

Building bridges in the European mobility startup ecosystem

PARTNERSHIP ANALYSIS • JANUARY 2025



Executive summary

European mobility startups face increasing challenges related to funding, regulation, and profitability. To overcome these hurdles, they need robust pan-European partners, such as EIT Urban Mobility, capable of providing investment and strategic network support.

As part of the European Institute of Innovation and Technology, a body of the European Union, **EIT Urban Mobility and its Impact Ventures arm collaborates with local startup ecosystem agents, including the Moove Lab, a mobility-focused accelerator based at Station F in France.**

As its French startup ecosystem agent, the Moove Lab enhances EIT Urban Mobility's visibility, identifies promising startups for investment, supports the expansion of European mobility startups into the French market and helps French mobility startups structure their European ambitions.

This partnership brings sizable value to all stakeholders involved: it brings EIT Urban Mobility closer to its startup network ambition, it infuses an international perspective into the Moove Lab and offers scaling and investment opportunities to European mobility startups. **Given its success, this model should be reinforced and replicated in other European countries.**

To solidify its role as a pivotal player in the European mobility landscape and drive the growth of innovative solutions across the continent, EIT Urban Mobility could continue to build on 3 pillars with its startup ecosystem agents:

_1 Better communicate EIT Urban Mobility's value proposition to the European mobility ecosystem

_2 Act as a cross-border mobility ecosystem orchestrator

_3 Help startups think and act at a continental level

Forewords



At EIT Urban Mobility, we are committed to accelerating the transition to sustainable urban mobility across Europe. As part of this mission, we manage a range of **pan-European initiatives that invest in and support the most promising mobility startups.**

As an organization deeply embedded in the ecosystem, this report holds significant value. It offers us and our partners a clearer understanding of **how our activities are perceived by stakeholders** and provides valuable insights into **how we can strengthen our value proposition as impact investors.**



Keren Beit-Cohen
Head of Strategic Alliances
EIT Urban Mobility

This report focuses on our flagship initiative in the startup ecosystem, carried out in collaboration with Moove Lab in France. With the dedicated support of the EY Fabernovel team, this external feedback will not only help optimize our current efforts but also lay the groundwork for building a broader startup ecosystem partner network and establishing new public-private pan-European vehicles to **advance urban mobility investments.**

A special thanks to the Moove Lab team, who play a critical role in **enhancing the French startup ecosystem and sharing their knowledge and best practices** with us as well as with our portfolio companies from across Europe. Their expertise, along with their efforts to establish a dynamic network, will help us drive Europe's leadership in the global investor landscape.

Forewords



The Moove Lab is proud to be a partner of EIT Urban Mobility since 2022. Together, we are **contributing to the emergence of sustainable urban mobility solutions, by building bridges between France and other major ecosystems in Europe**, and by supporting EIT Urban Mobility deliver the full power of its support to French startups.

The aim of this study is to analyze - by a third-party expert, EY Fabernovel - the concrete results of our partnership, and to identify areas for future development.



Clément Guillemot
Program Manager
Moove Lab



Cyril Vart
Partner
EY Fabernovel

EY Fabernovel has always been deeply embedded in the European mobility and innovation ecosystems.

In a time of fierce global competition, **Europe needs to leverage its continental strengths to gain sovereignty in crucial sectors**. Mobility is one of them.

Thus, we are delighted to present this report, underscoring the **commitment of major actors to fostering innovation and supporting the growth of sustainable mobility solutions** across the continent.

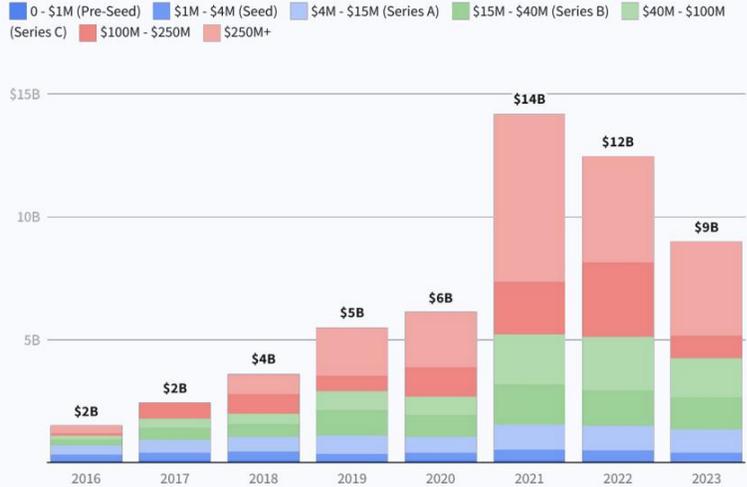
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1

A strategic approach to the European mobility sector

The current state & challenges of mobility startups



VC investment in European mobility startups amounted to \$9B in 2023, a 26% drop from 2022¹

The global fundraising ecosystem for startups has significantly tightened in the past years. After frenzy days for private investment and soaring valuations decoupled from revenue, the focus has shifted back to “efficiency” and “profitability”.

Mobility startups are even more vulnerable than their startup peers as they are highly dependent on a complex stakeholder ecosystem. They require the right balance between public and private investors, they need cities and other public players to allow tests, and regulation to allow their operations.

Despite leveraging different mobility trends (micromobility infrastructure, fleet deployments, autonomous and connected vehicles, data-driven mobility services, etc.), **all mobility startups more than ever require a combination of several internal critical factors to succeed:**

- Advanced technology
- Sustainable business models
- A user-centric and multi-market approach
- Strategic partnerships
- Robust infrastructure
- Sound financing
- Skilled talent
- Efficient execution

What makes the European urban mobility sector special

In addition to the typical challenges of startup development, several factors set the European urban mobility sector apart.

A FRAGMENTED MARKET

For mobility startups to be viable, they need to scale. However, **the European urban mobility sector is fragmented at every geographical level:** country, region, and local. Each level has its own set of rules and numerous stakeholders, posing significant challenges for small, early-stage companies trying to grow.

That situation takes mobility startups far from the one-size-fits-all business model considered as the easy path to unicorn status, which can deter investors to fund newcomers. And the situation is even harder for CAPEX-intensive mobility startup models.

A HOST OF LOCAL STAKEHOLDERS

Moreover, **the urban mobility ecosystem is particularly complex due to the multitude of local stakeholders involved.**

For instance, in Paris, a startup could have to interact with public actors (Ministry of Transportation, IDFM, AIT), the city administrations, the RATP (public transport operator), private mobility companies, infrastructure providers, and users.

Top obstacles to innovation in mobility²

(according to French private and public funders)

24% heavy regulation
(public tenders, data, vehicle approval, people transportation)

12% lack of financing

10% mindset
(usages, culture, priority given to individual cars)

7% administrative governance and procedures

45% others
(access to experimentation, CAPEX, lack of collaboration and engineering)

Mobility is a key component of European sovereignty, competitiveness and sustainable transition – EIT Urban Mobility aims at strengthening it.

The September 2024 Draghi report (“The Future of European competitiveness”) recognizes the **mobility sector as a critical component of European competitiveness and climate goals.**

In Europe, the transportation sector represents: **the 2nd largest area of expenditure for European households³, 5% of the GDP³, 10 million jobs³.**

In the face of global competition and in connection with the European Green Deal, a **strong startup fabric across the continent** can contribute to the European Commission’s Sustainable and Smart Mobility Strategy 3 pillars.

1. Sustainable mobility

An irreversible shift to zero-emission mobility.

Transportation in 2019 accounted for about **a quarter** of the EU's total CO2 emissions.⁴

2. Smart mobility

Achieving seamless, safe and efficient connectivity.

By 2030, technological progress in mobility could help reduce emissions by **21%**.⁵

3. Resilient mobility

A more resilient Single European Transport Area for inclusive connectivity.

Completing the TEN-T core network will require **300Bn€** over the next 10 years.³

As part of the European Institute of Innovation and Technology, a body of the European Union, **EIT Urban Mobility** focuses on transforming urban mobility through innovation and education. Its objective is to create more livable urban spaces through mobility, by acting on 4 pillars:

- **Match & Connect:** Connecting private and public partners to access markets, talent, finance and knowledge
- **Talent to business:** Fostering entrepreneurship with practical learning
- **Innovations to market:** Piloting market ready solutions in cities
- **Startups to scale:** Boosting startup growth for long-term impact

In this report, we focus solely on the activity of the Impact Ventures arm. This team offers startup programs (accelerators), startup investments, access to funding services and a Growth Lab (online platform) and aims at creating a European mobility investment-oriented ecosystem.



As the backbone that connects European citizens and business, transport matters to us all. We have no time to lose in getting it fit for the future.

Digital technologies have the potential to revolutionize the way we move, making our mobility smarter, more efficient, and also greener. We need to provide businesses a clear pathway for the green investments they will need to make over the coming decades. Through the implementation of this strategy, we will create an irreversible shift to zero-emission mobility while making our transport system more efficient and resilient.



Adina Vălean
Commissioner for Transport

EIT Urban Mobility's **network approach** to startup investment and business development

To achieve EIT Urban Mobility's goals and support its equity portfolio companies, its Impact Ventures arm employs a **"Network approach to venture capital" by partnering with leading "startup ecosystem agents" across Europe.** Rather than building local entities from scratch, it focuses on the top-performing startup ecosystems in Europe and identifies and collaborates with an existing player in each country.

WHAT ARE "STARTUP ECOSYSTEM AGENTS"?

They are multifaceted organizations supporting a local mobility startups ecosystem.

Their collaboration with EIT Urban Mobility aims at delivering a predefined set of actions, designed to result in an increased high-quality deal flow to EIT Urban Mobility's investment and broader activities.

To be eligible to partner with EIT Urban Mobility as a startup ecosystem agent, these organizations need to demonstrate:

- **Established mobility startup support** - a top-notch, well-established and privately held startup support offering (e.g., an incubator or accelerator)
- **Startup and trends analysis skills** – thanks to a startup investment activity
- **Strong local connections** with major local mobility ecosystems, including corporates and public stakeholders
- **Event organization capabilities**
- **A good reputation within their local ecosystem**

EIT Urban Mobility's startup ecosystem agents



- **The Moove Lab** in Paris, France
- **The Drivery** in Berlin, Germany
- **OGR** in Turin, Italy
- **Impact Loop** in Stockholm, Sweden
- **Micromobility industries** in Amsterdam, The Netherlands
- **CityZone and 8200 Impact** in Tel Aviv, Israel

Securing a partnership with an established player to get a foothold in the French mobility ecosystem

WHY FRANCE?

521Bn€ of annual spending in transportation
(public sector, companies, households)⁶

An internal land passenger transport **27% higher than the EU average**⁶

Building a French subsidiary from scratch, with an accelerator, a learning hub and an investment arm, would have been a long process for EIT Urban Mobility. It would also have created **unnecessary direct competition** with stakeholders like Via ID, who are pursuing similar goals.

Since 2022, EIT Urban Mobility has been partnering with the **Moove Lab** to better fulfill its mission in the crucial and vibrant French mobility market, which was previously underserved.

The Moove Lab is France's only 100% mobility focused startup ecosystem. It is located within **Station F**, the world's biggest startup campus. Since its inception in 2017, **100+ startups** have taken part in its **acceleration program** across 12 batches.

Founded by MOBILIANS and Via ID, its goal is to foster innovation within the mobility industry in two ways:

- **Support top mobility startups** by providing them expertise, knowledge and access to powerful networks
- **Foster corporate-startup partnerships** to boost the transformation of the mobility industry

Like EIT Urban Mobility, it focuses on early-stage startups (up to Series A) **and adopts an ecosystemic approach** to the mobility sector by connecting corporates, startups and public organizations.

With their complementary approaches and services, the partnership between EIT Urban Mobility and the Moove Lab is ideally positioned to achieve their common ambition of strengthening the European mobility sector.



A generally acclaimed partnership

I hope this collaboration between EIT Urban Mobility and the Moove Lab lasts. It's a game changing asset for both, and there's room to go even further.

If it wasn't for the joint programs from EIT Urban Mobility and the Moove Lab, Cezigue probably wouldn't exist anymore.

I think it's a great partnership which gives a European dimension to the Moove Lab and a French one to EIT Urban Mobility.



Yann Marteil
Co-founder and Managing Partner
Shift4Good



Sebastien Tricoire
Co-founder and CEO
Cezigue



Marc Charlet
General Manager
NextMove

About this report

In order to continuously improve the expansion and relevance of its startup ecosystem strategic alliances in Europe, EIT Urban Mobility asked EY Fabernovel to review its current partnership with the Moove Lab.

This report aims at assessing the actions implemented by the Moove Lab to support EIT Urban Mobility's objectives, gather industry best practices, and recommend improvement areas for existing and future startup ecosystem agent partnerships.

In addition to extensive desk research, the EY Fabernovel team conducted interviews with multiple key stakeholders of the French and European mobility ecosystem: investors, startup accelerators, public agencies, startup ecosystem agents, competitiveness clusters and startups.

The authors would like to thank all the mobility ecosystem stakeholders who took the time to respond to their inquiries:

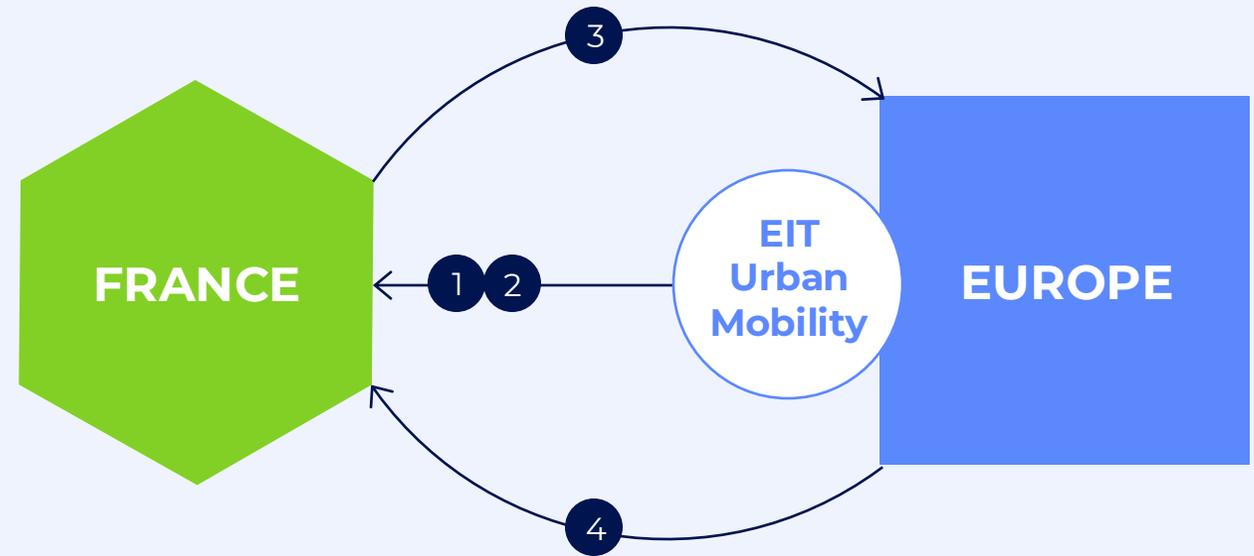
- Keren Beit-Cohen, Matteo Consonni and Nienke Swankhuisen – EIT Urban Mobility
- Clément Guillemot – Moove Lab
- Inbal Sason – 8200 Impact
- Mélanie Vergnon and Estelle Sturtzer – AIT (Agence de l'Innovation pour les Transports)
- Sebastien Tricoire and Elie Begou – Cezigue
- Liat Shaham – CityZone
- Valery Prunier – Elonroad
- Marc Charlet – NextMove
- Anna Denysova and Yann Azran – Press Mobility
- Yann Marteil – Shift4Good

2

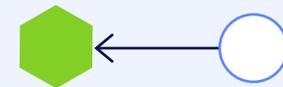
An essential partnership for the French and European mobility ecosystems

As its French startup ecosystem agent, the Moove Lab helps EIT Urban Mobility better serve the urban mobility ecosystem on 4 key pillars:

- 1 Increasing the visibility of EIT Urban Mobility in France
- 2 Amplifying EIT Urban Mobility investments in French mobility startups
- 3 Supporting the European scaling of French mobility startups
- 4 Helping European startups deploy their activities in France



1 Increasing the visibility of EIT Urban Mobility in France



WHY?

The French mobility startup ecosystem is dense with 2,400+ mobility startups reported in 2024². These startups operate within a complex environment that includes crowded financing, incubation, corporate, and public ecosystems.

EIT Urban Mobility is a **growing organization** with no management team in France. Moreover, **its scope is quite complex to grasp at first glance** because of a rich value proposition and its affiliation to EIT. Therefore, boosting its exposure in France is essential.

More specifically, **EIT Urban Mobility aims at promoting its financing offer to French mobility startups, and at strengthening its overall reputation among potential French partners** (mainly amongst accredited private investors, but also corporates, public actors, research institutions, that might contribute to EIT Urban Mobility's agenda).

HOW?

The EIT Urban Mobility x Moove Lab partnership has enabled EIT Urban Mobility to leverage **complementary media levers** that demonstrate its value to a great variety of stakeholders.

Additionally, the Moove Lab's presence at **Station F** has helped EIT Urban Mobility break away from the image of a traditional bureaucratic institution, **strengthening its reputation**.

Key actions implemented by the Moove Lab

- **Partnership with Press Mobility, a mobility-focused press agency** ensuring regular publication of articles mentioning EIT Urban Mobility and the Moove Lab
- **Co-branded events** such as roundtables and VIP dinners for mobility stakeholders
- Mention of EIT Urban Mobility as a strategic partner on the Moove Lab's **landing page and key communications**
- **Presentation of EIT Urban Mobility's actions and financing opportunities** to the Moove Lab's batches of startups and the wider French mobility startup ecosystem (Alliance des mobilités, etc.)

1 Increasing the visibility of EIT Urban Mobility in France



Key results

54 press articles published

in French specialized and mainstream media, resulting in **€281,294 advertising equivalent value**

6 co-branded high-profile events

such as VIP diners and roundtables, which gathered more than **800 European mobility stakeholders** (startups, VCs, corporates, public entities).

Our objective is to highlight in the media the links created between France and the European market via EIT Urban Mobility. The arrival of an international startup in a new batch, thanks to EIT Urban Mobility, is a great opportunity to do it.



Clément Guillemot,
Moove Lab

In order to be visible in the French mobility ecosystem, you need to know your way around. As soon as we started our partnership with the Moove Lab, we were on TV shows and on the radio.



Nienke Swankhuisen,
EIT Urban Mobility

The message we're conveying in different ways in the press is that EIT Urban Mobility is creating bridges into European countries for companies to develop with lower barriers.



Yann Azran,
Press Mobility

2 Amplifying EIT Urban Mobility investments in French mobility startups



One of the main objectives of working on EIT Urban Mobility's visibility in France is to enhance the quality and quantity of French mobility startup applications for EIT Urban Mobility funding.

The Moove Lab is an ideal partner to support EIT Urban Mobility's investment mandate:

FOCUSED EXPERTISE

The Moove Lab is **100% mobility focused**, so their team is constantly up to date on the market. EIT Urban Mobility thus benefits from a precise overview of the trending startups, the markets they address, and the key challenges they encounter.

INVESTMENT INSIGHTS

Via ID, the new mobility and CVC branch of Mobivia and parent company of the Moove Lab, is first an investor. This means the Moove Lab is aware of the **information needed on a startup to ponder an investment decision** and is **constantly scouting the market for opportunities**.

PROMOTION & COMMUNICATION

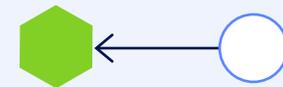
It can easily promote and explain EIT Urban Mobility's investment process to its **batch and alumni startups**, as well as to its communities (Alliance des mobilités, other incubators, AIT, Station F, etc.)

Key actions implemented by the Moove Lab

- French mobility startup **due diligence reports** delivered up to 10 days after EIT Urban Mobility's request
- **Regular introductions** to French mobility startups
- **Investment recommendations**
- **Promotion of EIT Urban Mobility's investment calls** among their ecosystem as soon as they open

In addition to these specific actions, everything done in favor of EIT Urban Mobility's visibility results in better investment opportunities.

2 Amplifying EIT Urban Mobility investments in French mobility startups

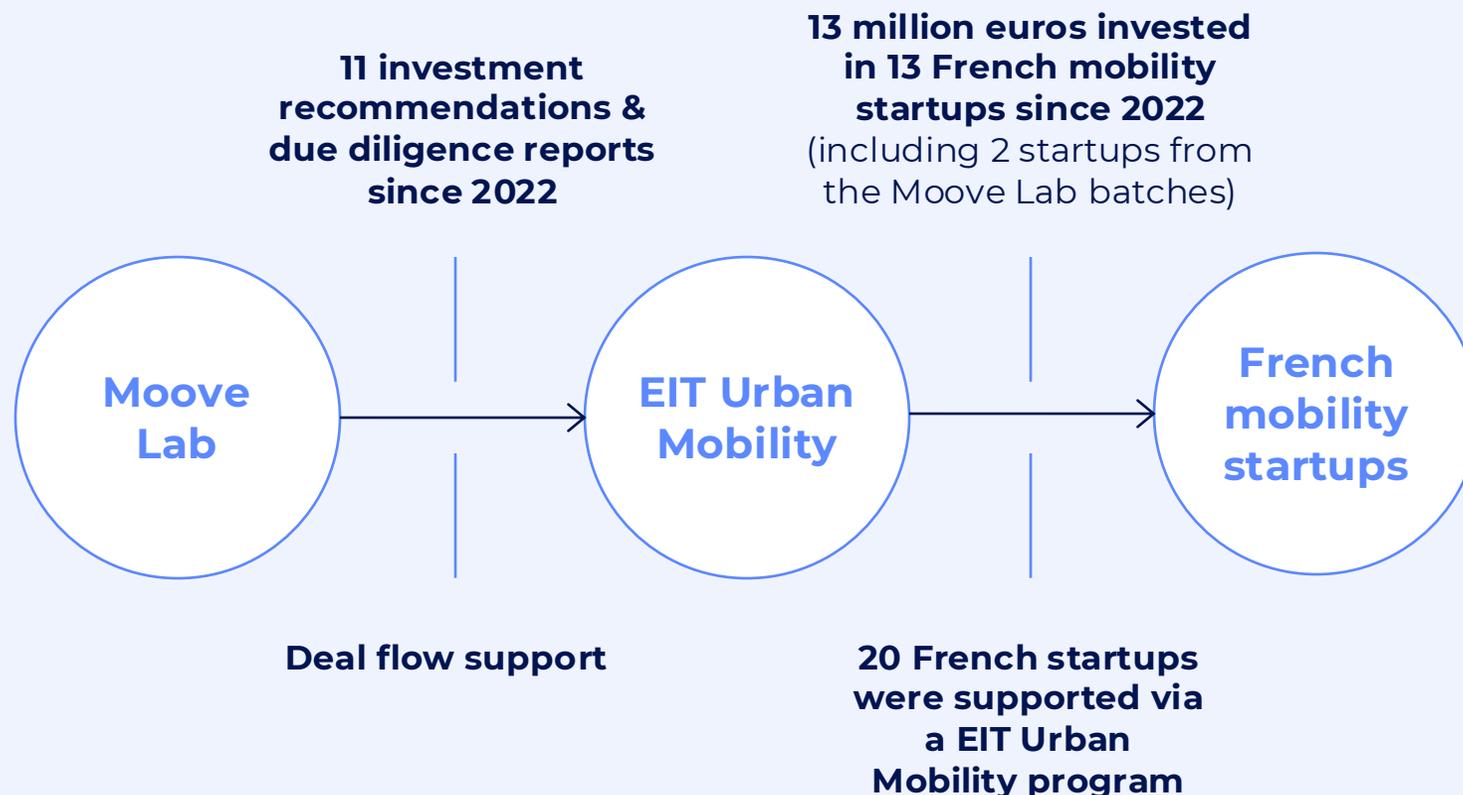


Prior to launching the partnership in 2022, we had received only one French application to our investment call, despite the dynamism of the ecosystem. Now, we receive ≈ 35 applications / year, with half of them making it to our investment committee. So far, in 2022, 2023, and 2024, France was our #1 country for startup investment applications.

The Moove Lab also sends us pre-investment business intelligence and investment recommendations based on their ecosystem knowledge and local insights access. This is an important asset for any investor investing from afar.



Keren Beit-Cohen
EIT Urban Mobility



3 Supporting the European scaling of French mobility startups



WHY?

European mobility startups wishing to scale cannot solely focus on their country of origin: rapidly expanding their ambitions to other European markets allows them to generate economies of scale that compensate for their investments in technology, infrastructure, business development or testing.

HOW?

To foster global urban mobility leaders from Europe, one of EIT Urban Mobility's goals is to instill a European mindset in the startups it supports and engages with. This should be done at an early stage when founders are still defining their market perspectives and can choose to think beyond their national boundaries. This is particularly important for startups in large European countries like France and Germany, where there might be a temptation to focus solely on national needs.

EIT Urban Mobility's connection with the Moove Lab brings a **European perspective to the Moove Lab, its startup batches and EIT Urban Mobility's startup batches.**

Key actions implemented by the Moove Lab

- **The “Get Ready to Scale in Europe” program** with workshops organized by the Moove Lab and followed by EIT Urban Mobility portfolio startups
- **The connection** to EIT Urban Mobility's partners network for Moove Lab startups, notably in the public sector
- **Promotion of piloting programs such as the RAPTOR**, a call for proposals organized and financed annually by EIT Urban Mobility to test innovative mobility solutions in European cities

3 Supporting the European scaling of French mobility startups



Key results

9 EIT Urban Mobility

startups have followed the “Get Ready to Scale in Europe” program.

18% of the RAPTOR pilots with a European city involved a French startup.

This accounts for 8 pilots out of the 44 launched since 2021, each receiving €59,500 in funding, and it underlines the impact of the Moove Lab on the promotion of the RAPTOR program.



First with EIT Urban Mobility we explored the European market globally, and then during our incubation at the Moove Lab we deep-dived into France. We are now signing contracts with clients we met at a joint Moove Lab and EIT Urban Mobility event.

(...)

Even though our project was quite in early stages, the EIT Urban Mobility support and Moove Lab incubation allowed us to consider the global European market and reach clients and users we could not have accessed otherwise.



Sebastien Tricoire
Cezigue

4 Helping European startups deploy their activities in France



WHY?

For European mobility startups looking for scale, **France is an attractive market:**

- Second-most populated country in the EU
- Second economy in the EU
- European champion for investor attractiveness
- Paris has long been a trail blazing city in terms of urban mobility experimentations

For EIT Urban Mobility's portfolio companies, **getting access to the French market can nonetheless be a huge hurdle**, especially in early stages: language barrier, various regulatory bodies, limited access to corporate and public partners, etc.

HOW?

The Moove Lab is well positioned to help European startups enter France thanks to:

- Its **location** in Station F
- Its **expertise** in French mobility
- Its pre-existing startup support **services**
- Its privileged access to **public stakeholders** such as the AIT, Choose Paris Region or Next Move
- Its ties to **automotive, insurance, mobility services groups**

Key actions implemented by the Moove Lab

- **One non-French EIT Urban Mobility portfolio startup integrated each year in the Moove Lab acceleration program**
- **Soft-landing working spots at Station F** for EIT Urban Mobility startups
- **"Access to France" workshops** for EIT Urban Mobility startups, with seasoned experts delivering hands-on advice

4 Helping European startups deploy their activities in France



Key results

2 EIT Urban Mobility portfolio startups integrated in Moove Lab batches

Cezigue (batch #10 – France)
and Elonroad (batch #12 – Sweden).

3 EIT Urban Mobility portfolio startups soft-landed at Station F

and strongly promoted in the French media & ecosystem : Hyke (Norway), Elonroad (Sweden) and Bout (Finland).

+30 participants

in the 3 “Access to France” workshops.

+100 pan-European startups

supported thanks to the collaboration overall.



Sweden is a nice but limited market with 10 million inhabitants and too few large harbors, so we needed to explore other European countries. With our presence in Station F, we were able to enter the French market.

(...)

Even for a French person who worked on open innovation topics [for a large company] in the US, the Moove Lab’s masterclasses and programs taught me a lot.



Valery Prunier
Elonroad



Matteo Consonni
EIT Urban Mobility

Our partnership with the Moove Lab enables us to deliver tailored post-investment support to our portfolio companies. By leveraging their expertise and network, we provide founders with direct access to industry insights and key business connections. This approach enhances founder success and reinforces our value as investors.

3

Our recommendation

Strengthen strategic partnerships to foster the emergence of more European champions

To foster the emergence of more European mobility champions,
EIT Urban Mobility can build on 3 pillars with its startup ecosystem agents

1

Better communicate EIT Urban Mobility's value proposition to the European mobility ecosystem

- Fine-tune its differentiating positioning for startups
- Apply communication best practices from VCs and startup studios
- Highlight its activities and track record to a wider audience to increase its attractiveness

2

Act as a cross-border mobility ecosystem orchestrator

- Better align the solutions of startups with the needs of private & public potential clients
- Connect startups with complementary value propositions to foster joint ventures
- Get VCs and CVCs to co-invest in future startup funding rounds

3

Help startups think and act at a continental level

- Provide more concrete resources to help startups cross borders and facilitate European expansion
- Combine the startup support offerings of all European local startup ecosystem agents

To foster the emergence of more European mobility champions,
**EIT Urban Mobility can build on 3 pillars
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EIT Urban Mobility's
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1 Fine-tune its differentiating positioning for startups

In the crowded European investment ecosystem (with approximately 900 active European VCs in 2024⁸), **the value proposition of EIT Urban Mobility's stands out:**

- EIT Urban Mobility has a unique asset to build on: **its partner network**, which encompasses stakeholders from the entire mobility ecosystem with unparalleled size and geographical reach. This extensive network has immense potential to significantly support the scaling of mobility companies.
- Additionally, EIT Urban Mobility's portfolio sets itself apart by focusing on **early-stage** mobility startups, supporting **women-led** companies, and applying a robust **impact analysis** methodology.

Depending on whom you ask at EIT Urban Mobility on the strategy regarding startup maturity and their ambitions, you may receive different answers. EIT Urban Mobility could benefit from sharpening their objectives.



Yann Marteil - **Shift4Good**



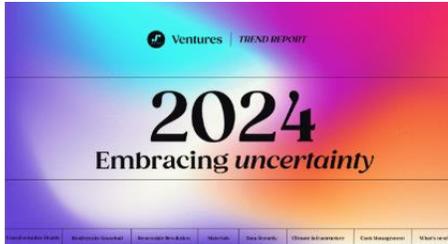
Even with these notable assets, **startups and other stakeholders we interviewed were often unable to identify and name the key differentiators of EIT Urban Mobility's Impact Ventures positioning.** They sometimes fail to understand how its various initiatives are connected and generate value at scale for startups.

They raised questions such as:

- What is the focus of EIT Urban Mobility in terms of **startups maturity**?
- How does it balance its **VC, institutional, private** and **network approaches**?
- How does EIT Urban Mobility ensure the identification and follow up of **partnerships** with other stakeholders of its network?
- How does EIT Urban Mobility support startups in achieving their **European ambitions**?

Thus, emphasis should be placed on **clarifying EIT Urban Mobility's already differentiating value proposition to the market.** Its ecosystem agents such as the Moove Lab can keep helping through communication with partners and startups.

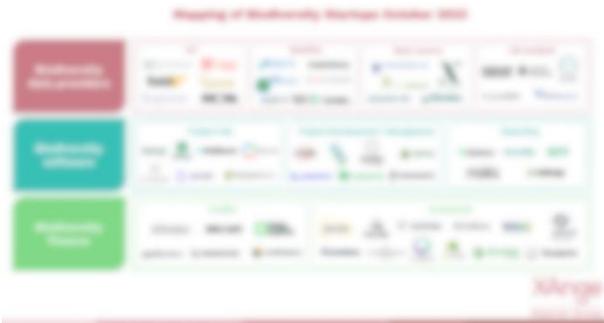
1 Apply communication best practices from VCs and startup studios



Trend report by Raise



Videos by YCombinator



Startup mapping by XAnge

For EIT Urban Mobility's Impact Ventures arm, increased value proposition clarity could stem from different initiatives such as:

1 / A UX-UI audit of the EIT Urban Mobility website, to identify areas of improvement in terms of website guidance, information load, consistency and adaptability. More specifically, the user journey of a startup discovering EIT Urban Mobility could be further redesigned.

3 / Increased support for EIT Urban Mobility's Impact Ventures management **LinkedIn communication**, especially regarding key success stories, events, and high-value content.

2 / The continued publication of portfolio startup testimonials: startups we interviewed were adamant about the support they received, they are the best embodiment of EIT Urban Mobility and its startup ecosystem agents' performance.

4 / Publication of snackable, high-value content focused on mobility startups (such as mappings, infographics, videos, etc.) in newsletters and professional social networks, leveraging its sector expertise and network of partners.

1

Highlight its activities and track record to a wider audience to increase its attractiveness

FROM MORE CLARITY ON ITS SERVICE OFFER...

In addition to clarifying its positioning, EIT Urban Mobility could better **promote the high-value services it offers to its portfolio companies**, including investment and pilot funding, access to cities and corporates, office space, incubation spots, business intelligence, experts in strategic markets, and media visibility.

Within the mobility ecosystem, EIT Urban Mobility could and should stand out as the **pan-European actor capable of generating value for startups at every stage of their development:**

- Pre-seed when they are still exploring their **product market fit**
- Later on, when they need to understand better the **specificities of a European country**
- Or even further when they need to **contract with cities** to deploy their solution

...TO AN ATTRACTIVENESS BOOST

In the long term, a **clarified value proposition**, combined with an increased communication on **success stories** and the organic growth of an **alumni, investor and mentor network** will enhance EIT Urban Mobility's attractiveness among French and European mobility startups. Ultimately, this will result in a **better deal flow for investment.**

Initiatives like this report and sustained support for sector-specific events organized by startup ecosystem agents should be key priorities to **effectively promote EIT Urban Mobility's unique value proposition within the European mobility startup markets.**



You won't yet hear "wow, this startup was supported by EIT Urban Mobility", like you would hear for Y Combinator startups.



Cyril Vart
EY Fabernovel

To foster the emergence of more European mobility champions,
**EIT Urban Mobility can build on 3 pillars
with its startup ecosystem agents**

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2

Better align the solutions of startups with the needs of private and public potential clients

The partnership with the Moove Lab already enables EIT Urban Mobility to **create valued connections between ecosystem stakeholders during dedicated events**, particularly in the wake of major French mobility events.

EIT Urban Mobility and its startup ecosystem agents should keep **identifying and mapping the mobility needs of potential clients** (both public and private) and **guiding their portfolio companies towards addressing these market needs**. Scaling this approach would help startup accelerate their business development and reach product market fit faster.

Part of EIT Urban Mobility's key differentiators is that they're able to build bridges between private and public actors, so I hope they'll continue down this road.



Mélanie Vergnon
AIT



BETTER MEASURE THE VALUE CREATED FOR PUBLIC STAKEHOLDERS

The **RAPTOR program** helps EIT Urban Mobility identify European cities' innovation needs and match them with ambitious startups through periodic competitions. This approach focuses on high-potential cities open to experimentation with clear needs and budgets.

However, EIT Urban Mobility should implement a more **thorough follow-up of the RAPTOR program's impact** to identify areas for improvement. Defining clear KPIs will help **measure the long-term value generated beyond the POCs**.

REPLICATE THE RAPTOR PROGRAM WITH CORPORATE PARTNERS

The RAPTOR program has successfully matched startups with the innovation needs of European cities. However, EIT Urban Mobility has yet to implement a **similar approach for European mobility corporates seeking innovative solutions**. Startup ecosystem agents, with their constant relationships with corporates and their open innovation branches, are ideally positioned to identify recurring mobility-related needs, facilitate startup-corporate matchmaking, and follow up on collaborations.

2

Connect startups with complementary value propositions in order to foster joint ventures

For startups in a fragmented European mobility environment, distribution is a key challenge that needs to be addressed on top of regular market-fit considerations.

CREATE PROSPECTIVE SCENARIOS

Thanks to its cross-border view on urban mobility and support from national startup ecosystem agents, EIT Urban Mobility could deploy **advocacy actions towards corporates to illustrate how its innovative portfolio solutions align with industry needs**. Demonstrating the startups' relevance in a sector-specific and illustrative manner would significantly help them secure new contracts.

This could be achieved by **creating prospective scenarios that show how they integrate into the global mobility ecosystem**, including areas such as grid and vehicle electrification, micromobility, IoT, data collection and monitoring, and urban logistics.

These scenarios could help demonstrate how solutions from different startups interlock, proving their combined value and synergy.

SUGGEST STARTUP "BUNDLES"

Since EIT Urban Mobility focuses on early-stage startups, some of its portfolio companies might not be ready to handle big contracts by themselves or fit all the needs of public and private project calls.

To facilitate their go-to-market, startup ecosystem agents and EIT Urban Mobility could **"bundle" multiple startup projects together to cover a wider part of the client's requirements**. This can sometimes already happen at the scale of a Moove Lab acceleration batch but would **yield significantly higher outcomes at the scale of EIT Urban Mobility's 458 supported startups portfolio**.

“

In the USA, a lot of startups acquire other startups. In Europe, the approach could be different with bundles of startups supported by EIT Urban Mobility. Startups are too fragile or frugal to do it on their own so this could be achieved by connecting databases and teams from EIT Urban Mobility, the Moove Lab and alumni.



Valéry Prunier
Elonroad

2 Get VCs and CVCs to co-invest in future startup funding rounds

With its investments in startups now averaging €150k, **EIT Urban Mobility's financial support can be invaluable at an early stage of a mobility startup's life.** To go further and bring differentiated value beyond the product-market fit stage, EIT Urban Mobility could bring more than money to the (cap) table.

By leveraging its extensive network of private partners across Europe and its VC capabilities, **EIT Urban Mobility could not only pool money from various sources, but also bring different VCs and corporate VCs (CVCs) to the table for Series A rounds.**

After assessing a startup's pitch deck and identifying its specific challenges and potential markets, EIT Urban Mobility could **unite cross-border private interests** (VCs and CVCs from mobility corporates, infrastructure builders, etc.) **into tailor-made consortia.**

Post-investment, this group of investors, led by EIT Urban Mobility, would provide their portfolio startups access to interested partners able to **generate meaningful business opportunities:** pilot projects, office space, synergies with their activities.

Startup ecosystem agents can play a role by **identifying the right partners and connecting them to EIT Urban Mobility's network** when opportunities arise.

This **pan-European approach** maximizes EIT Urban Mobility's reach and **offers a unique strategy that few investors can match, advancing its network-driven approach to venture capital.** EIT Urban Mobility has laid the foundation of this approach: by 2025, it will establish a European investor network consisting of the leading mobility VC, CVC and angels.



EIT Urban Mobility is ideally positioned to create a robust funding ecosystem with other VCs and CVCs to drive innovation and accelerate the development of groundbreaking mobility solutions across Europe.



Cyril Vart
EY Fabernovel

To foster the emergence of more European mobility champions,
**EIT Urban Mobility can build on 3 pillars
with its startup ecosystem agents**

1

Better communicate
EIT Urban Mobility's value
proposition to the European
mobility ecosystem

2

Act as a cross-border
mobility ecosystem
orchestrator

3

**Help startups
think and act at a
continental level**

3

Provide more concrete resources to help startups cross borders and facilitate European expansion

In China, India or the US, a startup can elaborate a 10-year plan without needing to think about international expansion because of the size of their market. **In Europe, global champions can only arise if they manage to cross country borders.** This requires more adaptation than crossing states in the US due to socio-economic and regulatory differences.

Current Startup Ecosystem Agent x EIT Urban Mobility joint initiatives, such as the “Access to France” Moove Lab workshops for European startups, or CityZone and 8200 Impact’s “Access to Europe” program for Israeli startups, are **first steps in the right direction to reduce barriers to cross-border expansion.**

Startups value getting the right connections in specific European countries to decipher their regulatory environment.



Liat Shaham
CityZone



HELP CLOSE THE KNOWLEDGE GAP ABOUT EUROPEAN BORDER CROSSING

To complement its Growth Lab platform and continue to facilitate easier startup border crossing in Europe, EIT Urban Mobility and its startup ecosystem agents could, for example:

- **Organize more regulatory-focused “Access to Europe” workshop sessions**
- **Match startups** so that they can discuss their country-specific best practices
- **Publish a “Guide to market entry”** for each top priority European country for mobility startups with a focus on need-to-know compliance elements, can’t-miss national financial funds, etc
- **Launch and coordinate a “Mobility startup content factory”** to help them navigate the European market by publishing studies, databases, white papers

In addition to continued lobbying efforts, **these efforts would help flatten borders between countries and support the rise of European mobility global champions.**

3

Combine the startup support offerings of its local startup ecosystem agents into a pan-European program

For relevant startups with the capacity and opportunity to scale in Europe, **the power of a program combining EIT Urban Mobility's different startup ecosystem agents would be game-changing.**

Startups could select which ecosystem agents they want to be supported by, depending on the countries they want to enter or their key activity focus.

COUNTRY OPENING

A startup could leverage EIT Urban Mobility's startup ecosystem network to **test entry into several European countries.**

It could send an employee for 3-6 months to a country to **explore business development opportunities and local regulatory specificities**, before testing another country in the following semester or year. This would be facilitated by **startup ecosystem agents with startup support capacities** (e.g., accelerators, incubators).

ACTIVITY-FOCUSED ACCELERATION

As they focus on different expertise, EIT Urban Mobility's startup ecosystem agents do not all offer identical startup services. **By participating in multiple programs across Europe, a startup could benefit from this complementarity.**

For instance, it could:

- **Access remote coaching & collaborate** with research institutes, corporates and fellow European startups with CityZone in Israel
- **Prepare for fundraising and accelerate in key mobility markets** with the Moove Lab's and OGR Tech's acceleration program in France and Italy
- **Collaborate with corporates** to align its value proposition and test a POC with The Drivery's innovation program in Germany
- **Get micromobility-specific insights and support** from Micromobility Industries in the Netherlands

3

Combine the startup support offerings of its local startup ecosystem agents into a pan-European program

To turn this pan-European startup program ambition into a reality, we identify 3 prerequisites:

All programs should be delivered in English,

whereas the Moove Lab's acceleration is currently only offered for French-speaking entrepreneurs.

EIT Urban Mobility should identify complementary startup ecosystem agents in the remaining European countries

that benefit both from a large national market and a dynamic mobility startup ecosystem, such as Spain and Poland.

EIT Urban Mobility should map the strengths of its existing startup ecosystem agents

to better guide its portfolio startups towards the ideal acceleration partner and identify missing startup service needs.



EIT Urban Mobility should create an “Erasmus” program for European mobility startups for which each startup ecosystem agent partner saves dedicated spots to selected EIT Urban Mobility startups. This would create true pan-European startup batches and mentalities.



Yann Marteil
Shift4Good



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