

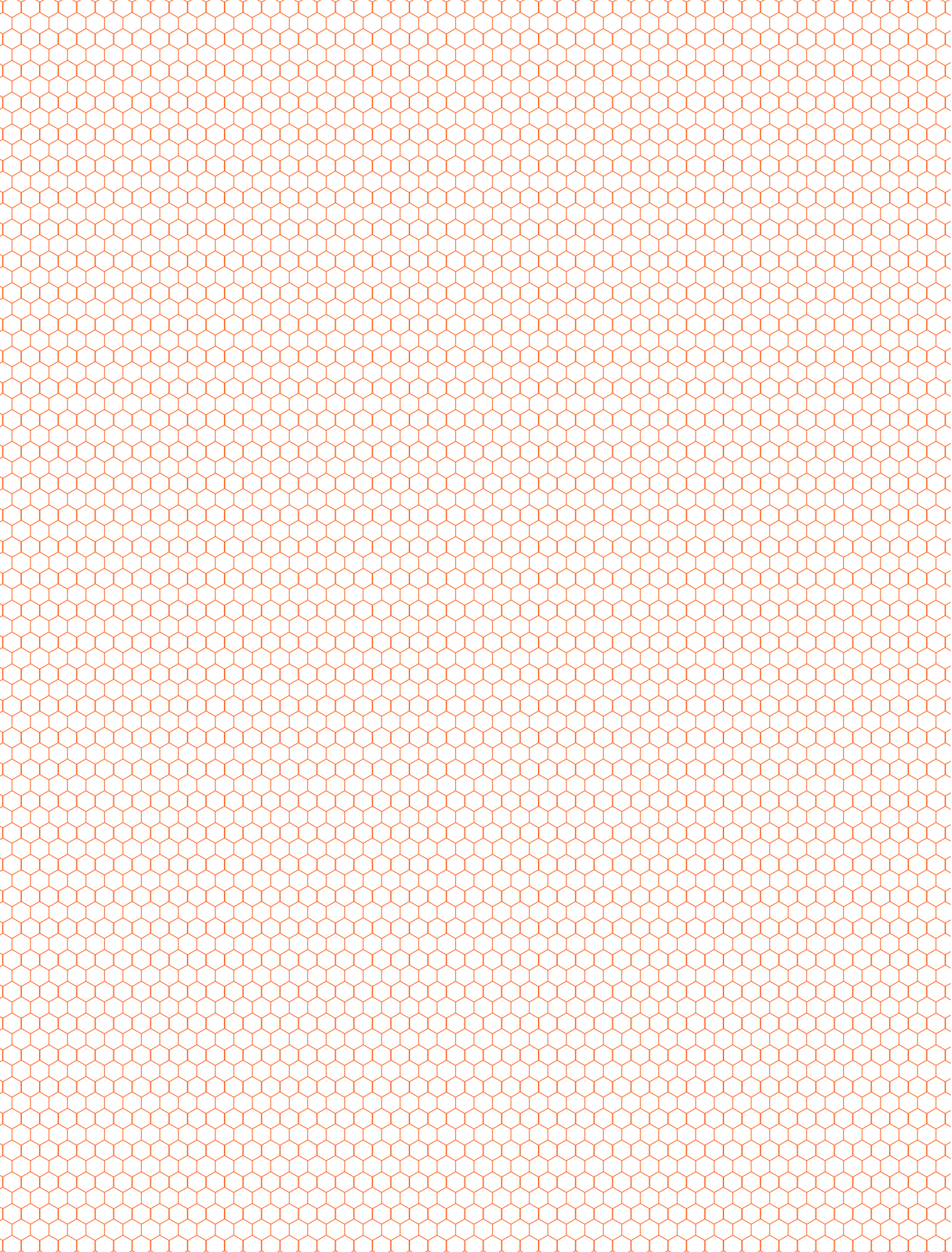


one-stop shop

to create

Challenging
Entrepreneurship

HOUSE OF —————
ENTREPRENEURSHIP



one-stop shop

to create

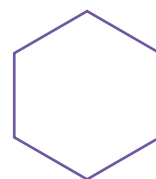
Challenging
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HOUSE OF —————
ENTREPRENEURSHIP

Table of contents

p. 4	1 Preliminary thoughts
p. 5	1.1 – From idea to project
p. 6	1.2 – Start-up or takeover?
p. 7	1.3 – Legal structure
p. 10	1.4 – Direct taxation
p. 10	1.5 – The business plan
p. 12	2 Administrative procedures
p. 13	2.1 – Business permit
p. 16	2.2 – Licence to sell/serve alcohol
p. 18	2.3 – Operating permit (or “commodo-incommodo”)
p. 19	2.4 – Registration with the tax authorities
p. 24	2.5 – Social security registration
p. 26	2.6 – Immigration
p. 30	3 Business financing
p. 31	3.1 – Financial instruments overview
p. 34	3.2 – SNCI – the Luxembourg Credit and Investment Company
p. 36	3.3 – Mutual fund companies for loan guarantees
p. 38	3.4 – ODL – the Luxembourg Export Credit Agency
p. 38	3.5 – Public funding

p. 40	4 Support and guidance structures
p. 41	4.1 – Luxembourg Business Portal - the online one-stop-shop for businesses
p. 41	4.2 – House of Entrepreneurship – one-Stop Shop and its services for SMEs
p. 48	4.3 – Guichet Unique PME in the North of Luxembourg
p. 48	4.4 – House of Training
p. 49	4.5 – Luxinnovation – the National Agency for Innovation and Research
p. 50	4.6 – nyuko – startup nation
p. 51	4.7 – IPIL – the Luxembourg Institute of Intellectual Property
p. 52	5 Incubators and entrepreneurial platforms
p. 53	5.1 – Technoport – the national incubator for innovative businesses
p. 54	5.2 – nyuko – co-working and sharing platform for entrepreneurs
p. 54	5.3 – 1535° – creativity hub
p. 55	5.4 – FFCEL – the National Luxembourg Federation of Female Company Directors
p. 55	5.5 – PwC’s accelerator – accelerator for high tech companies
p. 57	5.6 – Lux future lab – incubator for start-ups
p. 60	6 Useful contacts





1 Preliminary thoughts

All creative projects begin with an idea



1.1 — From idea to project

All creative projects begin with an idea: It is often simple intuition or ambition that grows and takes shape over time. Regardless of what it is or where it came from – by taking a look at the world around you or through your professional experience and specific expertise - it begins with something that is far from tangible. The first thing to do is to write it down concisely. You need to create a roadmap, and to carry out an initial feasibility study to analyse the relevance of the idea. In order to achieve this, it is essential to talk to experienced people, and to listen to their comments and advice.

Even if it is based on an innovative approach, turning an idea into a concrete project requires planning, hard work and rigour, above all else. **Although launching a company is an exciting adventure, it is also a risky business.** You must always be cautious to not get carried away by your idea. That is why you first need to ask yourself the right questions and adhere to the following steps when developing your idea:



– Initiator's profile

The actualisation of an idea is closely related to its initiator, as well as to their qualities, shortcomings, skills, personal circumstances and expectations. Entrepreneurs should start off by identifying their qualities as well as shortcomings; to objectively assess their own potential.



– «The» idea

No idea can be considered to be fundamentally better than another. The main point is for it to fulfil a need or a real, measurable demand. Business initiators often believe their idea to be «innovative», when in fact they are not the first ones to have come up with it. If however your project is genuinely innovative, you should preserve your intellectual property rights.

Now it's time for you to check the various, available resources, starting with the Business Portal.

The House of Entrepreneurship's "one-stop shop" offers support to budding entrepreneurs, as a national contact point for commercial, liberal, industrial and crafts professions governed by the law of establishment.

The Chamber of Skilled Trades and Crafts has its own one-stop shop for craft project promoters – Contact Entreprise.



– More information

www.guichet.lu

Luxembourg Business Portal

www.cdm.lu

section: création entreprise

1.2 — Start-up or takeover?

Before setting out on an entrepreneurial adventure, **any head of a future company must analyse the possibilities offered to them**. Taking over a company is one option which grants significant advantages, including a pre-existing structure and an existing team and client portfolio. All these elements make it easier to plan for the future in terms of growth and turnover. Another advantage of a takeover is time saving, as the obstacles normally encountered by new business initiators can thus be circumvented - searching for a suitable location, for example, or recruitment and training of personnel, as well as the implementation of a launch strategy.

However, before even starting to look for a company to take over, **you need to decide on a specific type of activity and define your project in writing**. To ensure an effective takeover, you need to be able to develop an entrepreneurial vision that is suited to your professional skills and personal qualities, and takes into account the equity likely to be available.

There is no miraculous formula for finding a rare diamond to take over. To make takeover searches easier, the Luxembourg Chamber of Commerce has launched the 'Business Transfer' initiative that provides

a specific point of contact and advice, together with an online platform called Opportunet, which is managed in cooperation with the Chamber of Commerce of Alsace and Lorraine.



– More information

www.opportunet.net

www.guichet.lu

1.3 — Legal structure

Whatever the size and nature of the planned business, **it is crucial for the entrepreneur to choose a structure that is suited to his project** (sole proprietorship or commercial company)

A sole proprietor refers to a person who practises their profession in their own name, as a trader, craftsman or self-employed person. **The owner of a sole proprietorship takes decisions on their own and is the only person responsible for financing the company.**

Fewer and fewer entrepreneurs are opting for sole proprietorships because they involve a significant risk: entrepreneurs assume full responsibility towards third parties (debts of the business) and commit their personal assets.

For these reasons the vast majority of business initiators prefer to launch a commercial company. Commercial companies always possess a legal entity. Generally, they fall into either the category of partnerships or capital companies.

Partnerships (société de personnes - S.N.C.) and limited partnerships (société en commandite simple - S.C.S.) are similar to sole proprietorships in that the company contract is primarily based on the legal entities of the partners, who know and trust each other. Unlike in partnerships, which do not protect private property in the event of bankruptcy, the partners' liabilities in a limited partnership are limited to the amount of their contributions.

For capital companies such as public limited companies (PLC) or partnerships limited by shares, the situation is different. These companies have a share capital that normally represents the creditors' only pledge. The partners' liability is therefore limited to the amount of their contributions. Capital companies also have an impersonal nature and rely chiefly on the capital provided by the partners, regardless of their personal, moral, or commercial capacities.

The limited liability company is a hybrid company. It has indeed the qualities both of capital companies - because of the partners' financial liability being limited to their contribution to the company's share capital - and of partnerships - because of the limited number of partners and the strict procedures for the transfer of company shares.

Around 80% of newly created companies take the form of a limited liability company.

The decision on the company's legal structure will evidently have an impact, not only on its social security status, but also on other aspects, such as taxation.

The project initiator must therefore properly analyse the advantages and disadvantages of the different available structures for his project and personal situation.

To help with this decision, the advisers at **House of Entrepreneurship – one-stop shop** can supply further information on the differences between these company structures, and on their legal, social and tax implications. You can also find out more about the characteristics of each company structure and look at comparative tables in the Starting Up and Development section of the Business Portal.



– More information

www.guichet.lu

Business Portal, section:
starting up and development

**The preparation time should
not hinder the creation of the
project, it is a necessary step.**

Valérie Dubois Chamérian,
Diversity



1.4 — Direct taxation

Sole proprietorships and private companies are fiscally transparent, **the company director or partners being liable for payment of tax**. The tax burden varies depending on the taxpayers' circumstances. By way of example, in 2013, **the lowest tax rate was 8% and the highest was around 40%** (excluding the employment fund).

Capital companies are fiscally opaque and taxed autonomously. They are subject to corporate tax and municipal commercial tax, and **the total tax burden generally amounts to around 30%**.

The Luxembourg Inland Revenue publishes a guide to direct taxation in Luxembourg called the *Mémento Fiscal*, which project initiators can download online (see below).



– **More information**
www.impotsdirects.public.lu
section: législation

1.5 — The business plan

The business plan is generally the basis of any business start-up or takeover project. The decisions made by the project initiator will bear consequences on the launch of the business. One should therefore take the time to develop a strategy and use it as the foundation of their decisions. The business plan is far more than a simple financial document intended for your bank manager; it is part of a strategic planning process, structured into key stages.

Before beginning to forecast figures, some thought should be given to the following areas:

- **the initiator's profile**
personality and skills;
- **company mission**
products, client base and territory implementation steps: planning of various milestones;

- **market or market share**
characteristics, positioning, and competition;
- **strategy to attract customers**
marketing strategy;
- **operational organisation**
the technical and human resources required; and
- **financial forecasts**
financial resources, turnover, general costs, and profitability.

The business plan will bring the above elements together and demonstrate the project's feasibility.

To successfully complete the market research that is essential for this planning, project initiators are advised to first consult the website of the National Institute of statistics and economic studies (Statec).

If their project is innovative, then, it is worth knowing that the inter-regional initiative 1,2,3 GO can support with coaches in a wide range of skills to help them develop a sound business plan. There is also a specific initiative aimed at supporting social business projects with their business plans, called 1,2,3 GO Social. The two initiatives are managed by the non-profit organisation nyuko.

Additionally, nyuko, a new structure in Luxembourg, offers trainings and workshops for all types of entrepreneurs within the nyuko learning program, including trainings on the creation of a business plan and on many other related subjects.

Once the business plan has been drafted, it can be sent to Luxinnovation, the Luxembourg agency for the promotion of innovation and research, which supports innovative firms and bodies.



– More information

www.statec.lu

www.luxinnovation.lu

www.nyuko.lu

2

Administrative procedures

Governmental permits required to create your enterprise



2.1 — Business permit

Once the concept is established, the project initiators have to acquire the governmental permits, which are required to implement it. All commercial, trade craft or industrial activities are subject to the approval of the Luxembourg legislator, under the law of establishment.

The permit issued by the Ministry of Economy is called “business permit”. Legislators use the term «autorisation d'établissement» (Literal translation: “Permit to be established”) to refer to the practice of a regular and lasting activity listed for authorisation of establishment. Companies that carry out a regular and lasting activity in Luxembourg must be located on Luxembourg's national territory and run their business from a permanent place of business. Failing this, the business will be deemed unlawful.

A business established in another Member State of the EU **may conduct business in Luxembourg without a business permit** on two conditions: firstly, the activity must be temporary and non continuous; and it must hold a permit issued by their local authorities to carry out the declared activities. The provision of trade or industrial services is subject to certain limitations.

The business permit is issued by the Ministry of the Economy upon application and after an administrative instruction. The company conducting the activity referred to will appoint at least one physical person, the director, who:

- fulfils the professional qualification and integrity requirements;
- effectively ensures the day-to-day management of the business;
- has a real connection with the business, by being its owner, partner, shareholder or worker; and
- has not evaded social security or tax, either in their own name, or through a company that they manage or have managed.

The required professional qualification depends on the business and ranges from basic knowledge of company management, through to specific professional qualifications and university training.

All commercial activities, in every sense of the word -including the provision of commercial services, are subject to permits.

This also applies to some liberal professions that are similar to a business, as well as to the skilled crafts and trades and the industrial sectors.

The liberal professions subject to permits are:

- architects and interior designers;
- landscape architects and landscape engineers;
- town planners and developers;
- consulting engineers in the construction industry;
- independent engineers specialising in other fields;
- surveyors;
- chartered accountants;
- accountants;
- financial advisers;
- intellectual property consultants (copyright and patents); and
- consultants in another academic speciality.

These liberal professions can only be practised with a university education attested by a degree, except for self-employed professional accountants, who are subject to other training conditions that are equally rigorous.

It should be noted that **lawyers, doctors, etc.** also require a permit to exercise their professions, but this is not granted by the Ministry of Economy.

Craft activities are clearly set out in a Luxembourg regulation. They are divided into activities that require a professional degree such as a master craftsman's diploma ("brevet de maîtrise") or its equivalent

(list A of primary business activities) and activities that may be practised legally based on a lesser education or professional experience (list B of secondary business activities).

Industrial activities are, in all the senses of the term, **all activities that are excluded from the skilled crafts and trades category due to their scope or complexity**; their business permits are not related to a specific professional qualification.

The professional qualification required to practise any other business-related activity that is not otherwise regulated, namely operating a retail and/or wholesale business, a company in one of the three branches of the hotel trade, or a company providing commercial services is obtained:

- by possessing a vocational qualification (diplôme d'aptitude professionnelle (DAP)) or any other qualification that is at least equivalent or;
- by practising any effective and lawful professional activity for three years or;
- by the successful completion of intensive training.

The House of Training, the training body for continuous vocational training, **organises intensive sessions**, which is evidenced by a certificate attesting to the necessary professional qualifications for granting a business permit for the operation of a business that is not otherwise regulated.

This training is offered either as a six-week evening course, or as a full-time day course that lasts for one week. Similar training for candidates from other EU Member States may be recognised as equivalent.

In addition to the conditions listed above, the operators of a licensed premises, a restaurant or a lodging establishment (branches of the hotel trade) must have successfully completed intensive training on general health and safety rules for food products (HACCP standards), as well as the verification procedures relating to these rules. This type of training is also provided by the House of Training.

Certain regulated commercial activities require additional, specific, professional qualifications. This concerns the following professions:

- goods carriers and passenger transportation with vehicles weighing more than 3.5 tonnes or are able to carry more than nine passengers;
- travel agents;
- real estate agents;
- property managers;
- associations of co-owners;
- property developers;
- superstore operators;
- security and surveillance companies;
- temporary workers; and
- directors of training establishments.

So, as a project initiator, it is essential to know the nature of the planned activity as early as possible. Especially with respect to Company Law, and to check whether the necessary conditions are properly fulfilled for the business permit to be issued. As such, one can refer to the Business Portal, or contact the House of Entrepreneurship – one-stop shop of the Luxembourg Chamber of Commerce.

To obtain a business permit **an application must be filed with the Ministry of Economy**, either in writing or online using the available application on the Business Portal. However, this is only accessible to users who have a LuxTrust digital certificate, which is issued, by the House of Entrepreneurship – one-stop shop department of the Luxembourg Chamber of Commerce at a cost borne by the project initiator.

The House of Entrepreneurship – one-stop shop of the Luxembourg Chamber of Commerce is authorised to file the application for and on behalf of applicants, who must provide the following documents in electronic or paper format:

- a business permit application form;
- proof of payment of the €24 tax;
- proof of the director's professional qualifications;

- a statutory declaration concerning any potentially significant shareholding or management duties in Luxembourg companies
- an extract from the police records of their country of residence (if they are a non-resident or have lived in Luxembourg for less than 10 years); and
- a copy of their ID card or passport.



– More information

www.mcm.public.lu

www.guichet.lu

Business Portal, section:
Starting up and Development

www.luxtrust.lu

www.do.etat.lu

2.2 — Licence to sell/serve alcohol

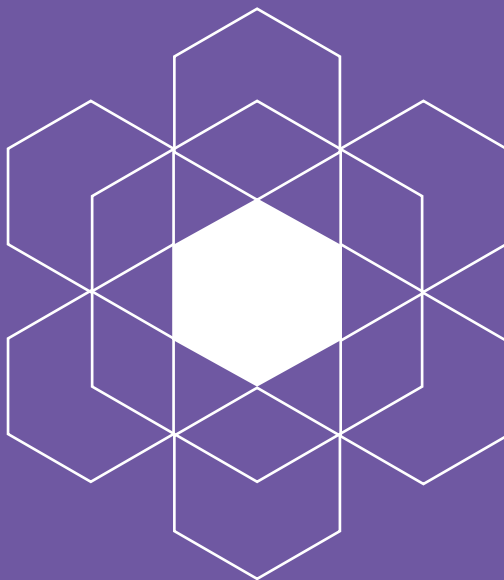
To operate a bar, restaurant or hotel, **a license to sell/serve alcohol is required in addition to the business permit**. This special licence is granted by the Luxembourg Customs (www.do.etat.lu). Usually, no newly licensed premises can be opened in a municipality where the number of existing licensed premises has reached the maximum of 1 per 500 inhabitants, with certain exceptions. This being the case for large towns in the Grand Duchy, newly licensed premises can only be opened on the basis of an existing licence. In municipalities where the requirements of tourism so dictate, the Ministry of Finance may exceptionally authorise an unlimited number of licensed premises. A licence to sell/serve alcohol may be granted to nationals of non EU Member States who can demonstrate **five consecutive years of residence in the Grand Duchy of Luxembourg**. Those who intend to open a licensed business, must also have previously declared

their intention to initiate such an activity to the tax authorities and pay an opening tax to the tax revenue office of the commune where the licensed business is to be located.

The licence to sell/serve alcohol pertains to the running of a single licensed business location, subject to certain exceptions covered in the aforementioned law. **The holder/operator of a licence may therefore not run a second licensed premises on the basis of this first licence.** The second licensed premises must be run on the licence of a third party who will run the licensed premises either in their own name, or on behalf of the initiator of the licensed business (who will hold a valid business permit). Special legislation on serving alcohol also affects the business permit: in that a provisional permit cannot be granted if the qualified person in charge of managing the licensed business leaves.

**To me, properly choosing
a fiduciary and a bank to get
proper advice and support is of
the utmost importance.**

Hélène Marchon,
John Paul Luxembourg



2.3 — Operating permit (or “commodo-incommodo”)

Companies, whose activities can affect people and/or the environment require a permit to operate the premises – commonly referred to as a “**commodo-incommodo**” permit. This type of permit sets out the planning and operational conditions deemed necessary to protect the environment and guarantee the safety of the workers, the public, and the vicinity in general.

Different types of activities are divided into various categories (1, 2, 3, 3A, 3B or 4), which determine the applicable permit procedure. Depending on the category in question, applications are submitted to the Environment Agency (for categories 1, 3 and 3B), the Inspectorate of Labour and Mines (for category 3A), or the mayor of the municipality in which the premises are planned (for category 2).

Category 4 buildings, are subject to the provisions of Grand-Ducal regulations, which also determine the competent authority who will handle the matter and specify the documents required to be submitted to them. All activities and premises included on the list of classified establishments may be subject to a permit, such as:

- building sites: excavation and earthworks, decontamination;
- activities: workshops for repairing and maintaining vehicles, butchers, carpenters’ workshops, bakeries, breweries, laundries, printing works, restaurants, etc.;
- establishments: offices, residences with underground parking, commercial premises, care and retirement homes, etc.;
- plants and warehouses: refrigerating plants, combustion plants, lifts, electro-magnetic emitters, transformer substations, flammable liquids, chemical products, etc.

The items that must be included in the application file are listed on the various standard forms provided by the authorities.

The Environmental Agency also provides downloadable standard templates to help applicants fill in the required forms, while the Inspectorate of Labour and Mines provides standard terms and conditions for applicants, which can be downloaded from its online portal. A certain number of specialist intermediaries (consultant engineers, architects, etc.) also offer their services to assist applicants in completing their formalities with the authorities.

Because this is such a complex topic, **we recommend that entrepreneurs directly contact the relevant Chamber, the Environment Agency or the Inspectorate of Labour and Mines.**



– More information

www.environnement.public.lu

section: Guichet Public

www.itm.lu

section: Autorisation Établissement Classé

2.4 — Registration with the tax authorities

Businesses must declare the launch of their activities to various authorities. For value added tax contained on turnover (VAT), the launch of the activity must be declared to the Luxembourg Land Registration and Estates Department, and, to the Luxembourg Inland Revenue for the taxation of the revenue generated by the business.

Value Added Tax (VAT) is a consumption tax, levied at each stage of the transaction on the turnover of various operators. It applies to all economic activity and is levied on the value added to the product.

Any person who independently carries out any kind of economic activity whatsoever is subject to VAT, irrespective of the place, aims or results of the activity in question.

Anybody based in Luxembourg who starts up a taxable activity must register for VAT. However if projected annual turnover excluding tax is lower than €30,000⁽¹⁾ the person may request a VAT exemption. If they choose not to do so, they will then be subject to normal provisions.

VAT payers first calculate the tax to be borne by the customer/consumer (output tax) by applying the specified rate to the turnover; the amount obtained is then subtracted from the tax that was billed to the VAT payer by its suppliers (input tax).

To register for VAT, **the business must submit an initial declaration to the Land Registration and Estates Department.**

Before registering for VAT, the business must open a bank account, postal cheque account or current account with a financial institution in Luxembourg or abroad.

All income resulting from an economic activity carried out by an entrepreneur or a business must be subject to income tax. This tax is levied on the taxable income accrued by the taxpayer during the fiscal year. In general, it is compulsory for any financial entity that may receive income to be registered with the Luxembourg Inland Revenue and thus be subject to income tax.

Tax on the income of sole proprietorships is imposed directly on the operator himself. This also applies to collective and limited partnerships, as well as to economic interest groups, insofar as their income is not taxed to the company but, directly on the associated physical persons in proportion to their equity holdings for purposes of fiscal transparency.

Tax on the profits of the economic beneficiaries is therefore imposed according to their respective individual family situation. The tax to which they are liable is the Income Tax (Impôt sur le Revenu des Collectivités (IRC)). The marginal rate is currently 42%, which increases with contributions to employment funds⁽²⁾.

Tax on the profits of shell or front companies⁽³⁾ is imposed directly on the business and not on the economic beneficiaries. Their profits are subject to Corporate Income Tax, increased by a 7% contribution to the taxpayers' employment fund, as well as to the Municipal Business Tax (Impôt Commercial Communal (ICC)).

The Municipal Business Tax (Impôt Commercial Communal (ICC)) affects only those companies that make commercial profits, as well as capital companies because of their legal structure. The ICC is calculated starting from a "tax base" of 3% of the operating profit, after an allowance is deducted. This tax base is multiplied by the municipal rate to calculate the business tax payable. For example, the rate fixed by the City of Luxembourg as of 1 January 2014 was 225, which meant that the tax burden of the Municipal Business Tax (Impôt Commercial Communal (ICC)) amounted to 6.75%. The ICC charge is not tax deductible for opaque companies. However, it is for sole proprietorships and fiscally transparent companies.

The effective rate imposed on opaque companies as of 1 January 2017 amounted to 27.08% (26.01% in 2018) for a company established in Luxembourg City or in any other area with a similar communal rate.

Capital companies are also subject to the Net Worth Tax (Impôt sur la Fortune (IF)) which is calculated as follows: tax base x tax rate.

IRC	19% 2017
(taxable income over €30,000)	18% 2018
+ 7% contribution to employment fund	1.33% 2017
	1.26% 2018
<hr/>	
= Total IRC	20.33% 2017
+ ICC in 2016	19.26%
(Luxembourg City commune)	from 2018 onwards
<hr/>	
	27.08% 2017
= Effective tax rate	26.01%
	from 2018 onwards

Subject to change

The tax base is determined by gross assets after liabilities and exemptions. The resulting tax base is then multiplied by 0.5% (the tax rate).

A reduction of Net Worth Tax is possible if the company undertakes, to set up a reserve fund that is for five years before the end of the corresponding fiscal period, the tax reduction corresponds to a fifth of the reserve created, without exceeding the sum of the corporate income tax (IRC) and of the employment fund contribution due before any deductions.

- (1) Amount applying as at 1st January 2017. Subject to change.
- (2) 7% or 9% according to the tax category and the taxable income.
- (3) The profits of joint stock companies, namely limited companies, limited liability companies, partnership limited by shares and cooperative companies are liable to corporate income tax (IRC) and the municipal business tax.



– More information

www.aed.public.lu

www.impotsdirects.public.lu

The Chamber of Commerce and its services to SMEs, Luxinnovation and the Technoport played an active role. I received a lot of advice which allowed me to move forward.

Charles Louis Machuron,
Silicon Luxembourg



2.5 — Social security registration

The social security system in Luxembourg is based on several independent public bodies, which group insured parties together into socio-professional groups. The social protection system covers the risks of illness, maternity, disability, death, age and accidents at work and while travelling to and for work. In addition, insured parties may receive other benefits, such as family allowance and unemployment benefit.

Self-employed persons who are both entrepreneurs and in a way their own “employees” must join the Joint Social Security Centre (Centre Commun de la Sécurité Sociale (CCSS)), which processes data, registers memberships and collects contributions for the different funds. The CCSS is where these insured parties are centralised.

Type of Insurance	Employed		Self-employed	
	Rate	Employer's contribution	Employee's contribution	Rate
Pension insurance	16 %	8 %	8 %	16 %
Health insurance	6,10 %	3,05 %	3,05 %	6,10 %
Healthcare	5,60 %	2,80 %	2,80 %	5,60 %
Cash benefits	0,50 %	0,25 %	0,25 %	0,50 %
Employers' mutual insurance scheme	-	varies according to the category of risk		-
Accident Insurance	1%	1%	-	1%
Occupational health	0,11%	0,11%	-	-
Long-term care insurance	1,40 %	-	1,40 %	1,40 %

Rates subject to change - See www.ccass.lu

The following persons must have a self-employed social security membership: **people who practise a professional activity on a self-employed basis** (in their own name), which falls within the scope of the Chamber of Skilled Crafts and Trades, the Chamber of Commerce or the Chamber of Agriculture. The same goes for self-employed intellectual workers, irrespective of whether they are members of any of the professional chambers. Self-employed intellectual workers are considered as self-employed economic players who are seeking to make a profit in the pursuit of a primarily intellectual, non-commercial professional activity. The following persons are treated as self-employed: **company managers** who hold a business permit, and who are either partners holding more than 25% of the company shares, in the case of partnerships, limited partnerships and limited liability companies, or members of the board of directors and those who are responsible for daily management in the case of public limited companies, partnership limited by shares or cooperative companies.

Any of these persons **may voluntarily join** the Employers' Mutual Insurance Scheme through the CCSS, if they so wish, so that they can manage potential loss of income in case of an illness.

Principal or subsidiary activities carried out on a self-employed basis are exempt from membership if the professional income earned from them does not exceed one-third of the annual social minimum wage in Luxem-

bourg. However, these persons may become members voluntarily, if they are residents of the Grand-Duchy. Activities carried out on a self-employed basis, occasionally and not regularly, for a term that is fixed in advance that must not exceed three months per calendar year, are also exempt from making health insurance and pension contributions but not from making accident insurance contributions.

Self-employed persons must join social security by sending an entry declaration for self-employed persons to the CCSS. Even if they have self-employed status, persons who are treated as self-employed (partner/manager holding more than 25% of company shares or a director-manager) must apply for membership using the employee entry declaration form and not the form for self-employed persons. Self-employed members may have the duties of both manager and employee in the same company.

Self-employed persons (in their own name or as employees) are personally responsible for the payment of social security contributions as a percentage of their gross professional income before tax.

To employ personnel, the business must submit an operation declaration (déclaration d'exploitation) to the CCSS, to register as an employer. This operation declaration allows the CCSS to allocate the business a registration number and the correct risk classification for its activities.

The CCSS automatically informs the Accident Insurance Association (Association d'Assurance Contre les Accidents (AAA)) about the employer's registration. The business then pays accident insurance contribution at the rate of 1.00%.

The CCSS also automatically registers the employer for the Employer's Mutual Insurance Scheme, which determines the applicable class of contributions. Businesses are divided into four classes. Any new compulsory or voluntary member will pay class 2 contributions until the end of

the financial year, after the year in which it became a member. The applicable class will then be reassessed every year, based on the employees' rate of absenteeism over the course of the past year.



– **More information**

www.aed.public.lu

www.impotsdirects.public.lu

www.ccss.lu

2.6 — Immigration

Any national of an EU Member State or a country treated as such is entitled to free movement within the EU, giving them the right to work and live without a work permit in any EU Member State.

The conditions that must be fulfilled in order to be entitled to this right vary according to the length of stay: if it exceeds three months, the EU national must, in addition to possessing a national ID card or a valid passport:

- **work** in an employed or self-employed capacity,
- **have** sufficient financial resources,
- **submit** a declaration of arrival (déclaration d'arrivée) to the commune in the place (Administration Communale) where they intend to reside,
- **fill out** an EU citizen registration declaration.

I regularly go to the Chamber of Commerce to attend conferences. I was able to get in touch with numerous experts. I collected very relevant information regarding import-export through the ODL (Office du Ducroire of the Grand Duchy of Luxembourg).

Valérie Dubois Chamérian,
Diversity



After a regular and uninterrupted stay of 5 years in Luxembourg, the EU national may apply to be granted permanent residence in Luxembourg. Any third-country national planning to stay in Luxembourg for a period exceeding three months must, before entering the territory, apply for a residence permit. Such an application must be sent to the Immigration Directorate of the Luxembourg Ministry of Foreign and European Affairs. It may be requested as an employee, a self-employed person, a student, an intern, a researcher or a family member.

For stays that do not exceed three months, **third-country nationals are not entitled to carry out an activity as an employee or self-employed person**, unless expressly authorised to do so by the minister.

Third-country nationals who wish to set up a business in Luxembourg on a self-employed basis must fulfil various conditions:

- **before entering Luxembourg territory**, they must submit a residence permit application – from their country of residence - to the Immigration Directorate of the Ministry of Foreign and European Affairs, accompanied, where applicable, by the business permit application;
- **once they have obtained their residence permit**, nationals of third-countries must arrive in Luxembourg within 90 days, and then apply to the Minister of Foreign and European Affairs for the issue of a residence permit for a “self-employed person”.

For access to the professions of trader, craftsman, industrialist and some liberal professions that are subject to a business permit, the applicant must submit a single application to the Minister of Foreign and European Affairs, containing all the documents required, both for the residence permit application and the business permit application. Applicants must additionally prove that they have sufficient financial resources for the scope of their activities and demonstrate the economic value and feasibility of their project for Luxembourg, by means of a business plan. The Minister of Immigration will then transfer the **business permit application** to the Minister of the Economy. Applicants must therefore ensure that they properly fulfil the conditions for accessing the profession in question.



– More information

www.mae.lu

www.guichet.lu

Business Portal, section:

Starting up and Development

section: starting up & development

www.cc.lu/en/starting-up-my-business



3

Business financing

Distinguishing between internal
and external financing



3.1 — Financial instruments overview

Before obtaining any financing, it is necessary to decide **the source and type of funding** that is appropriate for a start-up, takeover or investment.

Distinction between internal and external financing.

Entrepreneurs generally ensure the launch of the company with their own financial resources.

This applies to sole proprietors (or individuals doing business in their own name), they must make the necessary resources available for their company to realise its objective. If they have recourse to a financial or banking institution, then they must borrow the money in their own name, rather than through the business.

For capital companies, company law stipulates a minimum amount of capital. However the articles of association of such companies may set down a minimum capital which surpasses the legal minimum.

This equity, raised through **internal financing**, constitutes the basis of the company's activity. In the event of market success the equity is then increased by the profits generated by the company. The resources

of the company made up of equities can be completed by external funding.

Credit institutions are most commonly used by SMEs to finance investments with means other than equity. Banks require reinsurance guarantees to ensure that their loans are reimbursed.

Business investment projects are often of a lasting nature and are generally financed in the mid to long term. They may relate to moveable assets (production tools, machines, vehicles) or immoveable assets (land, industrial buildings, offices) intended to start up, improve or develop a professional activity.

Entrepreneurs may choose amongst several banking solutions to finance their investments; the first of them being the mid (1-5 years) to long-term (over 5 years) investment loan.

In addition to the above, there is **leasing**, a contractual technique whereby a leasing company acquires, at the request of a customer (lessee), the ownership of moveable or immoveable assets for professional use, in view of leasing them to the customer for a fixed term, in return for fees or lease payments.

Methods of business financing

The respective weight of each method of financing varies depending on the intended goal.

Types of financing

Internal financing		External financing	
Funds resulting from the business activity	Dissolution of provisions	Shareholder's equity	Third-Party funds
<ul style="list-style-type: none"> – non-distributed profits – depreciations – dissolution of provisions 	<ul style="list-style-type: none"> – sale of assets (disinvestment) 	<ul style="list-style-type: none"> – increase in the contribution of the shareholders – contributions from new shareholders – private equity – public equity (flotation on the stock market, increase in share capital) 	<ul style="list-style-type: none"> – banks (debts) – equipment leasing – suppliers (supplier debts) – customers (advance payments) – loans
Mezzanine financing			

Source: Crédit Suisse Economic Research

Mezzanine capital is a hybrid form of financing, i.e. it stands somewhere between equity and borrowed capital. It is particularly suitable for companies that are growing or to finance a takeover. A key characteristic of mezzanine capital is the subordination of mezzanine capital lenders to other third-party funding providers in the event of bankruptcy, takeover or liquidation. Since the latter rank higher, they take priority over the mezzanine creditors. That is why – although, legally and fiscally speaking, it is considered as third-party capital – mezzanine capital is known as “cheap equity” or “quasi-equity”.

The financing of the operating cycle⁽⁴⁾ and cash requirements have an impact on stock, receivables and cash. There are several methods of financing growth, namely:

- cash credit: to cover a temporary deficit of the current account;
- fixed advance: temporary provision of a certain amount
- invoice advance: advances paid by the bank against a pledge on debts;
- discount credit: payment of the amount of a commercial paper by the bank for a charge;
- factoring: assignment of debts to the bank.

Highly innovative companies with very high profitability use “**venture capital**” or “**Business Angels**” (BAs).

Venture capital is a minority shareholding by professional investors who decide to invest in a company with a specific investment exit strategy, generally after 3 - 5 years. The contribution of the Business Angel, generally an individual and entrepreneur, often results in an increase in capital and involvement in the decision-making process. A business angels network has developed in Luxembourg, called Luxembourg Business Angel Network (LBAN).

Whereas venture capital businesses or business angels take shares in the capital of a target business, equity can also be created through borrowed capital, namely temporary credit contributed by third parties to the business. In return, the business undertakes to pay a fixed or variable remuneration in the form of interest on the amount of credit.

(4) The operating cycle corresponds to the normal wealth-creating activities of the company. It generates costs and financing needs which are subject to regular follow-up and analysis by the company's decision-makers, with a view to optimising them.

3.2 — SNCI - the Luxembourg Credit and Investment Company

Besides privately owned financial institutions, there are public financial institutions in most EU Member States, which have been set up to resolve some of the shortfalls in the business financing markets. The SNCI is the Luxembourg government's response. The SNCI is a public banking institution that specialises in granting credit and mid to long term loans, offering negotiated rates and guarantee.

The SNCI's instruments are:

- equipment loans
- start up Loans
- medium and long term loans
- indirect development loan
- direct loan for Research, Development and Innovation
- loan for Innovative enterprises
- equity loans
- financing of foreign investments
- equity investments
- CD-PME

The start-up loan is the benchmark instrument for company creators. The loan is intended for the co-financing of capital and non-capital expenditure necessary for the implementation of the business plan

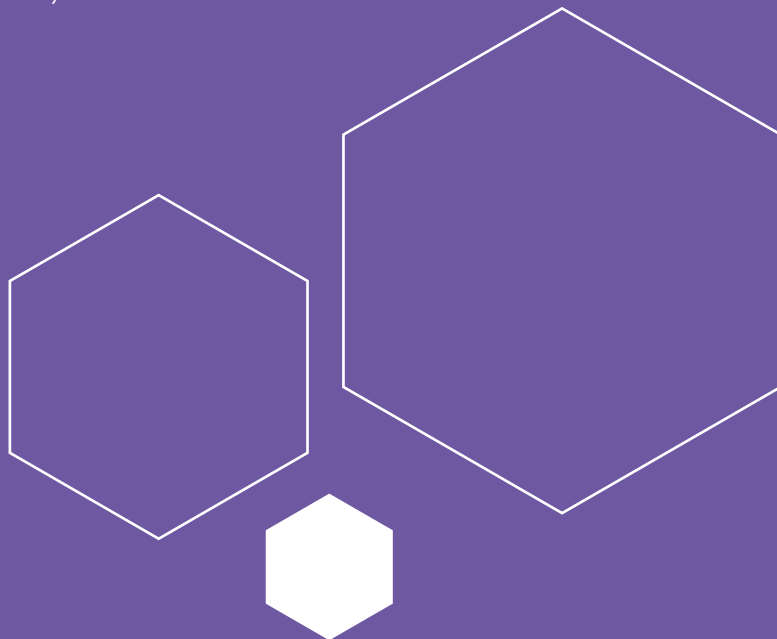
submitted by SMEs, including land, buildings or parts of buildings used exclusively for professional activities, machinery, licences, manufacturing, production or sales, software, setting-up costs, customers, working capital, stocks etc, provided that the activity in relation to the project has not yet started at the time of the application.

The amount of the start-up and takeover loan may not be less than EUR 5,000, nor more than EUR 250,000, and may not exceed 40% of the cost of the eligible investment. Investors who have been granted a start-up and takeover loan are no longer eligible for an investment loan from the SNCI.

The duration of start-up and takeover loans is fixed at 10 years. The interest rate applicable to start-up and takeover loans varies according to market rates. The SNCI usually requests minimal guarantees (or even none), compared to a traditional bank. The CD-PME (Luxembourg capital development company for SMEs) is the venture capital vehicle of the SNCI dealing in the venture capital, through which it invests directly in the applicant company's capital.

The MCAC allowed us to obtain a bank loan for the purchase of a 3D printer and the ODL (Office du Ducroire of the Grand Duchy of Luxembourg) helped us to finance our presence at major tradeshow abroad.

Cyril Marchiol,
Tsumé



The aim of the CD-PME is to strengthen the SME's equity and capital base so as to implement innovative and job-creating projects. The amount of finance is usually limited to EUR 300,000 per project.



– More information
www.snci.lu

3.3 — Mutual fund companies for loan guarantees

The two large professional chambers have each created “captive” mutual companies for loan guarantees aimed at businesses operating in the sectors falling within their scope.



– More information
www.mcac.lu
www.mpme.lu
www.odl.lu

Mutual guarantee scheme for SMEs - trade (Mutualité de Cautionnement et d'Aide aux Commerçants (MCAC)), can provide SMEs with access to bank financing by acting as a guarantor with respect to credit institutions for part of the loan requested if the entrepreneur's guarantees are insufficient.

We were granted a loan by the SNCI (Société Nationale de Crédit et d'Investissement), and bagged an “Export Award” from the Chamber of Commerce as well as a state aid for an R&D project in partnership with Luxinnovation.

Francis Timmermans,
Fallprotec



3.4 — ODL - the Luxembourg Export Credit Agency

The purpose of the Office du Dueroire (ODL) is to foster international economic and financial relations that are in the interests of Luxembourg, mainly by covering risks in the spheres of imports, exports and foreign investments. The ODL offers credit insurance solutions to Luxembourg businesses for their international transactions and supports exports by granting partial funding for the purposes of exports promotion, exhibition and training



– More information

www.odl.lu

section: "aides"

3.5 — Public funding

A wide range of public funding and support measures implemented by the Ministry of Economy, is available for Luxembourg companies, and active in the industrial, construction, commercial and service sectors, as well as liberal professions regulated by law.

There are multiple types of funding, which can differ significantly depending on the business activity.

The most commonly applied for public funding is regulated by the Luxembourg Framework Law for Small and Medium Sized Businesses including, in particular, investment funding for tangible and intangible fixed assets, as well as financial aid to set up

a business. The following are concerned in particular: retail and wholesale trade, catering and hotel trade, as well as crafts. As part of various 5-year schemes, the Ministry of the Economy can also grant funding for the modernisation, rationalisation and extension of an existing hotel structure and the construction of new ones.

Production or transformation of goods businesses, as well as those that provide services to the industry are also eligible. The main applicable funding schemes are the SME scheme, regional schemes and schemes for the protection of the environment and the rational use of energy.

Luxembourg businesses can also obtain funding to hire unemployed persons and funding for continuous vocational training.

In a constantly changing economic world, innovation has become essential for businesses in Luxembourg. Financing research, development and innovation (RDI) is therefore crucial for every “innovative” business. Pursuant to the Law of 5 June 2009, a wide range of funding is available to support RDI initiatives. Luxinnovation, the National Agency for Innovation and Research, supports businesses that wish to obtain RDI funding.

The MCAC portal lists the main public aids available by type and sector.



– More information

www.mcac.lu

section: aids

4 Support and guidance structures

Simplified and succinct steps
and procedures



4.1 — Luxembourg Business Portal the online one-stop shop for businesses

Luxembourg Business Portal is the Grand-Duchy's online platform for businesses. It was developed by the Ministry of Economy, along with the Ministry of Civil Service and Administrative Reform.

Available in French, English and German, this online Business Portal is the reference point for information on topics such as starting up a business, day-to-day management, development and closing down of a business. It provides information on taxation, human resources, funding, financing, commercial practices, foreign trade, the environment, etc. This online Business Portal (one-stop shop for businesses) is the best place to find information regarding the lifecycle of a business. It describes, the formalities to be completed at each stage of the business' life.

The Business Portal also **clearly and concisely lists the procedures and formalities** of all government ministries and departments. The content of the Business Portal is regularly updated, so as to reflect the publication of Luxembourg and European legislation and regulations. It also allows entrepreneurs to complete their formalities online via "MyGuichet"



– More information
www.guichet.lu

4.2 — House of Entrepreneurship - one-stop shop and its services for SMEs

The House of Entrepreneurship – one-stop shop welcomes and provides support to businesses and project owners who are confronted with questions on any aspect of business life. The House of Entrepreneurship

is the physical one-stop shop dedicated to commercial and industrial activities, as well as liberal professions in Luxembourg. Its key role is to provide advice and customised assistance to SMEs.

The House of Entrepreneurship – one-stop shop is geared towards entrepreneurs who wish to realise their start-up or takeover project, from putting together the paperwork to assisting with the permit application procedure and, for already established businesses, assisting with various administrative procedures.

The range of services available free of charge includes:

- the definition of a business project;
- the preparation and submission of the business permit application;
- the delivery of European certificates (attestations issued by the Chamber of Commerce which justify business activities carried out in Luxembourg in all of the European Union, etc.)
- advice and assistance on the business license, public grants and financing and direct as well as indirect tax;
- advice and assistance on disposing of a business ('the business transfer', bourse d'entreprises);
- information from numerous sources;
- providing guarantees (Mutualité de cautionnement et d'aide au commerçants - MCAC).

Besides, the team of the House of Entrepreneurship – one-stop shop can also provide useful information and advice on commercial, social and legal matters. They are highly competent in matters of:

- business license acquisition;
- labour law (employment contracts, dismissal procedures, work hours, leave, occupational health and safety, etc.);
- civil law (contracts, commercial lease, etc.);
- commercial law (bankruptcy, commercial obligations, etc.);
- company law;
- tax law (direct tax and VAT);
- unfair competition (sales promotions, clearance sales, advertising, etc.);
- social security;
- intellectual property;
- public tenders, etc.

The House of Entrepreneurship – one-stop shop is also a first rate partner for exports, tracking and securing of commercial exchanges. It is responsible for:

- the delivery of certificates of origin;
- the legalisation of documents;
- the delivery of ATA booklets;
- the delivery of Luxtrust digital certificates.



– **More information**

www.houseofentrepreneurship.lu

4.2.1 — Opportunet and Business Transfer - advisory tools and matching sellers and buyers

Luxembourg's sale and takeover platform is part of the Opportunet portal. It was developed by the Alsace and Lorraine Chambers of Commerce and Industry. For the Luxembourg Chamber of Commerce, this cross-border cooperation is a gamble on the future as Luxembourg's entrepreneurial fabric has a strong component of entrepreneurs from its border regions. This promises new opportunities for entrepreneurs established near the borders who wish to extend their business, or set up in the Grand Duchy, or for Luxembourg-based entrepreneurs who are seeking to break into regional markets.

The Business Transfer initiative is derived from a European logic, aimed at contributing to the successful sale and takeover of businesses in EU countries. It positions itself as the choicest platform for transferring businesses, by guaranteeing total neutrality and confidentiality.

In particular, it offers those buying and selling a business:

- **multidisciplinary advice** (legal, financial, strategic, etc.) at every stage of the business transfer process;
- **customised matching** of sellers and buyers confidentially.

To this end, additionally, information sessions, conferences and workshops are also on offer throughout the year.



- **More information**
www.houseofentrepreneurship.lu
www.opportunet.net

4.2.2 — Mutual for Loan Guarantees - credit guarantee schemes for SMEs

The Mutual for Loan Guarantees (Mutualité de Cautionnement et d'Aide aux Com-

merçants (MCAC)) is a cooperative funding institution, whose primary objective is to

facilitate access to bank financing for Luxembourg's SMEs by granting a partial guarantee.

The MCAC acts on behalf of members of the Luxembourg Chamber of Commerce, as guarantor vis-à-vis approved institutions when the entrepreneur's own guarantees are insufficient. The MCAC's backing provides entrepreneurs with an important tool to support their loan applications, and influences the terms and conditions offered by the bank, especially if the amount of the guarantee is high.

Business start-up, development, modernisation and transfer projects are eligible if applicants are in possession of a valid business permit for carrying out a commercial activity, and provided their business activity is deemed to be realistically viable. Consequently, financial restructuring projects are excluded.



– More information
www.mcac.lu

4.2.3 — VaccinAntiCrise (anti-crisis vaccine) - a tool that supports businesses in difficulty

The primary objective of the VaccinAntiCrise (future Prevention Center) initiative is to help businesses that are experiencing the consequences of an economic downturn to varying degrees, as these businesses are either already "in difficulty" or heading towards difficulty. It supports and guides gives entrepreneurs who are going through hardships.

The targeted groups are:

- entrepreneurs holding a business permit who carry out a crafts, commercial or industrial activity in the Grand-Duchy of Luxembourg;

- certain professional occupations, if the entrepreneur carries out his activity as a trading company.



– More information
www.vaccinanticrise.lu

4.2.4 — LBAN - The Luxembourg Business Angel Network

Innovative start-ups generally have funding needs that exceed the available capital in the form of equity injected by entrepreneurs themselves, their family or close friends and relatives. Venture capital, cannot be required during the seed phase, but rather in the post-start-up or even the development phase.

Such this financial gaps between the end of the seed phase, the start-up phase and the beginning of the post-start-up phase have traditionally been filled by one or several Business Angels (BA). BAs are physical persons who invest a share of their assets in the capital of innovative young businesses with strong growth potential in order to share part of their time, experience, skills and network with the entrepreneur, free of charge.

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

Luxembourg Business Angel Network also works through various awareness and promotion strategies, towards:

- collaborating with local players to create an ecosystem that is conducive to the start-up of new business;
- recognising the role Business Angels play in supporting innovation, as they are the only parties, who agree to fund young businesses with strong growth potential that are situated in the most risky segment of the funding chain.



– More information

www.lban.lu

www.eban.org





4.3 — Guichet Unique PME in the North of Luxembourg

The Guichet Unique PME in the North of Luxembourg is a regional structure run by the association of communes for the promotion of the Clervaux-SICLER district and the Luxembourg Chamber of Commerce and the Chamber of Skilled Trades and Crafts. The one-stop shop for SMEs provides free assistance to businesses and business initiators in rural areas. This assistance is available to any business that is located or is planning to be located in one of the 21 communes that participate in the project. This one-stop shop for SMEs can provide the necessary support for entrepreneurs regarding:

- taking on administrative formalities;
- assistance in preparing financial records;
- advice when taking over a business.

Personalised support can also be offered to existing businesses, particularly in the following areas: assistance with different administrative procedures;

- assistance setting up business in a specific zone;
- assistance with closing down or transferring a business;
- personalised help to prepare financial records;
- continuous vocational training for company directors



– **More information**
www.guichetuniquepme.lu

4.4 — House of Training

In pursuit of an ambitious vision to become the leading partner in continuing professional development for the Luxembourg economy, the Luxembourg Chamber of Commerce and Luxembourg Bankers' Association (ABBL) have joined forces to create the "House of Training." More than just a close collaboration

between the training bodies of the Chamber of Commerce and ABBL this partnership between two renowned Luxembourg professional organizations marks a turning point in the continuing professional development market.

The House of Training has a clear and specific mission:

- **To help** businesses consolidate, develop and plan their employees' knowledge and skills in order to increase their competitiveness on an ongoing basis.
- **To offer** individuals continuing professional training opportunities in support of their personal and professional development and encourage the spirit of enterprise.
- **To collaborate** with pivotal partners, such as federations, trade associations, and public institutions, in order to become a platform of skills offering high-quality training certifications.

To deliver on these objectives, the House of Training will rely on three key values: excellence, innovation, and quality. These values, along with the wealth of experience and track record in the field of professional continuing development, makes the House of Training the go-to partner when it comes to developing the potential of the people who are the lifeblood of Luxembourg's businesses.



– **More information**
www.houseoftraining.lu

4.5 — Luxinnovation - the National Agency for Innovation and Research

The mission of Luxinnovation is to promote research, development and innovation (RDI) activities in Luxembourg, foster national and international cooperation in RDI and contribute to creating a nationally RDI-conducive climate.

Luxinnovation offers assistance and advice to companies and initiators of innovative projects and acts as a facilitator of access to national and European funding. The businesses and researchers concerned are asked to use the agency's guidance and

support services to discuss all aspects of research and innovation, including public funding for research, development and innovation, pursuant to the Law of 5 June 2009 in strict confidence.



– **More information**
www.luxinnovation.lu

4.6 — nyuko - startup nation

The non-profit organisation nyuko aims at supporting local entrepreneurs and start-ups wishing to establish themselves in the Grand Duchy through value-added services. The organisation offers 3 main types of services:

- **nyuko learning**, referring to its trainings and workshops for all types of entrepreneurs (including the programs 1,2,3 GO and 1,2,3 GO Social).
- **nyuko sharing**, referring to its co-working space and to its community of entrepreneurs.
- **nyuko funding**, preparing entrepreneurs for a successful fundraising and aiming to connect startups with private investors.

After detailed analysis of each project, the nyuko learning team will guide nascent entrepreneurs through the different stages of business creation, either on a case-by-case basis or by enrolling them on a 6-month support training programme.

Support for established entrepreneurs

The BusinessMentoring programme run by nyuko is most particularly intended for “young” entrepreneurs whose companies

are in one of the following 3 key stages:

- the start up (less than 3 years) - by making the “mentee” aware of what mistakes to avoid when launching a company as well as supporting them through the 3 most critical years of the company’s existence,
- the development (after the first 3 years) - by helping the mentee to set targets and implementing appropriate processes, particularly in the context of rapid development,
- the transmission (whether family-based or not) - by augmenting specific skills of the mentee.

The mentoring relationship is conducted over a period of 6, 12 or 18 months. It is based on reciprocal commitments and a process of evaluation. A structured follow-up is offered to each participant throughout the programme.



– **More information**
www.nyuko.lu

4.7 — IPIL - the Luxembourg Institute of Intellectual Property

The Luxembourg Institute of Intellectual Property (IPIL) is an Economic Interest Group that aims at bringing together, in a coherent manner, both national and international expertise on intellectual property: identification, security / protection, exploitation, legal aspects, and the skills needed to provide economic and institutional actors to form a lever of growth for Luxembourg.



– More information
www.ipil.lu

IPIL helps at fulfilling the following duties:

- coordinate the implementation of public policy and unite stakeholders;
- develop and provide support services and support to businesses, research stakeholders, public institutions and other interested members of the public;
- develop and provide training and promotional activities and awareness;
- conduct projects and studies to advise the Government.

5

Incubators and entrepreneurial platforms

Enable creation in the best conditions possible



Non-exhaustive list of entrepreneurial platforms, incubators and accelerators.

5.1 — Technoport - the national incubator for innovative businesses

The Technoport is an essential component of the “Cité des Sciences et de l’Innovation”. It comprises an incubator based in Esch-Belval, and an industrial hub in Foetz.

The primary objective of the Technoport is **to offer the best conditions possible to create and develop technological and innovative projects and companies in Luxembourg.** To this end, the incubator offers three support schemes that have been developed over the past years, namely:

- **the pre-start-up scheme**, which aims to validate a business idea or project over a four-month period, free of charge for project initiators;
- **the programme start-up** (a start-up scheme), which is intended to help entrepreneurs to implement a business plan that they have previously prepared. A charge is applied for this 3-year scheme;
- **the growth scheme**, which gathers a network of former entrepreneurs who have left incubators and who bring significant added value to the Technoport environment in terms of expertise, contacts and financing.

Additionally, there is the scheme for innovative foreign companies **that wish to set up businesses in Luxembourg**, as well as the new co-working space on the Belval site.

The premises in Foetz provide 16,000m² for innovative start-ups. The following may benefit from the services of Ecostart Centers:

- **entrepreneurs** of innovative business start-up projects;
- **innovative businesses** that are being founded or in the start-up phase, and seek their first industrial and/or administrative premises;
- **small technology companies** that want to set up business in the Grand Duchy of Luxembourg for the first time.



- **More information**
www.technoport.lu

5.2 — nyuko - co-working and sharing platform for entrepreneurs

Located in a former warehouse in the district of Hollerich, in the City of Luxembourg, nyuko is a modern space measuring 400m², fitted with all the equipment needed to work on a business project on an ad-hoc or recurring basis. Meeting rooms from 2 to 50 people can also be booked. As a platform for the integration of knowledge and for social interaction, nyuko sharing is most of all aims to share from a community of entrepreneurs

and individuals of all ages, who come from different sectors and cultures.



– More information
www.nyuko.lu

5.3 — 1535° - creativity hub

Luxembourg's first creative hub, 1535° in Differdange is a unique place dedicated to start-ups and creative businesses.

The building's name denotes its industrial heritage. The site provides open-plan work-spaces for people in the creative industries.

As a center of creativity, the space is filled by a range of people and companies, from start-ups to independent artists. 1535° C is not only designed to give artists a physical space to create, but is also intended to operate as a platform of exchange, cooperation, and interaction.

Among the areas covered by this initiative are:

- Photo and graphic design
- Architecture
- Fashion design
- Innovative audiovisual
- Communication design
- Multimedia; music, film
- ICT; software and videogame development



– More information
www.1535.lu

5.4 — FFCEL - the National Luxembourg Federation of Female Company Directors

Created on behalf of the Luxembourg Employers' Association (The Luxembourg Enterprises' Union / Union of Luxembourg's Enterprises (UEL)) with the support of the Ministry of Equal Opportunities, the Federation of Women Company Directors (Fédération des Femmes Cheffes d'Entreprise (FFCEL)) primarily pursues the following objectives:

- **promoting** the importance of women's roles in entrepreneurship;
- **encouraging** women to move into executive positions in various industries;

- **helping** women to expand their network, in Luxembourg and abroad;
- **influencing** the authorities to promote the political and social visions of women as value and job creators.



– **More information**
www.ffcel.lu

5.5 — PwC's Accelerator - accelerator for high tech companies

Innovative European businesses that wish to develop their activity internationally have specific needs: finding suitable finances, recruiting the best international talent, breaking into the most promising markets. PwC Luxembourg launched PwC's Accelerator specifically to cater for these needs.

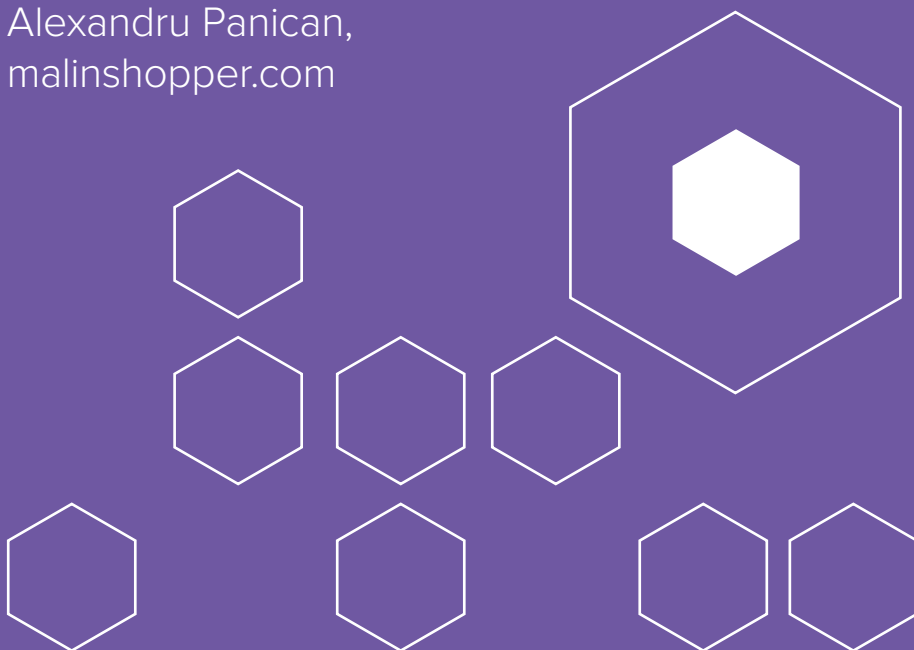
PwC's Accelerator is aimed at SMEs that operate in the high-tech sector which have passed the incubation phase and have a

turnover of €1 million to €5 million. Their products are recognised on the local market, they have solid customer references, and their directors have aspirations to grow their business. Taking the step from a national to an international company requires specific solutions and expertise, to which they do not always have access on their own.

In a bid to help them overcome this obstacle, PwC's Accelerator has put together a range

We are currently being incubated at the Technoport, a perfect setting for a start-up. We are surrounded by other entrepreneurs with whom we exchange advice and support.

Alexandru Panican,
malinshopper.com



of services that are based around three key stages:

- **complete a full assessment** of the business undergoing rapid growth and its environment: portfolio of products, intellectual property, business plan, management team, etc.;
- **put together a relevant international development strategy**;
- **identify the solutions** required to implement this strategy and move on to the operational phase.

Another strength of PwC's Accelerator is that it offers these businesses priority access to a dynamic international ecosystem, which investors, entrepreneurs, universities, public institutions and PwC's Accelerator's world-wide network, with offices in Singapore, Sweden and Russia, and soon to be launched in America and Africa.



– **More information**
www.pwcaccelerator.com

5.6 — Lux future lab - incubator for start-ups

The entrepreneurial platform of BGL BNP Paribas, lux future lab, offers a physical space for students who choose a career, professionals who want to start a business and people who wish to retrain or even support other project initiators with their expertise. Lux future lab is one of the complementary range of funding providers and structures that are in place to support innovation and entrepreneurship. It is not a business centre or a specialised incubator, but rather a platform for the development of projects and

people. The incubator nurtures innovative projects that have already been initiated by established start-ups in the commerce and services sector.



– **More information**
www.luxfuturelab.lu





6 Useful contacts



1 — Preliminary thoughts

House of Entrepreneurship one-stop shop

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L-1468 Luxembourg-Kirchberg
B.P. 3056 - L-1030 Luxembourg
T. (+352) 42 39 39 - 330
info@houseofentrepreneurship.lu
www.houseofentrepreneurship.lu

Administration des Contributions Directes (Luxembourg Inland Revenue)

45, boulevard Roosevelt
L-2982 Luxembourg
T. (+352) 40 80 01
info@aed.public.lu
www.impotsdirects.public.lu

House of Training

7, rue Alcide de Gasperi
L-1615 Luxembourg-Kirchberg
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T. (+352) 46 50 16 - 1
customer@houseoftraining.lu
www.houseoftraining.lu

Service Central de la Statistique et des Études Économiques (Statec) (National Institute of Statistics and Economic Studies)

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info@statec.lu
www.statec.lu

Luxinnovation (National Agency for Innovation and Research)

**Agence nationale pour la promotion
de l'innovation et de la recherche**
5, avenue des Hauts-Fourneaux
L-4362 Esch-sur-Alzette
T. (+352) 43 62 63 - 1
info@luxinnovation.lu
www.luxinnovation.lu

Nyuko (Entrepreneurial Expertise Platform)

121, rue de Hollerich
L-1741 Luxembourg
T. (+352) 28 84 08 - 1
info@nyuko.lu
www.nyuko.lu

2 — Administrative procedures

House of Entrepreneurship one-stop shop

14, rue Erasme
L-1468 Luxembourg-Kirchberg
B.P. 3056 - L-1030 Luxembourg
T. (+352) 42 39 39 - 330
info@houseofentrepreneurship.lu
www.houseofentrepreneurship.lu

Administration des Contributions Directes (Luxembourg Inland Revenue)

45, boulevard Roosevelt
L-2982 Luxembourg
T. (+352) 40 80 01
info@aed.public.lu
www.impotsdirects.public.lu

Administration des Douanes et Accises (Customs and Excise Agency)

Service Cabaretage
(Licensed premises department)
Centre douanier Howald
Croix de Gasperich - Rue In Bouler
L-1350 Luxembourg
BP 1122 - L-1011 Luxembourg
T. (+352) 49 88 58 - 805
www.do.etat.lu

Administration de l'environnement (Environment Agency)

Division des Établissements Classés
1, avenue du Rock'n'Roll
L - 4361 Esch-sur-Alzette
T. (+352) 40 56 56 - 600
www.environnement.public.lu

Inspection du Travail et des Mines (Inspectorate of Labour and Mines)

3, rue des Primeurs
L-2361 Strassen
T. (+352) 24 77 62 - 00
helpcenter@itm.etat.lu
www.itm.lu

Registre de Commerce et des Sociétés (RCS) (Trade and Companies Register)

14, rue Erasme
L-1468 Luxembourg
L-2961 Luxembourg
T. (+352) 26 42 81
helpdesk@rcsl.lu
www.rcsl.lu

Mutualité des Employeurs (Employers' Mutual Insurance Scheme)

125, route d'Esch
L-2975 Luxembourg
T. (+352) 40 14 11
www.mde.lu

**Administration de l'enregistrement
et des Domaines (Land Registration
and Estates Department)****Bureau des sociétés****(Enregistrement des actes)**

Centre administratif Pierre Werner
13, rue Erasme
L-1468 Luxembourg
T. (+352) 26 68 39 40 1
info@aed.public.lu
www.aed.public.lu

Bureau d'imposition (TVA / timbres fiscaux)

1-3, avenue Guillaume
B.P. 31 - L-2010 Luxembourg
info@aed.public.lu
www.aed.public.lu

**Centre Commun
de la Sécurité Sociale
(Joint Social Security Centre)**

125, route d'Esch
L-1471 Luxembourg
L-2975 Luxembourg
T. (+352) 40 14 11
www.ccss.lu

**Association d'assurance
contre les Accidents
(Accident Insurance Association)**

125, route d'Esch
L-1471 Luxembourg
L-2976 Luxembourg
T. (+352) 26 19 15 - 1
www.aaa.lu

**Contact Entreprise
de la Chambre des Métiers
(one-stop shop of the Chamber
of Skilled Trades and Crafts)**

2, Circuit de la Foire Internationale
L-1347 Luxembourg-Kirchberg
B.P. 1604 - L-1016 Luxembourg
T. (+352) 42 67 67 - 1
contact@cdm.lu
www.cdm.lu

**Chambre d'Agriculture
(Chamber of Agriculture)**

261, route d'Arlon
L-8011 Strassen
T. (+352) 31 38 76 - 1
info@lwk.lu
www.lwk.lu

**Ministère des Affaires Étrangères
et Européennes
(Ministry of Foreign and
European Affairs)****Direction de l'immigration -
Service des étrangers
(Immigration Directorate
Department for Foreigners)**

26, route d'Arlon
L-1140 Luxembourg
B.P. 752 - L-2017 Luxembourg
T. (+352) 24 78 40 - 40
immigration.public@mae.etat.lu
www.mae.lu

3 — Financing a business

Société Nationale de Crédit et d'investissement (SNCI) (National Credit and Investment Institution)

7, rue du Saint Esprit
L-1475 Luxembourg
B.P. 1207 - L-1012 Luxembourg
T. (+352) 46 19 71 - 1
snci@snci.lu
www.snci.lu

Mutualité de Cautionnement et d'aide aux Commerçants (MCAC) (Mutual Guarantee Scheme for SMEs - Trade)

14, rue Erasme
L-1468 Luxembourg
T. (+352) 42 39 39 - 339
mcac@cc.lu
www.mcac.lu

Mutualité des PME (Mutual Guarantee Scheme for SMEs - Crafts)

58, rue Glesener
L-1630 Luxembourg
B.P. 1407 - L-1014 Luxembourg
T. (+352) 48 91 61 - 1
info@mpme.lu
www.mpme.lu

Office du Ducroire (ODL) (Luxembourg Office for Exports)

14, rue Erasme
L-1468 Luxembourg
B.P.3056 - L-1030 Luxembourg
T. (+352) 42 39 39 - 320
odl@odl.lu
www.ducroire.lu

Ministère de l'Économie (Ministry of the Economy)

19-21, boulevard Royal
L-2449 Luxembourg
T. (+352) 24 78 47 - 51
info@eco.public.lu
www.gouvernement.lu/meco

Luxembourg Business Angel Network (LBAN)

14, rue Erasme
L-1468 Luxembourg
B.P. 3056 - L-1030 Luxembourg
T. (+352) 42 39 39 - 330
lban@cc.lu
www.lban.lu

Nyuko Funding (Entrepreneurial Expertise Platform)

121, rue de Hollerich
L-1741 Luxembourg
T. (+352) 28 84 08 - 1
funding@nyuko.lu
www.nyuko.lu

4 — Support and guidance structures

House of Entrepreneurship one-stop shop

14, rue Erasme
L-1468 Luxembourg-Kirchberg
B.P. 3056 - L-1030 Luxembourg
T. (+352) 42 39 39 - 330
info@houseofentrepreneurship.lu
www.houseofentrepreneurship.lu

Nyuko Learning (Entrepreneurial Expertise Platform & Co-Working Space)

121, rue de Hollerich
L-1741 Luxembourg
T. (+352) 28 84 08 - 1
learning@nyuko.lu
www.nyuko.lu

Guichet Unique PME du Nord (Counselling Centre for SMEs in Northern Luxembourg)

11b, Klatzewee
L-9714 Clervaux
49, Grand-Rue
L-9530 Wiltz
T. (+352) 92 99 36
info@guichetuniquepme.lu
www.guichetuniquepme.lu

Luxinnovation (National Agency for Innovation and Research)

**Agence nationale pour la promotion
de l'innovation et de la recherche**
5, avenue des Hauts-Fourneaux
L-4362 Esch-sur-Alzette
T. (+352) 43 62 63 - 1
info@luxinnovation.lu
www.luxinnovation.lu

Confédération Luxembourgeoise du Commerce (CLC) (Luxembourg Trade Confederation)

7, rue Alcide de Gasperi
L-1615 Luxembourg
B.P. 482 - L-2014 Luxembourg
T. (+352) 43 94 44 - 1
info@clc.lu
www.clc.lu

Union des Entreprises Luxembourgeoises (UEL) (Union of Luxemburgish Enterprises)

7, rue Alcide de Gasperi
L-1615 Luxembourg-Kirchberg
B.P. 3024 - L-1030 Luxembourg
T. (+352) 26 00 91
uel@uel.lu
www.uel.lu

Business Federation Luxembourg (FEDIL)

7, rue Alcide de Gasperi
L-1615 Luxembourg
B.P. 1304 - L-1013 Luxembourg
T. (+352) 43 53 66 - 1
fedil@fedil.lu
www.fedil.lu

Fédération Nationale des Hôteliers, Restaurateurs et Cafetiers (Horesca) (National Federation of Hotel, Restaurant and Café Employers)

7, rue Alcide de Gasperi
L-1615 Luxembourg
B.P. 2524 - L-1025 Luxembourg
T. (+352) 42 13 55 - 1
horesca@pt.lu
www.horesca.lu

House of Training

7, rue Alcide de Gasperi
L-1615 Luxembourg-Kirchberg
L-2981 Luxembourg
T. (+352) 46 50 16 - 1
customer@houseoftraining.lu
www.houseoftraining.lu

Institut de la propriété Intellectuelle Luxembourg (IPIL GIE) (The Luxembourg Institute of Intellectual Property)

134, route d'Arlon
L-8008 Strassen
T. (+352) 24 78 02 - 10
info@ipil.lu
www.ipil.lu

5 — Incubators and entrepreneurial platforms

Technoport (Technology-Oriented Business Incubator)

Belval
9, avenue des Hauts-Fourneaux
L-4362 Esch-sur-Alzette
Foetz
Rue du Commerce
L-3895 Foetz
T. (+352) 54 55 80 - 1
incubator@technoport.lu
www.technoport.lu

Pwc's Accelerator Luxembourg (Accelerator for Fast-Growing Companies)

2, rue Gerhard Mercator
L-2182 Luxembourg
T. (+352) 49 48 48 - 5787
info@pwcaccelerator.com
www.pwcaccelerator.com

**Fédération des Femmes Cheffes
d'entreprise du Luxembourg
(FFCEL)**

6, rue Jean-Pierre Brasseur
L-1258 Luxembourg
info@ffcel.lu
www.ffcel.lu

**Nyuko
(Entrepreneurial Expertise Platform)**

121, rue de Hollerich
L-1741 Luxembourg
T. (+352) 28 84 08 - 1
info@nyuko.lu
www.nyuko.lu

**Luxfuturelab
(Entrepreneurial Platform
of BGL BNP Paribas)**

14, rue Aldringen
L-1118 Luxembourg
T. (+352) 42 42 81 - 97
(+352) 42 42 38 - 77
info@luxfuturelab.lu
www.luxfuturelab.lu

1535° (Creativity Hub)

115a, rue Emile Mark
L-4620 Differdange
T. (+352) 58 77 1 - 1535
1535@differdange.lu
www.1535.lu

Notes



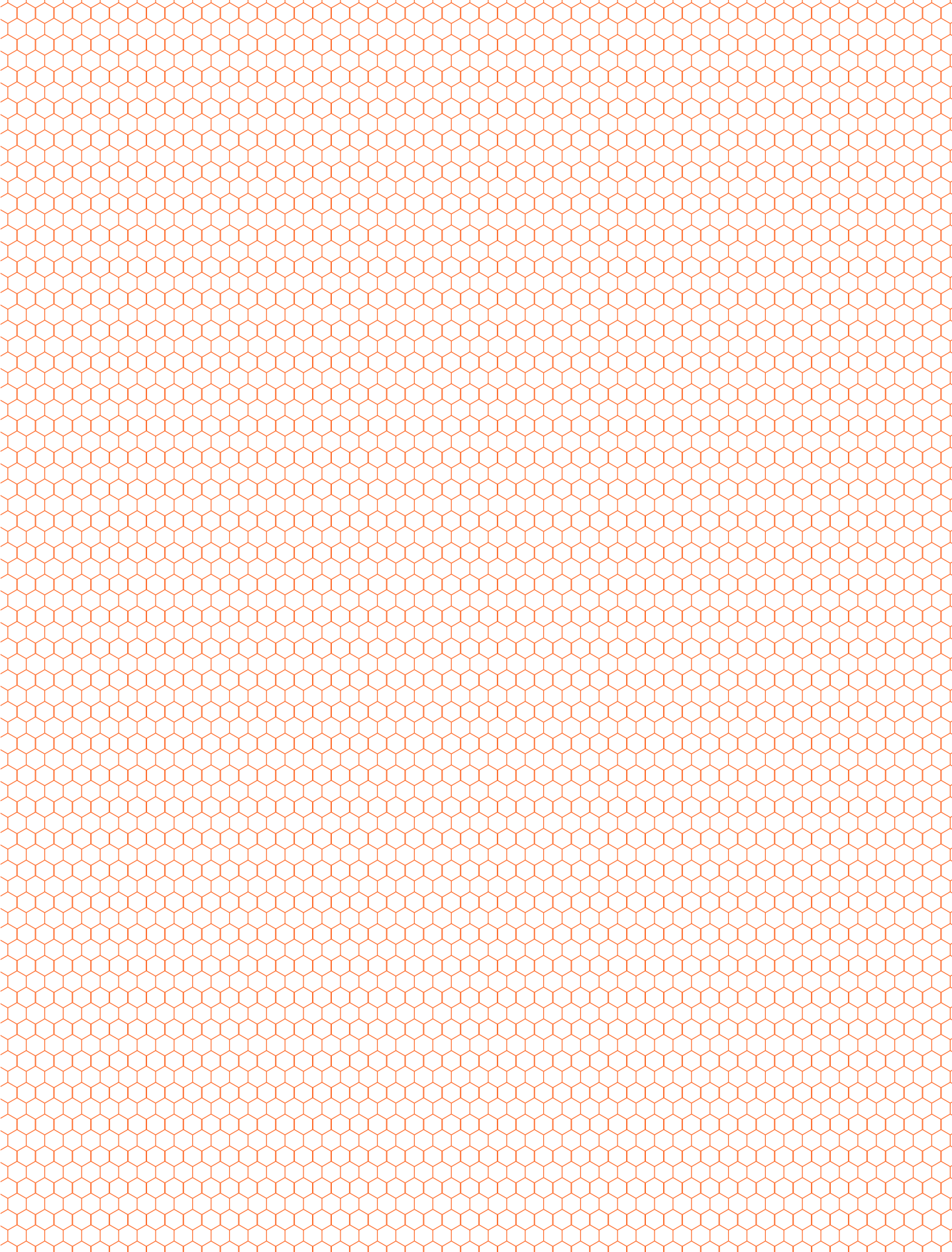
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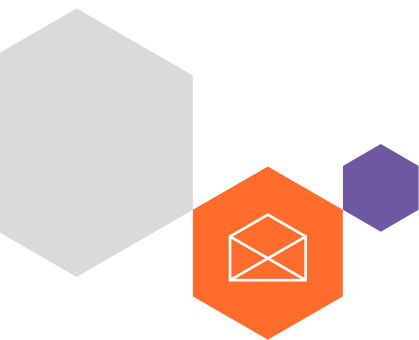


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House of Entrepreneurship

14, rue Erasme
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Would you like to take the next step?

Further details and relevant forms
are available on **guichet.lu**

Initiated by:



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de l'Économie

In partnership with: 1535°, ADEM, Chambre des Métiers, guichet.lu, ITM, IPIL, Luxinnovation, MCAC, nyuko, Technoport, Ministère de la Santé, Ministère de la Fonction publique et de la Réforme administrative - CFUE