**What is SHIFT?**

SHIFT, which is part of the EU programme ECO-INNOVERA, is a unique research project, which stands for "Support Systems for Sustainable Entrepreneurship and Transformation".

**Why SHIFT?**

Eco-innovation and the Green Economy are at the top of the EU agenda. Effective support for start-ups and micro-SMEs that are seeking to expand their position or to launch eco-innovation in the marketplace is, however, still not widespread. In order to stimulate and support the creation of eco-innovation, support systems for entrepreneurship need a paradigm shift.

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**Public and private support system**

<table>
<thead>
<tr>
<th>Actors</th>
<th>Universities</th>
<th>Incubators</th>
<th>Business development organizations</th>
<th>Design service providers</th>
<th>Financial institutions</th>
<th>Other actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approaches</td>
<td>Business platform</td>
<td>Business plan competitions</td>
<td>Cluster initiatives</td>
<td>Design for sustainability</td>
<td>Public funding</td>
<td></td>
</tr>
</tbody>
</table>

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**Key actors: Entrepreneurs, start-ups & micro-SMEs**

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
<th>Stage 5</th>
<th>Stage 6</th>
<th>Stage 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity identification</td>
<td>Opportunity evaluation</td>
<td>Commitment of resources</td>
<td>Market entry</td>
<td>Full launch &amp; growth</td>
<td>Maturity &amp; expansion</td>
<td>Liquidity event</td>
</tr>
</tbody>
</table>

**Sector context: emerging, growing, mature industries**

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**Figure 1: Actors and approaches of the support systems**

- Economically feasible
- Environmentally beneficial
- No conflict with social sustainability

www.shift-project.eu
What is SHIFT investigating?

SHIFT is investigating the impact of different actors of the entrepreneurial support systems at different stages in the life cycle for eco-product and eco-service development (eco-innovation). SHIFT is seeking to identify existing deficits and gaps as well as recommend changes, strategies and policy development for more effective support of entrepreneurs, start-ups and micro-SMEs developing innovative green products and services.

What is the goal of SHIFT?

The main goal of SHIFT is to enable universities, incubators, business development organizations, financial institutions, design service providers and other relevant actors and intermediaries to support sustainable entrepreneurship more effectively.

How do we SHIFT?

On the basis of a sound theoretical foundation, thorough empirical analysis of the status quo in the project countries – Finland, Germany and Sweden – and the identification of best practice world-wide, a range of concrete and realistic recommendations will be developed for policy makers and actors of the support systems.

Who is behind SHIFT?

SHIFT is a collaborative project between forward-looking academic institutions in three EU countries that place a high priority on realising sustainability:

• Borderstep Institute for Innovation & Sustainability in Berlin, Germany – coordinator
• Linköping University, Centre for Innovation and Entrepreneurship and the Department of Management and Engineering, in Linköping, Sweden
• Aalto University, NODUS Sustainable Design Research Group, School of Arts, Design and Architecture (Aalto ARTS) in Helsinki, Finland

Find SHIFT online at www.shift-project.eu

Contact SHIFT:

Prof. Dr. Klaus Fichter
Borderstep Institute for Innovation & Sustainability, Berlin, Germany
E-mail: fichter@borderstep.de

Prof. Magnus Klofsten & Prof. Olof Hjelm
Linköping University, Sweden
E-Mail: magnus.klofsten@liu.se, olof.hjelm@liu.se

Prof. Alastair Fuad-Luke
Aalto University, Helsinki, Finland
E-Mail: alastair_fuad-luke@aalto.fi

Figure 2: Support systems: Real and perceived gaps