March 20, 2024 Otter Energy Trading established cooperation with Action Energy Communities
Planshader	Supported by TUM Venture Lab Built Environment
RideSync	--
Senior Connect	Participated in AI+ Munich Supported by Venture Labs Software / AI (Heilbronn) Successful application to EXIST GS (June 2023 to February 2024)
SmartAIs	Connected with the City of Munich Participation in UTUM XPRENEURS Acceleration Programme September 2, 2024, to March 3, 2025 Supported by TUM Venture Lab Mobility & Software/AI & Robotics/AI Successful application to EXIST GS (June 2024 to May 2025)
sustainable pathways	--
Urban Scale Timber	Supported by TUM Venture Lab Built Environment
ValueSort.AI	Supported by TUM Start-up Consulting
VEPA	Supported by TUM Venture Lab Built Environment Participation in UTUM XPRENEURS Acceleration Programme 2021
visionation	Participation in the Innovation Forum on March 20, 2024 (T3.1) Successful networking: Visionation will support a real estate company in the automated creation of web-VR experiences and 3D real estate configuration. Support by TUM Venture Labs Built Environment & Software/AI

Table 3: Further Support for Participating Start-ups in XPLORE

### 6.3 LESSONS LEARNED AND RECOMMENDATIONS FOR REPLICATION

Looking forward, we eagerly anticipate the long-term impact of these start-ups on the values and goals of the New European Bauhaus. While it remains to be seen which of these ventures will ultimately succeed in the market, their innovative solutions have the potential to address significant challenges and improve the quality of life for residents. As we move forward, we will monitor their progress and gather insights into the factors that contribute to their success or failure. This ongoing evaluation, coupled with our continued support and

mentorship, will enable us to refine our programmes and better understand the dynamics of innovation and entrepreneurship.

## 7. EVALUATION AND RECOMMENDATION

The Business Creation Lab has proven to be a valuable tool in fostering innovation and entrepreneurship within the NEBOurhoods project. By providing a supportive environment and tailored resources, the program has successfully initiated promising start-ups aligned with the project's thematic focus.

While the early-stage nature of the start-ups presented challenges in terms of immediate market traction, the long-term potential of these ventures remains significant. A longer project duration would allow for further development and maturation, enabling deeper engagement with the testbed and potential customers.

The diverse range of themes within the NEBOurhoods project offered a rich landscape for innovation. On the other side this thematic openness created a challenge in communicating a clear and focused message to start-ups regarding the specific problems or opportunities they were expected to address.

### 7.1 RECOMMENDATIONS FOR FUTURE ITERATIONS

Future replication of the Business Creation Lab should focus on more specific topics within the broader context of creating sustainable urban neighbourhoods we want to tackle through the support of start-ups. This will enable the programme to better communicate and address the right teams as well as provide more targeted support and facilitate deeper collaborations with relevant stakeholders.

A longer project duration will allow especially tech start-ups more time to develop their ideas, validate their business models, and build traction in the market. The Business Creation Lab should include dedicated activities to support start-ups in testing their solutions within the NEBOurhoods testbed. This could involve providing access to facilities, mentorship from industry experts, and funding for pilot projects.

## 7.2 CONCLUSION

The Business Creation Lab has provided valuable experience in supporting early-stage start-ups within the NEBOurhoods project. While the initial, necessary adaptation of the Business Creation Lab presented challenges, these experiences have provided valuable lessons for future iterations. Similar programmes supporting (pre-incubation) start-ups and driving innovation can build on these insights.

The programme has shown that the topics of NEBOurhoods, which are relevant to all of us, have been very well received by start-up teams. Numerous teams have developed solutions with innovation potential that can make our cities more beautiful, sustainable and inclusive and contribute to the European Green Deal in the long term.