

BANKING *FINANCE*

BANKIA **Bankia Accelerator** **by Conector**

<http://www.conector.com/bankia/>

Bankia offers an acceleration programme in collaboration with Conector aimed at supporting enterprise, innovation and digital transformation. The programme seeks innovative startups aimed at improving the traditional sectors through the development of digital tools that represent, at the same time, a benefit for society.

The initiative includes three programmes where entrepreneurs receive the expertise and mentoring of the senior management of the financial institution and the support and advice of Conector and its members, among them Carlos Blanco, José del Barrio, Bernardo Hernández and Gerard Olivé. In addition to mentoring, the projects benefit from access to a network of investors and the entrepreneur ecosystem, perks valued at 100,000 euros, training talks and free work space.

BANKIA Fintech

<http://www.bankiafintech.com/fintech/es/>

Bankia Fintech is an international programme, organised along with Innsomnia Accelerator where 15 projects are selected. The initiative seeks to discover and foster proposals that deserve to progress in the financial sector over the coming years. The accelerator helps in the process of development and internationalisation of the projects, linked to fields like blockchain, insurtech, banking technology, cybersecurity or legal tech.

BANKIA **ICO Lines** **For SMEs and** **entrepreneurs**

<https://www.bankia.es/es/empresas/financiacion-y-avales/linea-ico-empresas-y-emprendedores-2017>

These are lines that finance investments in fixed assets for companies, freelancers, public entities and non-profits that make productive investments in Spain. Their interest rate may be fixed or variable and adjusts in time with the operation.

BANKINTER **ICO Lines**

https://empresas.bankinter.com/www2/empresas/es/financiacion/mediacion/lineas_ico

Bankinter's ICO line are designed for freelancers, companies and public and private entities (foundations, NGOs, Public Administrations, etc.) seeking finance for their investment projects and/or solving their liquidity issues. Beneficiaries can get funding to undertake their business development proposal. The line finances 100% of the project, provided it does not exceed 12.5 million euros. Among the actions covered by this assistance are the acquisition of fixed assets, vehicles costing no more than 30,000 euros, the purchase of companies or providing liquidity.

BANKINTER **FEI Financing**

https://empresas.bankinter.com/www2/empresas/es/financiacion/mediacion/financiacion_fei

Programme designed for financing SMEs with the support of the European Union in the context of the SME Initiative. These funds are part of the FEDER programme and Horizon 2020 in collaboration with the European Investment Fund and the European Investment Bank. It can be accessed by small and medium-size enterprises with fewer than 250 employees incorporated and operating in Spain with turnover of up to 50 million euros or balances that do not exceed 43 million euros. These loans have a limited duration of two years and a maximum of 12.

BANKINTER **InnovFin Agreement**

https://empresas.bankinter.com/www2/empresas/es/financiacion/mediacion/financiacion_fei

This financing has the support of the InnovFin Guarantee Agreement and the European Union under the Horizon 2020 Financial Instruments Programme. It can be accessed by SMEs with fewer than 500 employees extensively dedicated to, and investing in,



R&D, focussed on products and markets with high growth potential and that are innovative in the field of technology. Loans have a duration of two to seven years.

BBVA ICO Line for Companies and Entrepreneurs

<https://www.bbva.es/autonomos/financiacion/prestamos-especiales/autonomos-emprendedores.jsp>

BBVA offers an ICO Line for Companies and Entrepreneurs that support business development of those entities and projects that need a boost. The entity finances up to 100% of the investment proposal for SMEs and the self-employed and provides the necessary capital for refurbishment projects for home-owner communities. The loan must not exceed 12.5 million euros, whether this is one or several operations (completed in the form of a loans or leases). The interest rate may be fixed or variable and the early partial or full redemption of the loan (reducing the repayment) is allowed, with commission for such transactions, whether fixed or variable, ranging from 0.25% to 2.50% based on when said redemption is made, the legislative framework, the regulation of the mortgage market and based on the remaining term of the financing operation.

In parallel the entity have been supporting entrepreneurship for many years through its Open Talent_ programme, which provides economic muscle to startups in the fintech sector.





CAIXABANK

MicroBank, CaixaEmpresa, Caixa Capital Risc and Programa Emprendedor XXI

https://www.caixabank.com/responsabilidadcorporativa/sociedad/apoyoalemprendedor_es.html

CaixaBank is committed to promoting the entrepreneurial spirit and the individual initiative for economic growth and the development of the community. To do so, it has several tools to support small business owners and entrepreneurs, such as MicroBank microcredits for the creation or extension of businesses; CaixaEmpresa, which offers solutions for the self-employed and entrepreneurial projects, or the capital risk fund Caixa Capital Risc, which has four specialized investment vehicles: Industria, BioMed, ICT and Micro.

What's more, the entity organises the Programa Emprendedor XXI, a prize that promotes the entrepreneurial spirit recognising innovative projects with great growth potential. Those selected benefit from training, internationalization and incubation for the start up of a business project. This way, CaixaBank ensures research developed in universities and research centres through different programmes gets to the market.

BANCO POPULAR

ICO Lines

<http://www.bancopopular.es/empresas/financiar-mi-empresa/lineas-oficiales-de-financiacion/lineas-ico>

Banco Popular offers different ICO credit lines focussed on fostering business development. The lines highlight their specialization, which allows the user to find the initiative that best suits their claims and objectives: international expansion of the company, obtaining liquidity to finance export of products or the purchase of shares. What's more, Banco Popular offers outstanding advantages like the possibility of financing the loan over 20 years.

BANCO PASTOR Entrepreneurs Line

<http://www.bancopastor.es/empresas-productos-financiacion-linea-emprendedores.html>

Banco Pastor's Entrepreneurs Line is designed for professionals, self-employed individuals and companies with less than three years' activity, offering them financing of up to 30,000 euros for the acquisition of capital assets.

In parallel, Banco Pastor also collaborates with the European Institute for Entrepreneurship to offer training on taxation, human resources, marketing and business management.

BANCO SABADELL

ICO Lines, Préstamo Inicio, CréditoPRO, Nueva Trayectoria Profesional and BStartup

<https://www.bancsabadell.com>

Banco Sabadell offers the ICO Line Companies and Entrepreneurs 2017, aimed at financing investments in productive fixed assets in Spain and covering liquidity needs. It has several forms of financing to facilitate business creation: 'Initial loan' gives the entrepreneur the capital necessary for the start of the professional activity in a maximum term of five years; the New Processional Path for the self-employed who change their place of activity, the Professional loan with periodic amortization for the purchase of equipment and CreditPro for treasury needs.

The entity also has an investment vehicle, Bstartup, focussed on the emerging companies linked to the tech world. The platform grants between 50,000 and 10,000 euros in exchange for between 5% and 15% of the company.

BANCO SANTANDER **Cuenta 1,2,3 Pymes and Fondo Advance**

<https://www.bancosantander.es/es/empresas-advance/actualidad-y-pymestv/itinerarios/emprendedores>

Cuenta 1,2,3 Pymes and 'Fondo Advance' are the two lines offered by Banco Santander to foster entrepreneurship and generate business value. The first offers a 1% bonus on the payment of employee salaries and social security, 2% on taxes and 3% on supplies, security and protection insurance. It includes advantages for online transfers and the lodgement of checks. 'Fondo Advance' fosters the development of R&D&I or fixed assets for SMEs with less than three years' activity. It grants loans for a minimum of €1m, the repayment of which are structured based on the type of project (medium or long term) with flexibility in the payment calendar.

ING DIRECT **Crédito Negocios 10'**

<https://www.ing.es/negocios/credito-negocios-10/>

ING Direct offers the Crédito Negocios 10', a financing plan for the self-employed and companies that can be processed online in just 10 minutes. Thanks to the analysis technology used by the bank, the client can know in just ten minutes if ING will grant financing, which ranges from 3,000 to 10,000 euros. The plan has interest rates adjustable to the business activity, a repayment term of 12 to 36 months where the client chooses the quantity and is free of commission for partial or full early redemption. In addition, this credit is free of guarantees and complex processes.

DEUTSCHE BANK **Préstamo Autónomos Tipo Fijo db**

<https://www.deutsche-bank.es/pbc/data/es/18091.html>

Deutsche Bank Préstamo Autónomos Tipo Fijo is designed to cover the needs arising from professional activity. It is offered for financing from €2,000 up to €60,000 with an interest rate of 3.9% and repayment terms of between one and eight years. The loan has an opening commission of 1.5% and 1% in the case of cancellation. In addition to economic support, the client will receive the advice of a personal manager to resolve any doubts that may arise and needs relating to financing, investment and export.





Diego Soro,
CEO of Fundera.eu and Tender.com
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PUBLIC FINANCING

In the Community of Madrid

It has been demonstrated that the most developed countries are those that invest in R&D&I, confirming the transcendental impact that investing in technology has on a country.

The pioneer in demonstrating this hypothesis was Nobel Prize winner Robert Solow, who revolutionised the classic models of economic growth.

In accordance with the Lisbon Strategy of 2000, it was intended that countries would invest 3% of GDP in R&D&I by 2010. In Spain, unfortunately, we're not even halfway there while competitor countries like Germany are on 2.89%, Sweden 3.37%, USA almost 3% and Japan 3.47%. What do we want for the Spain of the future? What do we want the Madrid of the future to look like and what type of productive model do we want to have?

If we want to be a competitive country there is no doubt we have to follow the path of these countries that are currently advancing ahead of us.

Public financing has a fundamental role in this and it is to drive private financing and incentivizing the economy with companies based on innovation that allow themselves to be global and competitive. Currently, public financing is not enough but private financing neither it is, as in Spain the percentage of the public contribution to R&D&I is 41% compared to 30% in the most developed countries.

Anyway, the role of public financing in making Spain a competitive country is key, but investment is as important as how these funds are used.

One of the main problems is the great atomisation of the financing lines, consequently companies cannot know what types of lines exist for them, where to find financing, etc. Since creating Fundera.eu, I try to give as much visibility as possible to the system and in the guide, we explain some of the financing instruments which are more interesting for companies in different phases of growth, and hopefully it is useful for the reader. The aim is to democratize this information, to facilitate access to it and provide transparency.

The public financing lines are structured like private investors and each have their own strategies. Just as in the private sector, a company must know if it's ready to talk to Venture Capital or a business angel, and even to know them so they're aware of what type of companies they're interested in investing in. The idiosyncrasy of the public financing system are similar.

There are lines of financing suitable for companies starting out, others for more mature companies, and lines of financing for different types of projects, some disruptive, others more focussed on the market or simply for projects that have capital extensions. In the end, there's a broad spread of programmes where it's not only about finding what's available within this spectre but also about what is sought for each line of financing.

In this guide we include some of those basic lines that we think are important for Madrid startups to know and understand. We hope that over time we can build a much simpler, more efficient, innovator-focussed system, a fundamental engine of the new economy, called to be ambassadors of our country in the future. I certainly hope so.

COMPANIES IN INITIAL PHASES

1) Neotec

Neotec finance the development of technology in Spanish companies. The programme was launched to finance groups created recently that had the development of some innovative technology as their core.

This instrument has evolved. Currently there is a call to finance companies of this kind with up to €250,000 in non-refundable funding.

Similar to the European Commission's SME instrument, the companies must present a business plan explaining their technological difference and their degree of innovation.

The call closes the last quarter of the year, with a budget for 2018 of €25m.

2) SME Instrument

Phase 1

The SME Instrument is the major financing instrument of the European Commission for funding startups, investing €3 billion between 2014 and 2020.

It is divided into three phases: the initial one (phase 1) in which €50,000 is offered on a non-refundable basis. It is designed for companies that are starting to test their product in the market and want to accelerate the process. There are calls every three months. It is a competitive instrument that finances the projects it selects from those presented.

3) Horizonte PYME

The Ministry of the Economy launches the Horizonte Pyme line that seeks to finance projects in phase 1 of the Pyme Instrument which have been evaluated but not financed.

In the European Commission the projects are evaluated based on a 15-point system (from 13 points, those not financed have the possibility of being financed with the Ministry).

The aim of Horizonte Pyme is to finance those good products and give them an opportunity in Spain, something useful of SMEs that see a second opportunity in this programme. There is one call per year.

4) Enisa

Enisa is one of the most requested financing formulas by entrepreneurs. It offers participative loans where no guarantees are requested (it is the project itself) and therefore the investment commitment of the company is requested so that Enisa can invest.

It has several instruments from the young entrepreneur's line of up to €75,000 to higher lines (although in practice, loans for more than €300,000 are difficult to obtain). This call is open throughout the entire year. .

COMPANIES EXPERIENCING GROWTH

1) SME Instrument

Phase 2

In phase 2, the SME Instrument line focuses on companies scaling up their business, offering between 1 and 3 million per year in grants for scalability and replicability of the project at the international level.

2) Eurostars

Eurostars is a European programme for financing projects with cooperation between at least two European companies for a market-oriented innovative product. In this financing line, projects are presented at international level. If approved, each company is financed at national level. In the case of Spain,

CDTI www.cdti.es is responsible for offering around 60% of the budget of the project in the form of a non-refundable subsidy.

3) AEESD

This call of the Ministry of Energy, Tourism and Digital Agenda has the aim of financing experimental development projects in certain areas. Last year, they were industries of the future, which included the internet projects of the future, electronic components and systems, cloud computing and big data processing as well as cybersecurity trust. They stand out as they are closed calls that are usually opened in the first half of the year where 100% of the budget of a pro-

ject is financed with 0% in subsidy form and all in the form of a loan.

4) CDTI

Research and Development Projects finance 70% of the budget of the projects with a Euribor loan, with a repayment term of approximately 10 years. Moreover, there is a non-refundable part (which is in fact more like a non-refundable subsidy) which would vary and usually be around 0 for projects with a lower innovation grade, or even the purchase of equipment or information systems there is the Direct Innovation Line, an instrument that is, in principle, more flexible than the former, even though the conditions are somewhat stricter and the repayment time is half.

5) Horizon 2020

For companies experiencing growth, it is important to assess the calls of H2020. Beyond the SME Instrument, there are biannual working plans published for the two years with the themes (related to innovation and research in specific areas) to finance. These types of programmes are always very competitive and finance 70% to 100% of the projects.

6) Life

Programme for the Environment and Climate Action - Programme LIFE - is a financial instrument of the European Union dedicated to environmental matters. Geared towards companies with practical solutions and improvements to achieve environmental and climate objectives, innovative projects to develop a prototype or, if already developed, for the demonstration of use in practice. They are usually in collaboration with other entities, universities, technological centres or public bodies. The projects must also have a focus on replicability at the European level.

COMPANIES IN EXPANSION

1) Retos

Through the Retos programme, the aim is to channel innovation generated by universities and technology centres through companies in such a manner that they are geared towards the market. That's why Retos finances projects labelled as "experimental development", which are those focussed on the development of new product or service designs that produce a prototype or sample. At a minimum, there should be one company and one research centre with a minimum budget of €500,000.

2) Horizon 2020

As already explained under "Companies Experiencing Growth" this is also an important instrument for companies in expansion that generate R&D&I.

3) CIEN

Large projects of between three and a maximum of eight companies and a budget of between €5m to €20m. The CDTI's R&D&I line for larger projects, with 75% financed in the form of a loan with a non-refundable part of up to 33%.

4) Public Procurement of Innovation

One of the focal points of the Horizon 2020 programme which finances research and innovation projects in different areas in the European context, with close to €80 billion for the period 2014-2020, is the fostering and normalisation of innovative public procurement. This line has become relevant within the European financing programmes with investment rising from €4.5m in the 2009-2010 period to reach an average of €130m for the years 2014-2015 and 2016-2017.

There is a clear commitment to aggregating demand to take advantage of the potential of innovation. The Horizon 2020 programme provides financing mechanisms to promote the purchase of innovation focussed on potential buyers of the innovative solution: group of public tenderers jointly with other tenderers that provide public interest services and have similar needs (for example, private tenderers, NGOs). This financing scheme is carried out across three complementary modes of public procurement

5) Taxation for all types of companies

An important element that helps offset the investment in innovation projects are the tax advantages that the company may encounter. Broadly speaking, there are deductions in the corporation tax rate from the cost of the full project. These are 12% of the cost of IT project, between 25% and 12% for R&D projects.

For example, if an entrepreneur makes an investment in a project of 100,000 euros, they will obtain a tax credit of 8,000 euros in the case of an IT project or between 25,000 and 42,000 for an R&D project. Regardless, applying these deductions with the necessary rigour generates some important benefits for any company and, generally, many entrepreneurs are unaware of these.



THE EVOLUTION OF INVESTMENT IN MADRID

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If we look back and compare the current investment situation in Madrid with that of 2008 we find scant comparison in terms of stakeholders or in terms of opportunities. For those entrepreneurs who had the idea of setting up a company in the middle of a recession, access to financing was scarce and money from family and friends was one of the few ways in which we could raise the capital necessary to launch our first companies. This was something that happened throughout the entrepreneurial community.

Only the best started out with professional first rounds and you count the number of such instances on two hands (these were always the most disruptive projects with clear international potential).

Spain was mired in a deep crisis and investors and institutions barely had the money to invest or provide capital to companies and entrepreneurs who decided to undertake new projects. Financing could be found at investment forums, events and accelerators that collaborated with public entities involved in entrepreneurship. If you couldn't find the money turning up at these opportu-

nities, you had to rely on the recommendations of friends and acquaintances to open up the doors of some investor or nearby fund.

Today, things have changed a lot. Access to financing, both public and private has been professionalised, the number of stakeholders involved in investment have grown and tools have been created to be able to access that financing. That's no easy task however, because even though there are many agents who have taken the trouble to add their two cents to the ecosystem, they have also become more professional and demanding with their investments.

The number of business angels, investor networks and entrepreneurs willing to commit to innovative and disruptive projects in the early phases have all grown. The incubators and accelerators have also emerged to select the best companies so that they can take advantage of their services.

We must add to this the work of national and regional public administrations who have realised the importance of financing in the early phases of the life of a company (Enisa is, without doubt one of the most effective instruments).

Also in advanced phases, and with a good batch of startups created in 2010, the investment vehicles and funds have

begun to emerge after the appalling recession suffered in Spain and have invested in the most promising companies of the 2008 era. The birth of alternative financing platforms (equity crowdfunding) and the arrival of international funds who are attracted to second round entrepreneurial projects, with some success already and a clear global vision of the companies, have ensured that investment evolved in the correct and positive way.

Also remarkable is the fact that some successful entrepreneurs who have sold their companies, have decided to reinvest part of the money in new startups, giving the ecosystem continuity. And no less important was the work of other agents of the ecosystem who support entrepreneurs in making companies grow. Innovation spaces like Campus Madrid, leading national events like South Summit and specialized media like El Referente and its annual Investment Guide have seen an acceleration of connections and access to capital.

But let's not forget that money's not free; it's intelligent, it looks for results and returns that multiply the value of the investment. That's why capital has come to be called 'smart money'. Now if you're an entrepreneur, you have to look for the necessary money from the right investor so they really help you create and scale up your company.

The main players in investment in innovative companies

In any innovative project, as in any company, there are different phases when it comes to investing capital in companies linked to innovation and technology and different profiles or investment agents that appear in each of these phases. A cycle that begins with the founding of the company and ends, in cases that are few and far between, with the sale of the company or as traditionally called in the sector, an exit.

In tech companies there are phases faced by startups prior to sale. Many of them, more than 90%, die along the way before even reaching two years of age.

The first one is the seed phase and it is usually the time when the founding partners prepare all the company prior to launching to market (they sign the team, they develop the project, they create the company). Then there is the early stage or startup phase, which coincides with the launch of the company, the capture of new clients and the development of the first metrics.

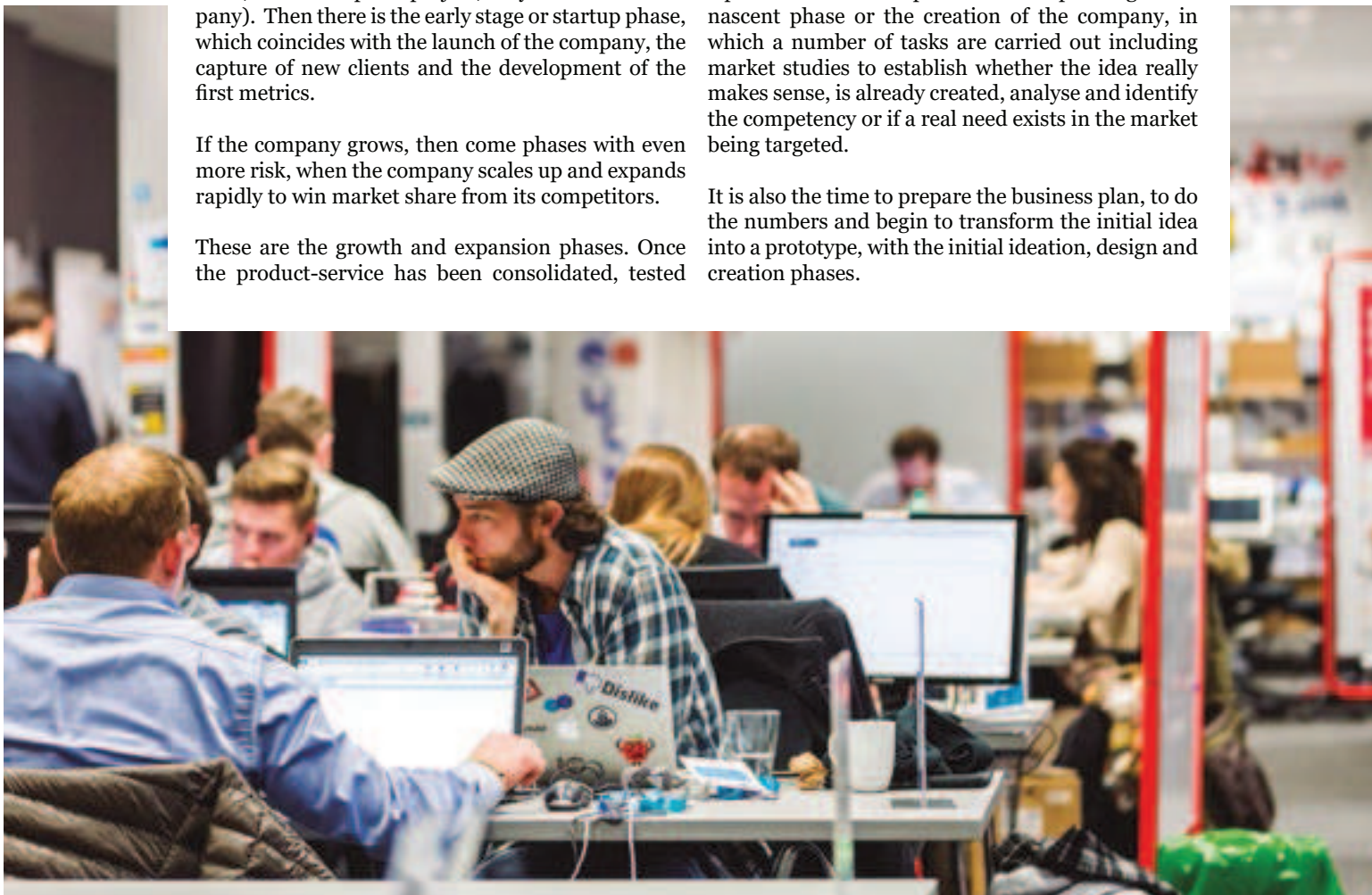
If the company grows, then come phases with even more risk, when the company scales up and expands rapidly to win market share from its competitors.

These are the growth and expansion phases. Once the product-service has been consolidated, tested

and the business model is working and showing good metrics, it is time to raise capital to scale up the company, to tackle the competition, to consolidate its position in the country in which it is born to later expand to other markets, which is the phase prior to exit. This would be the last phase and, eventually, the company might be sold to another company and the shareholders would recoup their investment and, normally, make a significant profit on their investment.

In each of these phases there are different agents that provide capital so that entrepreneurs can create the product, the team, launch the company and make it grow. Below we detail the most important aspects of each phase and the different investors. Before beginning the seed phase, there is actually a previous one called pre-seed corresponding to the nascent phase or the creation of the company, in which a number of tasks are carried out including market studies to establish whether the idea really makes sense, is already created, analyse and identify the competency or if a real need exists in the market being targeted.

It is also the time to prepare the business plan, to do the numbers and begin to transform the initial idea into a prototype, with the initial ideation, design and creation phases.



SEED STAGE

(seed)

The seed stage usually covers the period prior to the launch, when the founders prepare the entire campaign to launch to market. Normally, companies with a technological or innovative base usually need capital to put together a tech prototype or MVP (Minimum Viable Product). Along with these tasks, there is also the recruitment of the team, the preparation of the partners' agreement, consolidation of the business plan and preparation of the launch of the company (on occasion capital is also needed for research in R&D&I). In order to be able to carry all of this out, a first round of funding is usually held, for between 100k and 300k. The players involved in these transactions are mainly one group.

MAIN PLAYERS IN THE SEED STAGE

1. Family, Friends and Fools (FFF)

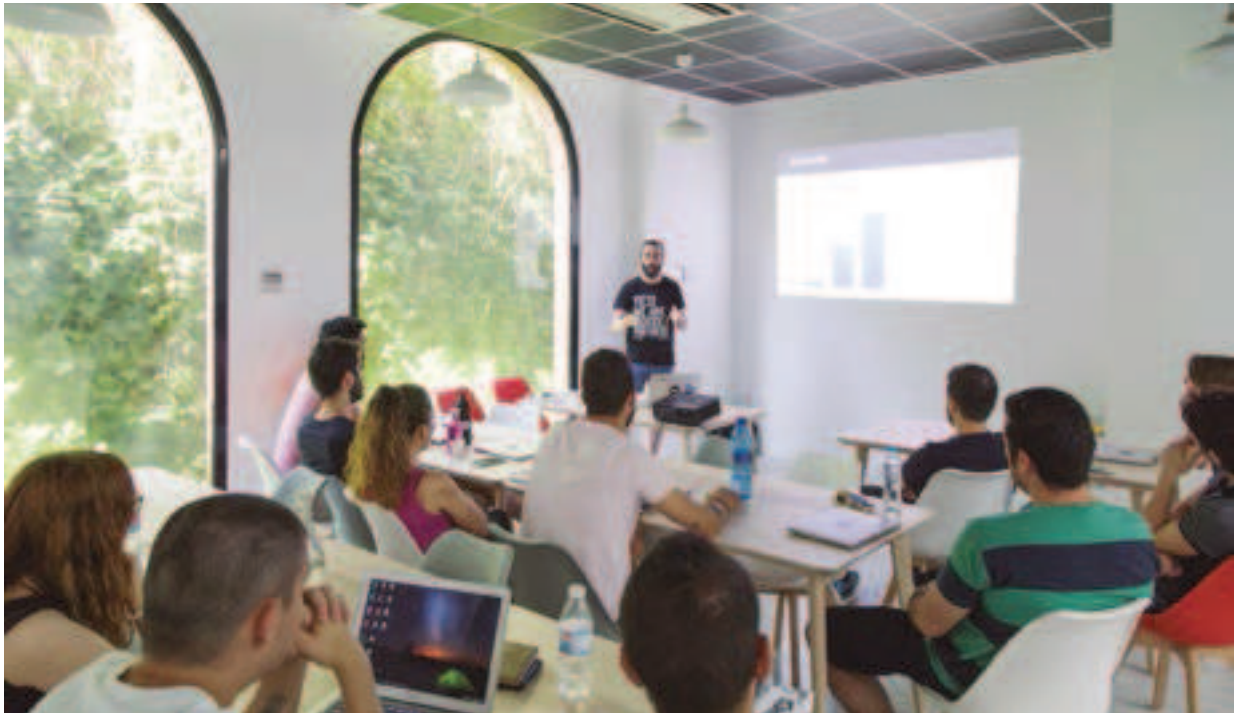
This is the term imported from the United States that sums up the seed and early phases. Family, friends and fools are indeed usually the first point for any entrepreneur when it comes to capturing capital for their company. Who better than family and friends to commit to an embryonic company where few people usually meet and confide in entrepreneurs, especially with a track record when it comes to setting up the first company.

- The family. These are people who know the idea's founder perfectly. They're usually more interested in, and motivated by, getting the project off the ground and its where the founding partner usually enjoys the most flexibility when it comes to returning their capital in the event that company struggles to gain traction and doesn't work.

- The same occurs with friends, people close to the founders, who as well as knowing the founders usually have closer links to the business and the sector than family members. That's why they're more proactive investors and add value to companies in certain areas in the early years.

- And then there are the 'fools', usually people from the founders' environment but that don't have close friendship ties with them. Here there can be a mix of different investor profiles. An example are business angels, professional investors with a track record in investment who are seeking to take advantage of the seed phases of projects to obtain a significant percentage of potentially very promising companies. Often there are also entrepreneurs from large corporations who seek, through a policy of diversification, to build up shares in the companies before later selling their shares if the project is good and gains traction and can thus obtain high returns.





2. Incubators

Along with these types of seed phase investors we can include incubators. As we explained in-depth in the section on accelerators (Page 76), start up incubators are usually initiatives set up by expert investors or entrepreneurs or corporations that offer capital, services, space and mentoring for projects in the initial phases in exchange for a percentage of the company or for free.

Some of the best-known in Madrid are the private initiatives Demium Startups and Area 31 and Madrid Science Park as well as some corporate initiatives.

3. Public Financing

Together with the first rounds of investment it is more and more common to apply for public financing from different national public stakeholders all with their headquarters in Madrid the main sources of assistance, as detailed in the section on public financing (page 26) are ENISA, Emplea, Neotec CDTI and Instrument Phase 1.

EARLY STAGE

(start up)

The early stage is also the very first phase of startups but in it normally all the landmarks of the pre-seed phase have already been achieved. That is, there is already minimum viable product, developed and tested for launch to market; the people necessary to launch the company; the legal aspects are closed and it is the time to put in place the business plan prepared, worked on and amended in the previous phase.

This phase is when the company's product is launched. The marketing and communication plan should be launched, the first metrics should be obtained and, in some cases, the first revenues too. This can also be used to restructure or pivot those aspects of the company that have a margin for improvement, especially those related to the technology and product side.

In this phase, the entrepreneur, from among all their functions, must continue to think about closing a new funding round if required. Above all, to make the company grow and scale up subsequent phases. The following round has the objective of increasing customers, and that is why it is usually largely geared towards the areas of sales and marketing, and the product and technology department.

In this phase, a little more advanced, there is usually a series of more professional profiles that the entrepreneur can access to seek financing and that will help scale the companies. These rounds are usually between 300k and one million euros. Among the many actors that can be involved, we highlight three:

Business angels are usually individuals or legal entities that make their own personal investment decisions and provide capital and their time to non-listed third-party companies.

A business angel has a key role in the initial phases of a company, supporting entrepreneurs in the beginnings of their life cycles (seed and early).

As defined by the Spanish Association of Business Angels (AEBAN) this investor profile originates in the United States and were called "Angel Investors" or just "Angels" in reference to the entrepreneurs who supported Broadway productions in the early 20th century.

There are many translations and variations of the term, such as private investors, informal investors, angel investors, individual investors, proximity investors and providential investors, but as of yet none has displaced the term Business Angel which is the most commonly used in Europe to refer to this type of investor.

This profile usually includes a series of characteristics that are shown here:

- They invest their own capital in the companies.
- They have their own investment criteria.
- They invest in companies and people with no family or personal links.
- They're looking to earn money, even though that's not the only reason to invest.

And most important, business angels invest in complex phases that entail significant risk due to the lack of liquidity of companies, as there are no guarantees and bank financing is scarce or non-existent. Below we identify the most renowned business angels in Madrid along with their invested companies and their investment criteria.

BUSINESS *Angels*

Alberto Benmunan

is cofounder of several successful companies like DelSúper, Gelt, Moviplans and Mobile Dreams. As an investor, he participates in initiatives related to Grocery Tech in the seed phase and with contributions ranging from 15,000 to 30,000 euros. He has signed a number of exits including Ticketron, TuCupon, Moviplans y Promotron. He generally operates in Spanish or Israeli startups or those located in Silicon Valley. .

Alejandro de León

is an investor committed to social improvement. Founder of the company builder Anima Ventures, specialized in social initiatives such as crowdfunding platform Microwd, Cultcards, Lazzus and TUUULIBRERÍA. At the same time, he has built companies that pursue different social purposes such as Asociaciones Mayas, or the sustainable mobility company Bluemove. Among his exits are TuCarritoMusical and Bluemove.

Almudena Sáinz

de la Cuesta invests in fintech projects with international ambition, capacity for growth and a good team. Another of the aspects that Almudena values positively is for the initiative to cover a non-attended need. She has invested in legendary companies like Kantox, MyValue, Summa, Colibrio ETF Matic, and is the founder of Almir Servicios Financieros.

Alberto Knapp holds a degree in Advertising specialized in the Sociology of Consumption. He stands out as the founder of the agency The Cocktail. As well as being a lecturer at IE Business School, he is a mentor at Seedrocket and Wayra and an investor in Sindelantal, Mumumio or Deporvillage.

Ángel Barranco

is an investor in startups in the seed phase with high performance potential. To do so he uses the investment group Seedsyndicates, made up of different angels and of which he is the cofounder. As well as offering economic assistance, he also collaborates in the business development of the projects. Companies like Tutellus, Housers, Apartum, Youtbee, Micocar, Seeketing, SoloStock and Yvoox enjoyed his support in their early stages..

Bernardo Hernández

holds a Degree in Economics and Business Administration from ICADE Business School. He has been Director of Products for Google and Managing Director of Flickr. He is also cofounder of Fever, Idealista and Floresfrescas and an investor in Tuenti, Floresfrescas, Verse, Glovo, Paack, Citibox, Letsgoi and Jobin. He focusses the idea on the team.

Carlos Emilio

Gómez leads Waze Europa, a social traffic app that belongs to Google. This entrepreneur has spent his professional career at Google, from where he made the leap to managing a company from Madrid. He has been an investor in Petcoach and an adviser to Valeet and Ticketea, a mentor at Cre100do, Endeavor and also a founder at Nexo.

Catalina Parra

is a specialised investor in projects with a social impact. She has participated in startups like Wimba, Geoband, Hotel con Corazón and La Exclusiva. She is also the founder of the social accelerator UEIA and Fundación Hazlo posible. Her participations range from 30k to 50k.



César Bardaji is a full-time business angel, particularly active in helping invested companies. He has already made over 30 investments and over 10 exits. He commits to startups with proven traction and scalability in the early phase. Among his investments are Apartum, Entrenarme, Wave, Twilala, BePretty, Green; omit, MrJeff, Bnext and Entretenemos.

David Carrero is a partner of several sold companies like Ferca Network and Acens. He is currently an investor in Civeta Investment and an investor in startups like Bubok, Tutellus, Guud.tv, Worona, Safecont, Programacion.com, Mailtrack.io and Cabify, these last two through Angel club. They like to focus the optimisation of investment resources on the team.

François Derbaix is an investor in more than twenty startups, which include Kantox, Tiendeo and Reclamador, and others already divested like Deporvillage, Toprural and Rentalia, of which he is a cofounder, like Aplázame, Toprural, Soysuper and Indexa Capital, where he also serves as Managing Director. He focuses on the fintech and insurtech sectors with contributions of between 50,000 to 100,000 euros.

Félix Ruiz is one of the most renowned entrepreneurs in Spain. Among his creations are Tuenti and Jobandtalent. He has invested in success cases like Glovo and Deporvillage and has signed major exits like Buytheface and Tuenti. He invests between 50k and 500k in all types of projects that show the capacity for international scalability with a convincing team involved in the operations part of the company.

Hugo Arévalo invests between 50,000 and 500,000 euros in marketplaces, fintech and eCommerce projects with a good management rating, although he is open to any sector. He has several major exits to his name, like Tuenti and Buytheface and is co-founder of the latter, Albau Ventures and Bright&Sharp.

Ismael ElQudsi is CEO of Internet República, an online marketing agency with a presence in Spain and the United States and a founder of Social Publi Social Reacher. He is co-director of Conector Madrid and a founding partner of AIEI. He invests in adtech and eCommerce sectors. Among his investments are PowerToYourSEO, Savannah, Flip Flops and Runnics.

Jesús Encinar studied an MBA at Harvard Business School and began his professional career in Silicon Valley as a design and strategy consultant. He is one of founding fathers of Idealista, the property listings website which was one of the biggest success stories of 2015. Jesús invests sums that range from 50,000 and 200,000 euros.

José Luis Vallejo is a business angel with more than 20 years' experience in the companies in the internet sector although he is also specialized in the field of biotech. His contributions range from 50,000 up to 500,000 from his fund HealthyTech. Among his exits are Buyvip, Belbex and Movisol. He is also Chairman and CEO of the innovation company Sngular..

José María Torroja

invests in projects in the initial phase with a scalable idea, defined business model and a solvent and committed team. Among the invested companies are Weplan, Ironhack, Runnics and Ticketea and he has signed exits with Ducksboard and Tourist Eye. Moreover, José María is the founder of several companies, among them Enerpro and Blossom 2002.

Luís Martín

Cabiedes is cofounder of Cabiedes & Partners, a fund specialised in investment in startups in the early phase. He studied Philosophy at Complutense University of Madrid and was CEO of Europa Press for more than 12 years. Among his most notable investments are Socialcar, Deporvillage, Kantox and Chicfy, and has also made several well publicised exist like the French company Blablacar.

Marcos Alves is a business angel specialized in sales with contributions of between 10,000 and 30,000 euros. Founder and CEO of ElTenedor in Spain, Portugal and Brazil signed the sale of the company to Tripadvisor in 2014. Marcos has invested in We Are Knitters, Traventia, Karming and DADA, among other companies, where he commits to generating value and growth.

Marta Esteve is a founder of Rentalia, Toprural and SoySuper. The first two appear as exits on her business angel CV. With a degree in Economics and ADE and an MBA from the International University of Lueven, is a partner of Indexa Capital, Familia Fácil, 11870.com and Vinogusto. Marta usually invests between 5,000 and 10,000 euros.

Miguel Arias focuses his investments on startups with a technological base which have teams with experience and where the founders form an active part of the management. Marfeel and Imaste were the first two exits, although they have also invested in other startups like Reclamador, Dada Company, Graphext, Carto and Vizzuality and is the founder of Multivent.



Miriam González

Amezqueta invests in disruptive businesses with capacity for international expansion, scalability and a good management team. She is co-founder of Alamir Financial Services, with which she has invested in several startups in the fintech sector, like SUMMA, Colibri, Tump, Myvalue and Kantox.

René de Jong has participated in exits like Justlanded, Touristey and Softonic. He participates in startups in the areas of education, tourism, IoT and travel with investments of between 25,000 and 50,000 euros. René focuses on consolidated projects with a strong team where he can participate and that are also disruptive and scalable. His invested companies include PopPlaces, Lingualia, Footters and Reclamador.

Rodolfo Carpintier is a mentor to Conector, Wayra and Área 31, among others. He has participated in more than 20 companies through the internet business and technology incubator he presides, DaD, with investments of between 50K and 100K. He focuses on projects that modernise existing business models and Big Data. Rodolfo participated in exits from Tuenti, Buy-Vip and Xplan.

Rodrigo de la Cruz

invests through FinTech Ventures, an investors' club of which he is a founding partner and which invests sums of between 100k and €2.5m. The fund has invested in more than 10 companies in the fintech and insurtech world, including Housers, MyTripleA, Finizens and Bolsa.com, and boasts significant dealflow in Latin America.

Sebastien Chartier

supports the eCommerce, internet and industrial sector through economic injections ranging from 5,000 to 25,000 euros and his experience. He has participated in exits like Otagami and Runnics and is currently investor in Dietox, Reclamador, Helloumi, AgoraNews, Splitfy and Singularu.

Sixto Arias founded companies like Movilisto, Mobext and Edu-next Made in Mobile. A former partner of Conector Startup Accelerator, founding president emeritus of the Mobile Marketing Association and lecturer at various universities and business schools. He usually invests in IoT, edutech and mobile. Among his investments are The AppDate, Oportunista, Livetopic and Capaball.

Vincent Rosso is committed to scalable marketplaces that have a minimum of two founders. He participated in important exits like OnTruck and Blablacar, a company of which he is a cofounder, like in Seed Pop Capital and Cosentio. As an investor he usually provides some €50,000 and has entered SocialCar, Monkimum, LetsGoi, MicroCar, PeopleITrust and Startupxplore, among others.

Yago Arbeloa began his career more than 20 years ago. He founded Sync.es, which was sold to Arsys in 2011. He is currently Chairman of MIOGROUP and AIEL. An investor in more than thirty projects like We are Knitters, Reclamador and Indexa Capital through Viriditas Ventures. For years he has been positioned among the most influential future young leaders in Spain according to the Instituto Choiseul.



CROWDFUNDING

Equity Platforms

Within the world of alternative financing, now we highlight equity platforms, consisting of collective financing web platforms, through which entrepreneurs achieve the investment necessary for their project through contributions from many small investors.

They are usually limited in time, a communication campaign is carried out so that any individual or company can participate and it's launched with a set financing objective (in addition to an explanation of the mission, vision and objectives of the company in the short to medium term). Below we take a look at the most important platforms operating in Madrid, and a fundamental aspect

is clarified when it comes to classifying and structuring them.

Those that are authorised and registered with the special administrative register of the CNMV {Spanish National Stock Market Commission}, which foster financing through the entry of partners and shareholders in the share capital of trading companies.

As explained by Guillermo Azqueta, co-founder of the platform Fellow Funders, "for a platform to be accepted by the CNMV it must comply with Law 5/2015 on Fostering Company Financing. All the equity crowdfunding platforms must be regulated, but the truth

is that some operate with no relevant authorisation". The reason why they all must be regulated by the CNMV is simple, as Azqueta adds, "regulation gives investors piece of mind and professionalizes the sector".

We're talking about investing in non-listed companies and, therefore, transparency must be fundamental for equity crowdfunding to become an alternative source of funding for companies and a real investment option for investors. There are many participative financing platforms operating in Spain, but the main Madrid-based ones are:



FELLOW FUNDERS

FOUNDERS: Francisco Mariscal y Guillermo Azqueta.

www.fellowfunders.es

SECTORS: Varied.

Fellow Funders is a Participative Financing Platform authorized by and registered with the CNMV which offers the opportunity to invest in 'early stage' and 'growth stage' phases to both institutional and individual investors. All their projects have survived an exhaustive valuation and 'scoring' process (developed by its management team), and have metrics that justify their business model.

Investments: Worktel, Natur Drinks, Fotawa...

LIGNUM CAPITAL

FOUNDERS: Álvaro Faustino González, Moisés Redondo, Rafael González.

www.lignumcap.com

SECTORS: Tech, agrifood, textile.

Lignum Capital is a participative financing platform. Their mission is to identify innovative projects in the growth or seed phase and good ideas as a credible and scalable business model that needs financing. They offer a group of investors the possibility of identifying projects and their entrepreneurs and investing in them.

Investments: Madeinme, Parkfy, Vudori, Tucarritomusical, Sttorybox, Uzeet, True Spanish Gourmet.

LA BOLSA SOCIAL

FOUNDERS: José Moncada.

www.bolsasocial.com

SECTORS: social impact, environment.

La Bolsa Social is an equity crowdfunding and crowdlending platform used to finance projects with a positive social or environmental impact. It looks for companies that have a good business model, growth potential and positive and demonstrable impact. The platform allows the investment to be made simpler, in a more flexible, transparent and participative way with all legal guarantees.

Investments: Whatscine, Nostoc Biotech, Utopicus, Auara, Mercatrace, Farmidable.

SOCIOS INVERSORES

FUNDADORES: Javier Villaseca.

www.sociosinversores.com

SECTORS: Varied.

SociosInversores.com is the first platform dedicated to financing projects collectively. It offers an alternative to entrepreneurs seeking financing for their ideas and an opportunity for investors to invest in projects with high growth potential, entering the company as a partner. SociosInversores is licensed by the Spanish National Stock Market Commission (CNMV).

Investments: Growly, Aboattime, Argos Global, Bebé de París, Aura Innovative Robotics, Impetux, Ecohortum, SocialBets, RockMap, Madaish, Appladin, Glick&Gift, WorkToday, Emprestamo, Xtresia, ThePayPro...

OTHER PLATFORMS

Einicia

www.einicia.es

EMAIL: info@einicia.es

Welcome Capital

www.welcomecapital.es

EMAIL: soporte@welcomecapital.es

- Business Angels Networks -



- National and Regional Initiatives

There are networks created by public institutions so that less-experienced investors can invest in companies.

Examples of these networks are BAN Madrid+d at regional levels and ESBAN and AEBAN at national level.

- University and Business School Initiatives

The universities and business schools are suggesting private initiatives created by alumni, lecturers and the schools themselves, organised in the form of alumni networks (IESE, ESADE) and that invest jointly in innovative companies through different vehicles

Normally, these networks function in a similar way in all cases and have a series of aspects that differentiate them from other investor agents. We detail the main ones below:

- They usually carry out prior deal flow (selection of the best initiatives) so that investors in their network can invest in them.
- They usually prepare an evaluation report of the project so that their investors can study them in depth.
- They also organise presentation events for projects before their investors' network so that they can explore further and get to know the founders.



- Business Angels Networks -

AEBAN

www.aeban.es
Paseo de Recoletos, 14
7th floor. 28001, Madrid

The Spanish Association of Business Angels (AEBAN) is an institution that encompasses many private investor networks in Spain and has as its main objective the promotion of the activities of investors and those networks. Currently, the association has a total of 38-member networks in 11 communities, including over 2,000 investors, who mobilised resources of over 40 million euros last year.

ADDQUITY

www.addquity.com
Alcalá, 119, 28009 Madrid

Addquity is an investment company created with the aim of participating in the capital of technological and innovative projects. Its objective is to be successful jointly. Addquity is comprised of a group of professionals with experience in different sectors and areas of management. Its advisory service is based on coherence, independence and objectivity.

BUSINESS IN FACT

www.businessinfact.com
Aduana, 33, 28013 Madrid

Business In Fact is a business angel network that is concerned not only with making good investments in innovative projects for the benefit of its business angels, but also with full transparency (they make investment together with members and organise events to monitor the projects and identify future investments). The network also monitors its invested companies and offers training to partners to improve and assist their decision-making process.



KIERETSU FORUM

www.keiretsuforum.es
Riera de Sant Miquel, 3 - Ático 2A

Kieretsu is an international network of business angels present in Spain with 47 offices across the United States, Europe and China and which was created in Spain in 2008. With headquarters in Barcelona, Kieretsu Forum has an active presence in different cities in Spain through investment funds, with Madrid being the second city in terms of the network's presence. Up to 2015, its investors had invested in 78 companies for over 20 million euros.

FIRST TUESDAY BAN

www.firsttuesday.es
Edifici Palau de Mar. Plaça Pau Vila, 1
08039 Barcelona

First Tuesday BAN is a network of business angels with headquarters in Barcelona but with an annual presence in the Spanish capital. The objective of FT, which was created and is managed in Madrid by Bernardo Martínez, is to create the largest community of entrepreneurs, professionals and business angels in the digital sector to offer the greatest possible support to entrepreneurs in the financing and growth stages. The network receives projects that, after being analysed, are presented in the Investment Forums held periodically in Madrid and Barcelona.

INNOBAN

www.businessangelsinnoban.es
Plaza de las Descalzas s/n. 28013 Madrid

InnoBAN is a private domestic network whose mission is to stimulate sustainable growth and employment. Its activity is based around three pillars: bringing investors and entrepreneurs together; advising them and training them in the different phases of the investment process; and contributing to the promotion of the venture capital sector as a dynamic force for the creation and growth of companies. Founded in 2008, InnoBAN was one of the networks created by AEBAN.

IESE BAN

www.iese.edu
Camino del Cerro del Águila, 3. 28023 Madrid

IESE Business School's Network of Private Investors and Family Offices acts as a nexus between the 140 entrepreneurs and investors. Its mission is to explore and generate synergies for the creation of new companies. It consists of an open network of alumni, although there are also individual investors, investor clubs, family offices and large companies and foundations. Investment decisions within the network are taken individually.



MADBAN

www.madban.com

Madrid Business Angels Network (MADBAN) is a network of business angels that is focussed on facilitating the search for capital finance in the initial phases of the life of innovative companies in the Region of Madrid, through diverse investment forums throughout the year where the companies are presented to the investors' community.

MADRID+D BAN

www.madrimasd.org

Paseo de Recoletos, 14, 7th floor. 28001 Madrid

Madri+d BAN is a network of business angels focussed on facilitating the search for financing from science and technology companies in the Region of Madrid during their early years. It contributes to consolidating a more competitive business fabric thanks to the experience of the Foundation in R&D management and through collaboration with the institutions. It hosts different investment forums where companies present themselves to the community of investors.

PUENTY

www.puenty.com

Zurbano 11, 2nd. 4, 28003 Madrid

Puenty is an international venture capital firm that finances disruptive projects in the seed phase. It has an extensive international network made of over 200 investors in the United States, the United Kingdom and Spain among other countries. The venture capital firm is active in over a dozen tech sectors like bitcoin, foodtech, IoT, drones, financial services or digital health

PGS CLUB

www.grupopgs.es

Dublín nº 1, 28232

Las Rozas, Madrid

PGS is a holding company with more than 10 years' experience in the strategic consulting sector and financing SMEs and the middle market. Its speciality is investing in equity in medium-sized and large non-listed Spanish companies, and purchasing shares or participating in capital increases.

There are also other formulas for obtaining financing that could be defined as acts or events to connect with some of the investors explained previously. These are the investment forums and events attended by many people involved in the world of investment, mainly entrepreneurs and investors who want to get to know each other and seek or provide capital for the most innovative companies with enterprising futures. You can see all the investment events held in Madrid on Page 17.



Public Financing

For this second phase, as happened with the first, there are several formulas for public finance within reach for entrepreneurs who apply for them. In this start up-growth phase there are other kinds of assistance such as Enisa, CDTI, Horizon 2020, AEESD, Eurostars and SME Instrument Phase 2, which are explained and detailed on page 26.

GROWTH & EXPANSION STAGE

The growth phase is the next one for tech companies that have managed to carve out a decent market position, have managed to break even on occasion and are beginning to show profits.

They should also be more competitive when it comes to taking on rival and the-

PADE Invest

invest.com

Sagasta, 15, 28004 Madrid

PADE Invest is an investment platform made up of 35 alumni of the PADE programme at IESE Business School. These are business professionals from different sectors. The groups support entrepreneurial projects with capital, experiencing and mentoring.

refore should continue to grow in terms of personnel, marketing and sales.

It is a phase where the costs structure should be controlled while at the same time continuing to gain market share. That's why companies need significant injections of capital in order to help

them grow and this is when the venture capital funds enter the scene, investing in Series A or Series B rounds. There are also professional investment vehicles, family offices and corporate funds that provide capital, strategy, management and other fundamental aspects so that companies can consolidate and continue to grow.

In this phase, external financing is vital and necessary as their own cash flows cannot meet many of the day-to-day needs. Provided below are the Madrid venture capital firms that usually make contributions in the growth phases where rounds of funding usually range from 500,000 euros to 2 million euros.

This phase is usually closely linked to the expansion of the company as the same funds that invested in Series A usually make follow-ons, that is, participate in subsequent funding rounds to provide continuity along with own funds or funds of a greater size.

Expansion rounds are usually higher, often for more than two million euros and it is very common to find foreign investment funds entering in the rounds subsequent to Series A. In this stage, companies have already obtained a reasonable national market share and it is the time to make the international leap expanding to other markets (other countries) or other segments (within the same country).

This is a complicated time as management teams often make errors when expanding to other countries due to lack of experiences, differences between the markets and because they launch products-services to a public or users with a different way of thinking.

The support for financing is important as is the capacity to recruit key people with experience of expanding tech companies internationally. The venture capital firm takes on a very important role here, especially at a time like the present, when bank credit is at an all-time low, even for viable projects.

Below we highlight investment funds based in Madrid that invest in innovative life science, biotechnology and ICT companies in these growth and expansion stages.

ALL IRON VENTURES

Founders: Jon Uriarte, Ander Michelena
www.alliron.vc

All Iron Ventures (AIV) is an investment vehicle led by Jon Uriarte and Ander Michelena who, after founding Ticketbis and scaling it to 50 countries, sold it to eBay in 2016. AIV invests in startups with marketplace, subscription and e-commerce business models. AIV prefers companies that are efficient with capital, with traction in the market and located in Spain or Latin America. Along with the founders Jon Uriarte and Ander Michelena, Hugo Mardomingo and Diego Recondo are co-directors of AIV.

Investments: Spotahome, OnTruck, Lookiero, Seedtag, Lingokids, Fintonic, Indexa Capital, Welever, Reply.ai, Gamellearn, jobandtalent, Ironhack, Paack, TuLoter, Urbanitae, BePretty, Ludus VR, Coches.com, Minube, Wide Eyes, Deporvillage, The Power MBA, Heepsy, Viwom, Chicisimo, Roofstock...

BONSAI VENTURE CAPITAL

Founders: Javier Cebrián
www.bonsaiventurecapital.com

Bonsai is one of the most prestigious family offices in Spain, with headquarters in Madrid, founded in 2000 and with a recognised track record in investment in tech startups based in Spain.

The Bonsai model integrates ownership and management, making investments in early stage and growth phases. They have made more than 30 investments and among the successes are recognised companies like Infojobs, Softonic, Wuaki, Tuenti, Offerum, Bodas.net, Top Rural and Idealista.

They usually provide capital in the range between 250,000 euros and one million. They focus primarily on the classified, gaming, e-health, payments, security and traveltech sectors and also value highly solid company teams made up of founders with management experience and scalable business models.

Investments: Minube, Citibox, Familia Fácil, Gigas, Wallapop, Cornerjob, Salupro, Glovo, E-Shop, Softonic, Groupalia, AppsZoom, Wazypark, Momit, Weddingwire, 11870.com, Paack, E-Magister.

SAMAIPATA VENTURES

Founders: José del Barrio
www.samaipataventures.com

Samaipata Ventures is a closed Collective Investment Entity Management Company (SGCEI) founded by José del Barrio, co-founder of La Nevera Roja, who set up the fund in 2015, reaching a total of 30 million euros.



José del Barrio

The fund specializes exclusively in marketplaces and disruptive eCommerce in the early stage from southern Europe, paying attention above all to Spain, France, Portugal and Italy. It usually makes investment of between 500,000 and one million euros along with the main venture capital fund in the countries where it invests.

Investments: Deporvillage, Cornerjob, OnTruck, 21Buttons y The Colvin.

MUNDI VENTURES

Founders: Club Mundi, Javier Santiso.
mundiventures.com

Mundi Ventures is a fund focussed on startups with B2B models. Its investments come from all over the world and its investment team has extensive experience in emerging economies. They seek entrepreneurs delivering differentiated and patented technological solutions, adding value and transforming industries. They're interested in meeting Spanish founders based abroad, foreign founders with companies based in Spain and Spanish founders based in Spain.

Investments: Payme, Sherpa, Bidaway, GlampingHub, Enigmedia, Rubicon, Nnaisense, Plazah, Accurable...

K-FUND

Founders: Iñaki Arrola, Carina Szpilka
<https://kfund.co>

K-Fund is a venture capital fund specialized in technological products based in Spain. They seek different, experienced entrepreneurs who are great professionals and even better, committed people.

They seek startups with scalable business models and a clear international ambition. They differentiate themselves through their total involvement in their invested companies, assisting with day-to-day tasks and helping with anything the start up needs.

They invest in seed and Series A rounds for sums of between €150,000 and €2m in initial investments and follow-ons of up to €7m.

Investments: Billin, Beonprice, Bob, Coverfy, Exoticca, Factorial, Frontity, Goin, Graphext, Hooks, Iristrace, Keatz, Lernin, Lucera, Salupro, Shopery, Transparent, , Urbanitae, Wise Athena

JME

Founders: Javier Alarcó
www.jme.vc

JME Venture Capital is a venture capital management firm that usually invests in the late seed and Series A stages, with follow-up investments in later stages. Its contributions range from between 500,000 euros and 2 million euros per transaction, reaching up to 3-4 million in follow-ons.

When it comes to investing, JME looks for companies with a presence in Spain and a tested prototype that has, to a certain extent, been validated in the market. They have invested in approximately 30 startups.

Investments: Flywire, Jobandtalent, Ironhack, WorldSensing, Waynabox, Minube, Muroexe, Séntisis, Odilo, 3Ants, Lingokids, 21Buttons, PLD Space, Keatz, Caravelo, PlaySpace, Mucho-move, Going Green, OnyxSolar, Redbooth, Continuum Security

JME Ventures Team.





KIBO VENTURES

Founders: Javier Torremocha, Aquilino Peña and José María Amusátegui
Web: www.kiboventures.com

Kibo Ventures is a Venture Capital Fund specialized in tech and digital companies. They usually invest in growth phases which range from 500,000 euros and one and a half million. They focus on teams and company founders, encompassing all sectors such as cybersecurity, eCommerce, fintech, adtech and big data and can make follow-ons of up to 7 million euros and have a clear international vision when it comes to investing.

Investments: Flywire, Carto, JobandTalent, Worldensing, Blueliv, Jetlore, Promofarma, Mediasmart, iContainers, KDPOF, Logtrust, Gamelearn, Odilo, Stoyo, Vilynx, Omnidrone, Ludei, Visualnet, Notegraphy, Qustodio, Minube, Captio, Tappx, Red Booth, Rushmore.

BE ABLE CAPITAL

Founders: David López, Alberto Díaz, Roberto Ranera, Almudena Trigo.
www.beablecapital.com

Be Able is the first technology transfer investment fund in Europe focused on advanced private and independent industrial technology. Its mission is to take high-potential disruptive technologies from research centres and universities to transform them into highly competitive Spanish technology companies at international level, strengthening their growth and positioning through investment in the concept testing, prototyping, scaling up, preindustrial plant and market traction phases.

Investments: Xerolutions, ADParticles, Next Tip, AWSensors, Poretune, Enlighting Technologies, Oelec Energy, A4CELL, Releasycell, Alcyon Photonics, Archent Nanotechnologies, DoITPlenoptic, Porous Materials for Advanced Applications, Laboratorio Print3D Solutions

EXPANSION STAGE



Beatriz González.

SEAYA VENTURES

Founders: Beatriz González
www.seayaventures.com

Seaya Ventures is a venture capital firm created in 2013 with total assets under management worth 160 million euros. Seaya invests in internet and technology companies in their initial and growth phases, both in Spain and in Latin America and supports them through expansion and growth to become regional and global leaders. Seaya has invested through two funds, Seaya I and Seaya II, in a total of 17 companies including Cabify, Glovo, Spotahome and Housfy, among others.

Investments: Ticketea, Restaurantes.com, Plenummedia, SinDelantal Mexico, Cabify, Comparaguru, Clintu, Percentil, Miora, Pippa&Jean, Spotahome, Hundredrooms, Glovo, Clicars and Yogyome.

AD4VENTURES MEDIASET

Founders: Toni Moreno Planas.
Web: www.ad4ventures.com

Ad4Ventures is a media for equity fund belonging to Mediaset that aims to invest in domestic startups, taking a percentage of the company in return for advertising campaigns in different media (television, radio and online and offline media). They usually look for companies in the expansion phase with massive models, expert and experienced founder teams and a tested and functioning business model that provides a technological solution in an innovative market.

Investments:: CornerJob, Westwing, Modalia, ByHours, iSalud, Deporvillage, Hundredrooms, Jinn, Playspace, 21Buttons



Toni Moreno, Ceo of Ad4ventures.

SWANLAAB VENTURE FACTORY

Founders: Mark Kavelaars García
www.swanlaab.com

Swanlaab Venture Factory is a venture capital fund that invests in tech projects in the early stages. It makes investments in excess of one million euros with capacity for follow-on of up to €5m for companies that gain traction. The capital is provided when the companies have completed and tested products and are in the commercialization or pre-commercialization phase. This is the first round of professional financing for these startups. They participate in Hi-Tech B2B companies with solid and professional teams.

Investments:: Coowry, Trappit, Sales Layer, Unnax and Continuum Security, Mysphera.

ARCANO PARTNERS

Founders: Arcano Capital and Urizen Capital.
www.arcanopartners.com

Arcano Partners is a Collective Investment Institution Management Company founded by Arcano Capital along with the fund Urizen Capital, founded in 2017 and with a fund of 120 million euros. Its objective is to invest in technological companies, above all in the data analytics and artificial intelligence sectors in the early and growth phases, primarily in Silicon Valley. They stand out for their solid investment experience and good reputation and their multi-disciplinary team with technology experience.

Investments:: Ethos Lending.

AXON PARTNERS

Founder: Alfonso León.

www.axonpartnersgroup.com

Axon Partners is a Spanish consulting and investment firm with a Venture Capital and Private

Equity Division that manages more than €400m in funds in Europe, Asia and Latin America. Through its ICT funds, Axon participates actively in the digital ecosystem of the Spanish and Latin American market, with a large portfolio that includes companies from the start of the growth phase in different sectors. The VC Fund of Funds invests in the most attractive sectors of the technology ecosystem across the European region.

Investments: Adsmurai, ByHours, Captronic Systems, Enmedio, Glamping Hub, HolaLuz, Nice People at Work, NxtGen, O4IT, Red Seguro, Séntisis, Wayook, Mercadoni, Neumarket, Boxi Sleep, Simpati, Santa Fixie, Finizens, Renueva tu Closet, Mi Media Manzana, Turismoi.



THE VENTURE CITY

Founders: Laura González-Estéfani and Clara Bullrich

<http://www.theventure.city>

TheVentureCity is a global ecosystem accelerator. Structured as a city and led by an international team its supports transparency, diversity and equality in access to capital. The fund supports companies with impact businesses and global scale. The team is specialized in growth, product and international expansion.

Investments: Finconecta, Levee, Rocket, The Fastmind, Hogaru, 1Doc, Nom-Nom, Stayfilm, Bewe, Daycation, Pixlee, Boatsetter, Optimus Drive, Playground, Jobartis, Returnly, Fluvip, RecargaPay, Spotahome, Glamping Hub and Cabify.



QUALITAS PARTNERS

Founders: Borja Oyarzábal and Borja Pérez Araúna.

www.qualitasequity.com

Qualitas Partners Growth is a venture capital fund focused on growth capital transactions with the aim of obtaining, along with the participation assumed by the co-investment vehicle in the invested companies, a leading position in rounds primarily for raising growth capital, with an average investment of three to six million euros.

Investments: Vintae, Salupro, Nclave, Imegen, Avanzare and Arneplant. Borja Pérez-Araúna.



Borja Pérez-Araúna.

EXITS

One of the options for startups after the difficult journey of fighting to set up, to grow, consolidate and expand is the sale of the company to a third party, known in the sector as an “exit” or a company sale.

There are several options here, such as sale to a third-party buyer, as there is an opportunity in the market to grow and improve the product or service or by means of an Initial Public Offering (IPO) or floatation on the stock exchange.

These are the usual five phases of the projects that prove successful, a period which can range from eight to ten years. Below we highlight a number of exits.

€150M IDEALISTA (2015) acquired by Apax

Apax Partners, a British fund, bought 100% of Idealista, the largest property website created by brothers Encinar and Bernardo Hernández for €150m. The transaction was confirmed on 25th July 2015 with the sale of the shares held by Kutxabank (14.3%), Tiger Capital (22%) and Bonsai Venture Capital (10.7%) and the remaining investors including the founders (42%). The year of its sale, Idealista operated in Spain, Italy and Portugal with turnover of around €30m and net operating profits of around €8m.

€80M LA NEVERA ROJA (2015) acquired by Food Panda

La Nevera Roja, the start up founded by José del Barrio and Iñigo Juánteigui, was acquired by Foodpanda (Rocket Internet) for a price of €80m. The company was founded in 2011. The sum paid for La Nevera Roja was eight times the investment made up until then by the company's shareholders, which included Nicolás Luca de Tena, Ad4Ventures and Caixa Capital Risc. La Nevera Roja closed 2014 with more than 600,000 users and more than 4,000 businesses associated with the platform.



€80M

ACENS (201)

acquired by Telefónica

Acens, part of the venture capital firm Nazca, sold its technological infrastructures to Spanish telecommunication multinational Telefónica for 80 million so that it could operate on the cloud. In 2011, at the date of the operation, Acens had over 100,000 companies as confirmed in the company's own report, offering web hosting services, private virtual networks and domain management (managing more than 200,000 domains). The main shareholder of Acens was Nazca Capital, which acquired up to 91% of the company in 2007 for 41.5 million euros.



Tuenti Team.

€79,5M

BUYVIP (2010)

acquired by Amazon

In October 2010, Amazon closed out the acquisition of BuyVip for €79.5m, half of what the Spanish outlet had asked from the US giant when they began the first negotiation. The sale benefitted all shareholders. In addition to the management team, the shareholders formed part of the original shareholders group (FFF), the Molins Capital funds, Debaeque, 3i and Kenneth, the publishing giant Berstelman, who together owned 60% of the capital; the incubator DAD (Rodolfo Carpintier) and other investors.

€70M

TUENTI (2010)

acquired by Telefónica

In August 2020, Telefónica and Tuenti announced the sale of the social network for 70 million euros for 90% of the company (it would acquire 100% in 2013). The company founded by Zaryn Dentzel, Félix Ruíz, Kenny Bentley and Adeyemi Ajao has over 8 million users. Also in the company were Bernardo Hernández, Hugo Arévalo, DAD (Rodolfo Carpintier) and the Qualitas Equity Partners fund as main shareholder, the operations director of which was Borja Pérez-Araúna.

€50M

RUMBO (2012)

acquired by Bravofly

Bravofly, the Swiss online travel agency and number one in Europe decided to purchase Rumbo, which was then owned by the Orizonia agency and Telefónica. Bravofly was in a period of significant international expansion and with this purchase added the Spanish market to its already consolidated positions in the Italian, French, British and German markets. The sale was closed for 50 million euros. As Rumbo announced, this acquisition allowed the group to reach €900m in revenue with a staff of 850.