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# Strategy for the development of the entrepreneurship support system in Moldova for 2026-2030

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## INTRODUCTION

Over the past three decades, Poland has built an entrepreneurship and innovation ecosystem, which grew out of the political transformation but was consolidated primarily through institutionalized support: clear roles for public institutions, work standards for program operators, stable financing instruments, and growing collaboration with businesses and universities. In practice, this has meant a shift from individual, fragmented initiatives to a system where ideas can be tested, companies can be developed, and the most promising solutions can be scaled to international markets. Key roles here include the Polish Agency for Enterprise Development (PARP), which supports SMEs and innovation through financial instruments, development programs, and systemic initiatives<sup>1</sup>; the National Centre for Research and Development (NCBR), which funds R&D and implementation programs in new formulas (including problem-driven approaches);<sup>2</sup> and the Polish Investment and Trade Agency (PAIH), which provides companies (including startups) with support for international expansion and access to a network of sales offices<sup>3</sup>. This landscape is complemented by entities building the growth capital and venture capital market (including through PFR Ventures initiatives), which strengthens the path "from incubation to financing and scaling"<sup>4</sup>.

This introduction to the Innovation Ecosystem Building Strategy builds on the partnership program "Building an Institutional System for the Development of Entrepreneurial Attitudes in Moldova" (September 2025-January 2026), implemented by the Unsung Heroes Foundation in collaboration with Startup Moldova. The program was designed as a transfer of Polish experience—not as a one-time training course, but as a process of building ecosystem capabilities: from a needs diagnosis and aligning understanding of concepts, through the development of competencies of leaders and future operators, to a study visit to Poland and final workshops, where strategy elements and program concepts (including incubation and acceleration) will be developed. Activities include, among others: a series of workshops in Chisinau and hybrid (online/on-site), selection of participants for in-depth know-how transfer, and then meetings in Poland with institutions and practitioners of the ecosystem (public and market)

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<sup>1</sup>Polish Agency for Enterprise Development, About PARP and the entrepreneurship support system, <https://www.parp.gov.pl> (accessed: 29/01/2026)

<sup>2</sup>National Centre for Research and Development, Mission and scope of NCBR activities, <https://www.gov.pl/web/ncbr> (accessed: 29/01/2026)

<sup>3</sup>Polish Investment and Trade Agency, Support for exporters and startups, <https://www.paih.gov.pl> (accessed: 29/01/2026)

<sup>4</sup>Polish Development Fund, Venture capital market in Poland - data and analyses, <https://startup.pfr.pl/artykul/35-spolek-34-fundusze-i-444-mln-pln-czyli-polski-rynek-vc-w-pierwszym-kwartale-2025> (accessed: 29/01/2026)

to translate the "transformation story" into specific implementation mechanisms (program standards, measures, role of institutions, financing paths).

The Polish ecosystem is not free from challenges - and the ability to learn from mistakes and iteratively improve instruments are one of the most important lessons of transformation. Data from ecosystem reports indicate that the startup market in Poland is large, but largely dominated by young, small companies: just a few years ago, Startup Poland estimated the number of Polish startups at around 4,300-4,700 <sup>5</sup>, and regionally, the highest concentration of technology companies occurs in the largest centers (including Mazovia and Lower Silesia), which emphasizes the importance of equal opportunities policies and competence building also outside the "strongest" metropolises <sup>6</sup>. At the same time, it is clear how crucial financing remains a condition for development: public instruments (PARP grants and development programs, NCBR R&D and implementation funding) constitute the "first layer" of the system [1][2], while venture capital constitutes the "growth layer", where market activity measures (number of transactions and scale of investments) show the dynamics and sensitivity of the market to the economic situation [4]. In practice, this means that an effective ecosystem strategy must build a continuous support path: from education and incubation (competences, mentoring, prototypes), through development financing (R&D, first implementations), to expansion (internationalization and foreign markets), in which specialized institutions - such as PAIH - play a complementary role to strictly innovative programs [3].

The Polish-Moldovan program provided a practical "testing ground" for organizing these elements into a coherent model. Participants (both future entrepreneurs and those designing development programs) worked on hard skills (business model, finance, program design) and soft skills (negotiation, presentations), while simultaneously grounding them in institutional realities: who in the system is responsible for which functions, how to measure results, how to recruit and select participants, how to ensure the quality of mentoring, and how to design programs to be inclusive and resilient to external risks. As a result, the Strategy views the innovation ecosystem not as a collection of events or a single incubator, but as an architecture of cooperation between institutions, operators, and the market - with clear standards, indicators, and mechanisms for sustainability. Understood in this way, the strategy aims to translate the best lessons from the Polish transformation (institutionalization, programmability, financing, internationalization) into a

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<sup>5</sup>Polish Agency for Enterprise Development, Startups in Poland - characteristics of the ecosystem, <https://www.parp.gov.pl/component/site/site/startupy-w-polsce> (accessed: 29/01/2026)



practical plan for building an innovation ecosystem based on the program's experience and partnerships.

In conclusion, the Strategy emphasizes that its overarching goal is to create a coherent, practical, and implementable model for the development of an innovation ecosystem that transcends individual projects and addresses the structural challenges of entrepreneurship development. The Strategy is intended to serve as a guide for the years 2026-2030, organizing the roles of key ecosystem actors, defining intervention priorities, and outlining the sequence of actions—from entrepreneurship education and incubation, through development and implementation financing, to the internationalization and scaling of innovative ventures. This document serves as a reference point for public institutions, non-governmental organizations, and program operators, as well as private and international partners, enabling coordination of activities, more efficient use of resources, and the systematic development of a sustainable innovation ecosystem capable of generating long-term economic and social growth.

## MOLDOVA - ENTREPRENEURSHIP AT THE TURN OF 2025 - 2026

Moldovan entrepreneurship at the turn of 2025-2026 is at a turning point: on the one hand, it's still a relatively young and geographically concentrated ecosystem, while on the other, it's increasingly well-equipped with institutions, programs, and internationalization channels. In practice, this means that the country has already built the basic infrastructure for startup development (ecosystem organizations, events, educational and acceleration programs, and IT tax regimes), but it still needs a coherent institutional model that scales the quality and predictability of support over several years.

A key feature of the Moldovan ecosystem is its strong concentration in Chişinău. The capital city is the main hub of competences (talents, universities, coworking spaces), events, and networks - and as such, it "draws" most ecosystem activities. From a development policy perspective, this represents both an advantage (easier to build critical mass, faster community formation) and a risk (uneven regional development, limited diffusion of competences and capital outside the capital). In the assessment of EU programs supporting innovation, Chişinău is identified as a natural hub, among other factors, due to its cost, access to talent, the quality of its internet infrastructure, and its growing base of workspaces. During in-depth interviews with coordinators of incubation ecosystems (presented below), the capital city concentrates 90% of innovation. Therefore, implementing entrepreneurship support programs outside the capital city is difficult - also for reasons related to migration. Most of the people interviewed in-depth confirm the thesis that foreign migration and migration to the capital of Moldova caused the "outflow of innovators" from the regions.

Moldova's innovation ecosystem includes over 250 startups, which are expected to generate approximately \$40 million in revenue and support over 1,000 jobs in 2024.<sup>7</sup> At the same time, this is still a scale on which even individual initiatives (acceleration programs, public instruments, large-scale events) can noticeably change the dynamics of the entire market - presenting an opportunity for strategic action in the 2026-2030 period.

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<sup>7</sup>EU4Innovation East, 'Republic of Moldova', <https://eu4innovationeast.eu/republic-of-moldova/> (accessed: 29 January 2026).

The practical "axis" of the startup market today is the ecosystem community and institutions, primarily Startup Moldova, which serves as an integrator: it combines education, development programs, internationalization, and investor relations. In its annual summary, the organization indicates that in 2024, over 3,000 people participated in its activities, and that Moldovan startups were expected to raise \$7.9 million in funding—approximately twice as much as in 2023. <sup>8</sup>This type of data is important to the Strategy not as "marketing," but as evidence that the ecosystem already possesses basic operational capabilities: recruiting participants, delivering programs, organizing deal flow, and creating international exposure.

Events constitute the second pillar of ecosystem consolidation - especially those that bring together local founders with the international market (mentors, investors, institutions). An example is the Startup Moldova Summit 2025 in Chişinău - an event described as the largest of its kind in the country - which brought together over 1,100 participants, 60 speakers, representatives from approximately 30 countries, and enabled hundreds of B2B meetings and startup presentations.] For the Strategy, this is an important signal of the maturity of the "social layer": if a country can regularly organize formats with 1,000+ participants, it has a viable platform for implementing public policies, market standards (e.g., picchu quality), and mechanisms for cross-sectoral cooperation (state-business-university-investors).

The third pillar is educational and early development programs that build the supply of future entrepreneurs—also beyond the narrowly defined high-tech sector. A good example is Yep!Moldova and the Startup101 initiative, aimed at young people (ages 14-21) and implemented as a free entrepreneurship school. The announcement following the 5th edition indicated that over 4,000 young people participated in the program during its operation, and some graduates continue to develop projects and startups within the Yep!Moldova community <sup>9</sup>. This serves as the Strategy's argument that Moldova has a growing pipeline of entrepreneurial talent but needs a "bridge" between education and the market: standardized incubation paths, mentoring, market validation, and access to financing.

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<sup>8</sup>Startup Moldova, 'Startup Moldova Annual Report 2024: Advancing Moldova's Startup Ecosystem', <https://www.startupmoldova.digital/startup-moldova-annual-report-2024> (accessed: January 29, 2026)

<sup>9</sup>[4] Yep!Moldova, 'Școala de antreprenoriat Startup101... comunicat', <https://yepmoldova.org/tpost/startup2025comunicat> (accessed: January 29, 2026)

The fourth pillar consists of systemic programs supported by international partners (donors), which "densify" the ecosystem with competencies, mentors, and networks. For example, communication of the Innovate Moldova program (funded by governments including Sweden and the United Kingdom; in cooperation with the Ministry of Economic Development and Digital Affairs) indicates the scale of activities in 2025: approximately 240 events, approximately 20,000 participants, approximately 5,000 people trained, ~450 startups and SMEs supported, with the participation of 450+ mentors/trainers/experts, as well as the development of instruments and the regulatory environment. From the Strategy's perspective, it is important that donor programs can quickly improve the quality of ecosystem services (know-how, mentors, standards), but without an "institutional backbone," countries risk fragmentation (different methods, indicators, priorities) and difficulty sustaining results after funding ends.

The fifth pillar - particularly important for technology entrepreneurship - comprises the legal and tax environment for the IT sector, including the Moldova Innovation Technology Park (MITP) and mechanisms facilitating the operations of technology companies (e.g., simplified presence in the country). Institutional and promotional materials emphasize, among other things, a uniform 7% tax regime and solutions facilitating the relocation of specialists (IT Visa) <sup>10</sup>. For the Strategy, this means that Moldova already has an instrument that can act as a "magnet" for companies and competencies, but at the same time, it requires the completion of other elements: capital, commercialization programs, and institutions measuring economic outcomes and counteracting the phenomenon of "empty registrations" without real innovation. Finally, the prospect of European integration provides a backdrop for strengthening entrepreneurial aspirations. Public debate and international communication demonstrate that the expectation of benefits from access to the EU market, institutional standards, and development instruments actually strengthens the motivation for modernization (including in the economy). In the last months of 2025 and at the turn of 2025/2026, declarations and reports appeared about prioritizing the topic of Moldova's accession on the EU agenda and about EU financial support for 2025-2027, which naturally strengthens the "narrative of hope" among entrepreneurs: reforms, greater predictability and wider sales markets.

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<sup>10</sup>[5] Innovate Moldova (LinkedIn), post '2025 in numbers...': <https://md.linkedin.com/company/innovatemoldova> (accessed: January 29, 2026).



From the perspective of the proposed Strategy, the key conclusion is that Moldova already has an active ecosystem, but it needs a coherent institutional model that will transform the energy of the community and donor programs into a sustainable system between 2026 and 2030 - with a clear role for institutions, uniform program standards (incubation/acceleration), results measurement, and mechanisms for financing and internationalization. Without this, the risk is an "ecosystem of events" (high activity) that does not sufficiently translate into an increase in the number of scaling companies, jobs, and technology exports.

### Moldova's innovation development ecosystem in 4 steps

1. The ecosystem is 250+ startups with measurable economic impact (revenues and jobs).
2. The capital is a major hub for talent and events - an operational advantage, but also a risk of regional imbalance.
3. Strong Community Integrator - Startup Moldova, Yep!Moldova, Innovate Moldova are developing the innovation ecosystem in Moldova
4. The EU perspective strengthens the investment climate and reforms, which can act as a lever for entrepreneurship policies.

# Moldawia –

Przedsiębiorczość na Przełomie 2025-2026



**250+**

Startupów | w Moldawii

**40** mln USD przychodu

**1000+** miejsc pracy

**Kiszyniów**

Hub Startupówy

Ponad

**50** wydarzeń rocznie



**Startup Moldova**

**3000+** Uczestników

**100+** Startupów ze wsparciem

**Startup Summit 2025**

**1100+** Uczestników

**60+** Prelegentów z **30** Krajów



**Yep!Moldova**

Startup101

**4000+** Młodych Talentów

**Innovate Moldova**

**20,000+** Uczestnictw

**450+** Mentorów i Ekspertów



**MITP – Strefa IT**

**7%** Podatek

**Perspektywa Wejścia do Unii Europejskiej**

## POLISH INNOVATION ECOSYSTEM - INSPIRATION FOR THE TIGERS OF EUROPE 2026 - 2030

Poland's post-1989 economic transformation created unique conditions for the development of entrepreneurship: from the reconstruction of market foundations, through the influx of capital and EU standards, to the gradual professionalization of public institutions and the emergence of a private startup ecosystem. In practice, this meant a shift from "survival" entrepreneurship to "growth" entrepreneurship—based on innovation, technology, international expansion, and venture capital financing. Today (as projected by 2025), Poland is one of the most important startup hubs in Central Europe: there are approximately 3,300 startups operating in the country alone, and the market is rapidly professionalizing (support infrastructure, VC funds, acceleration programs, internationalization) <sup>11</sup>.

Ecosystem “backbone” institutions: how they differ and what role they play

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<sup>11</sup>Enterprise Europe Network, *Startups in Poland: current data and challenges (including an estimate of approximately 3.3 thousand startups)* , Enterprise Europe Network, <https://een.org.pl/startupy-w-polsce-3-3-tys/> (accessed: 29 January 2026).



PARP,  
the Polish Agency for Enterprise  
Development, designs and implements  
support instruments  
(including EU-funded), selects operators,  
builds competencies and standards, and  
provides tools for startups  
and SMEs at various stages of development,  
from ideation through validation, to scaling  
and expansion. Unlike strictly research and  
development institutions, PARP more often  
"reaches the market level": working  
with originators, incubation platforms,  
mentoring and development programs  
, and internationalization.



NCBR,  
the National Centre for Research and  
Development, supports applied research and  
the commercialization of R&D  
(science-business collaboration, development  
projects, and a technological component).  
In practice, NCBR has influenced (and  
continues to influence) the startup market  
both directly (instruments for technology  
companies)  
and indirectly - by increasing the supply of  
technologies, teams, and projects, which can  
then grow thanks to private capital. At the  
same time, Polish experience shows that  
programs with large budgets require  
exceptionally mature control, anti-fraud, and  
evaluation mechanisms

- otherwise, the risk of "bogus innovations" increases.



## PFR Ventures

PFR Ventures strengthens the innovation financing market through fund-of-funds mechanisms, co-investments, and the development of a professional VC/PE market. From an ecosystem perspective, it's crucial that PFR doesn't replace the market, but rather launches and scales it: increasing the supply of funds, encouraging private capital, improving investment standards, and mitigating the "gaps" in seed/early stage financing.



## PAIH

Grupa PFR

PAIH, the Polish Investment and Trade Agency, supports the internationalization of companies, manages a network of Foreign Trade Offices, organizes activities such as trade missions, presence at trade fairs, matchmaking with partners and investors, and supports investors entering Poland. For startups and young technology companies, PAIH is particularly important when a product is ready to scale, and barriers arise: business contacts, trust in new markets, and access to first global customers.



## POLISH AGENCY FOR ENTERPRISE DEVELOPMENT

Polish practice shows that the ecosystem grows fastest when public instruments are complementary and support different stages of the entrepreneurial path.

1. The Innovator's Laboratory addresses the "from idea to validation" stage. The program relies on the work of operators who guide the originators through mentoring, market value clarification, testing, and preparation for further development. From the perspective of building entrepreneurial mindsets, it is a key instrument: it teaches the process (problem-solution-client-model), not just "writing the proposal."
2. Launching platforms for new ideas - Eastern Poland is an incubation model that focuses on working with teams (often very early ones), developing a first version of the product, and then pushing it to the market through services, networks, and seed funding. Its strength lies in the standardization of incubation quality across operators and the broad scale of its impact across the regions.
3. Startup Booster (PARP) is a typical "scaling" tool: it's designed to accelerate growth, expansion, reaching customers, partnerships, and ultimately, private investment. In practice, booster programs work best when they are strongly "market-driven": they measure progress by sales growth, traction, pilots, and entry into foreign markets, not just the number of workshop hours.
4. Component IIa (in the logic of PARP instruments for the internationalization of startups) - a program reserved for beneficiaries of Eastern Poland Startup Platforms who have completed a given program and received a Report on the conducted Incubation.

It can be considered a complement: where a startup already has a product and traction, the need for structured expansion arises (economic exchanges, market entry, matchmaking). The strength of the Polish model lies in the fact that internationalization is



designed as the "next step" in the development path, not a random departure.

A common denominator among Polish programs is that they increasingly rely on operators and market partners (incubators, accelerators, funds), which improves the relevance of activities to the real needs of entrepreneurs. At the same time, however, this is an area that requires constant quality control: if KPIs become too formal rather than market-driven, programs easily end up "teaching the system" rather than teaching entrepreneurship.

## **NATIONAL CENTRE FOR RESEARCH AND DEVELOPMENT**

The National Centre for Research and Development (NCBR) has played a key role in building Poland's technological and commercialization base, systematically increasing the supply of R&D projects, technology teams, and market-ready innovations. Over the years, NCBR has become one of the main drivers of connecting science and business, funding applied research, development projects, and implementations that then fueled the startup market and the modern enterprise sector. From the perspective of developing entrepreneurial mindsets, it was significant that NCBR's support gradually evolved from a focus on technology per se toward models closer to the market, incorporating commercialization, scaling, and internationalization.

This evolution is reflected in acceleration and internationalization instruments, implemented, among others, by the special-purpose vehicle NCBR Akces, which is responsible for programs that accelerate the development of technology startups and their exposure to foreign markets. NCBR Akces programs focus on building competencies known as *global readiness*: working with international mentors, preparing for investor talks, standardizing pitch decks, developing enterprise sales, and building technology partnerships. As part of these initiatives, teams work under the mentorship of dozens of experienced mentors and market practitioners (founders, investors, industry experts), and international trips are also a significant element, including exposure programs to markets such as the United States, which allow them to test solutions in the most competitive business environment.

From a systems perspective, the immense value of NCBR's experience lies in the fact that technological innovation has begun to be treated as part of a broader ecosystem, rather than as an end in itself. This translates into a shift in emphasis from "research funding" to "funding the path to market": collaboration with venture capital funds, linking R&D projects to the real needs of recipients, and increasing emphasis on implementation outcomes. This approach is particularly

important for countries building their entrepreneurship support systems, as it demonstrates that technology without a market component does not generate sustainable economic growth.

From the perspective of future strategies—including the strategy for Moldova—the NCBR experience offers a dual lesson. First, state R&D funding can effectively fuel the entrepreneurial ecosystem if it is linked to the market, mentoring, and internationalization (as is the case with NCBR's Akces programs). Second, the scale of support must be matched by institutional maturity, because only then can public funding become a catalyst for innovation, not an end in itself. This balance between ambition and control is one of the most important lessons of the Polish transformation in the field of technological innovation.

## **PFR VENTURES**

Poland's experience shows that a sustainable innovation ecosystem doesn't rely solely on grants—it requires a high-risk financing market. In this area, PFR Ventures' role as a market-enhancing institution (fund-of-funds, catalyzing the supply of funds) is fundamental. Market dynamics are the best proof: according to VC market summaries for 2025, the value of venture capital investments in Poland reached approximately PLN 3.4 billion, with 166 companies receiving financing. This scale is possible when:

- incubation/acceleration infrastructure (pipeline),
- team competences,
- private investors and market support institutions.

At the same time, the Polish lesson is twofold:

1. public capital should strengthen the market, not replace it
2. Portfolio quality and long-term effects are more important than quickly "burning through the budget." Where the system rewards only the pace of spending, the risk of financing weak projects increases.

## **POLISH INVESTMENT AND TRADE AGENCY**

PAIH brings an element to the system often lacking in young ecosystems: an institutional network for reaching out to the world (foreign offices, missions, trade fairs, matchmaking, investment support). This is critical for startups, as international development doesn't happen "by accident"—it requires tools, credibility, and access to decision-makers. In practice, PAIH creates

channels through which young companies can more quickly reach partners, customers, and investors, while the country builds its economic "brand."

It is worth noting that the support of institutions such as the Polish Investment and Trade Agency (PAIH) for regions such as Moldova, Armenia or Central Asian countries is broad and includes economic missions, connecting entrepreneurs, remote assistance and on-site assistance in a given country.

## **POLISH STARTUP ECOSYSTEM**

The greatest strength of the Polish model (important for the Moldovan strategy) is the completeness of the path: from education and activating originators, through incubation, acceleration, financing, and internationalization. The second strength is growing professionalism: operators, mentors, funds, standards. The third is the ability to learn from mistakes: where pathologies emerged (overly formal KPIs, abuses, "fictitious innovations"), public debate and institutional actions forced systemic corrections.

The most important reflection for the future is this: institutions are as important as money. Without transparent rules, audits, and evaluations, public funds can distort the market. Without internationalization, startups will remain local. Without a capital market, innovations will remain projects, not companies. Therefore, when designing the system in Moldova, it is worth transferring not only the "program list" but above all the logic: phased approach, complementarity, market-based KPIs, anti-fraud resilience, and public-private partnership.

## ENTREPRENEURSHIP IN MOLDOVA - 2030 - VISION, MISSION, GOALS

This vision for entrepreneurship development in Moldova by 2030 was developed through a practical process of experience and knowledge exchange, conducted within a partnership project. This process was sequential and based on direct observations and institutional dialogue.

In the first stage, the Polish delegation undertook a working visit to Moldova, where workshops, expert meetings, and discussions with local leaders in the entrepreneurial ecosystem were held. The Moldovan delegation then embarked on a study visit to Poland, during which they met with representatives of key institutions in the Polish innovation ecosystem, including the Polish Agency for Enterprise Development, the National Centre for Research and Development, the Polish Investment and Trade Agency, as well as incubator and accelerator operators selected through PARP competitions. These meetings included both public institutions and private operators of incubation and acceleration programs, as well as venture capital funds.

At the same time, the interviewees demonstrated a strong awareness that time is a critical factor. Participants clearly believed that the next two to three years represent a "window of opportunity" for the development of innovation and entrepreneurship in Moldova, particularly in the context of the upcoming elections and the European integration process. Many interviewees believed that if the country fails to anchor itself within the European Union structures or at least permanently implement European institutional standards during this period, this process could become significantly more difficult, or even impossible, later on.

This two-way process allowed not only for the transfer of knowledge, but above all for the understanding of the systemic mechanisms behind the success of the Polish model of entrepreneurship development, and for their critical reflection in the context of the Moldovan realities.

In 2030, Moldova aspires to be perceived as a modern, European entrepreneurial nation, where technological and social innovations are a natural part of economic development, and starting a business is a viable, socially accepted, and supported career path. This vision assumes the existence of a coherent, institutional system for entrepreneurship development, encompassing all stages of the entrepreneurial journey: from ideation, through prototype and initial implementation, to scaling operations in international markets.

During in-depth individual interviews and workshops with participants, it was clearly identified that, alongside financial and institutional barriers, the greatest challenge to entrepreneurship development in Moldova remains mentality. For many potential founders, a key barrier is the fear of failure and a strong fear of the social stigma associated with a failed venture. Participants repeatedly noted that a business failure can be perceived as a "loser," which effectively discourages entrepreneurial risk-taking. Significantly, this mental aspect was mentioned more frequently and with greater emotional impact than geopolitical risks during the workshops, despite the challenging security context in the region.

The importance of developing local entrepreneurship in the regions was also noted, extending beyond Chişinău's dominance as a major innovation hub. During the strategic work, it was emphasized that the concentration of over 70-75% of startup activity, events, and development programs in the capital creates a barrier to accessing knowledge, financing, and competencies for residents of rural areas and smaller towns. At the same time, it is precisely these regions—particularly agricultural areas—that possess untapped entrepreneurial potential, which could become one of the pillars of the country's stable economic development. According to national data, agriculture and agri-food processing account for approximately 12-14% of Moldova's GDP and provide employment for over 20% of the economically active population, with this percentage significantly higher in rural areas. Despite this scale, the level of innovation in the agricultural sector remains low: low-margin production predominates, access to modern technologies is limited, and the processes of applying for subsidies (both domestic and international) are too administratively complex for many farmers and micro-entrepreneurs.

Vision 2030 therefore assumes systemic support for local entrepreneurship at the municipal and regional level, through:

- creating local training and advisory centers (community hubs) operating at municipalities or associations of municipalities,
- development of competences in the field of modern agriculture, food processing, agri-tech, value chain management and export,
- advisory support in the process of obtaining agricultural subsidies, investment grants and international funds (including EU and donor programs)
- connecting local entrepreneurs with financing institutions, research institutes and technology partners.

During qualitative interviews with representatives of the innovation ecosystem in Moldova (leaders of startup organizations, entrepreneurship coaches, program operators, mentors, and

representatives of business support institutions), as well as during workshops with participants, it was repeatedly emphasized that local entrepreneurship is currently the least developed element of the support system. Respondents indicated that there is a willingness to act in the regions, but what is lacking is:

- access to practical knowledge, local mentors, and "first contact" institutions for people with ideas,
- administrative support in the transition from informal activity to a registered company.

Importantly, the interviewees' statements clearly expressed the belief that changing the entrepreneurial mindset in the regions could yield relatively quick results, as many initiatives do not require advanced technology, but rather improved organization, processing, logistics, and access to markets. In this context, the agri-food sector is perceived as a "quick win" area for entrepreneurship policy.

An additional, strategically important aspect is the potential for international cooperation. The development of modern agriculture and food processing in Moldova could become a significant opportunity for the export of Polish agri-food technologies, including:

- machines and equipment for processing,
- storage and refrigeration technologies,
- production automation systems,
- agri-tech and smart farming solutions,
- organizational know-how in the field of cooperatives and clusters.

In this perspective, Vision 2030 assumes that the development of local entrepreneurship in Moldova is not contradictory to internationalization, but can strengthen it: regions become recipients and co-creators of innovation, and at the same time a field of long-term economic cooperation with partners from Poland and the European Union.

## QUALITATIVE ANALYSIS OF AVAILABLE PROGRAMS, LOCAL NEEDS AND FORESIGHT ANALYSIS

### **OPERATIONAL MATURITY**

A qualitative analysis of available entrepreneurship support programs in Moldova indicates that the system has reached a certain level of operational maturity, particularly in initiating entrepreneurial activity and mobilizing communities. Real progress is visible in several key areas.

First, the ability to activate and engage participants is effective. Programs implemented by local operators effectively attract those interested in entrepreneurship, especially young people (aged 18-35), students, and aspiring entrepreneurs. Attendance at events, workshops, and acceleration programs confirms that the demand for entrepreneurship exists and the narrative of innovation is socially appealing.

Second, the quality of basic entrepreneurship education is improving. Workshop participants reported that the programs provide a solid introduction to areas such as:

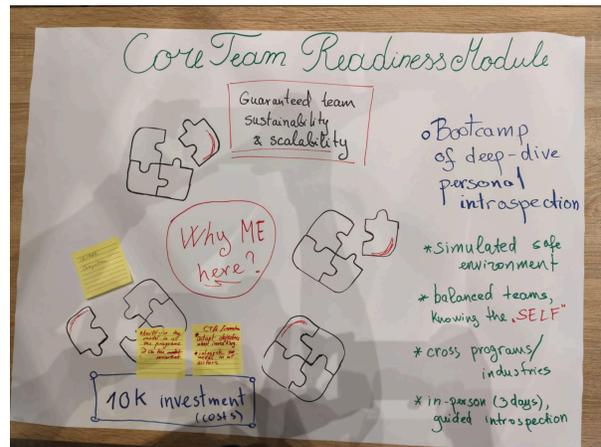
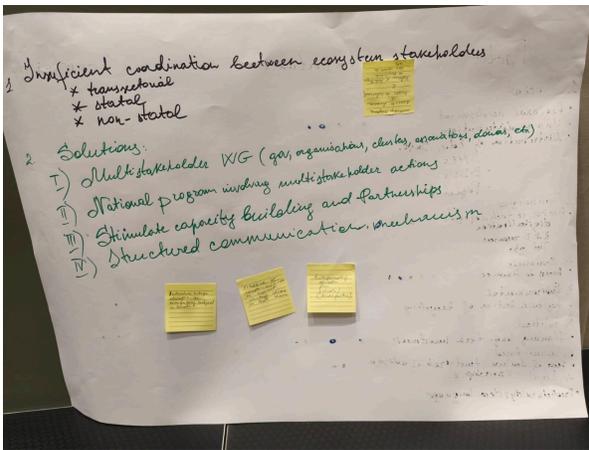
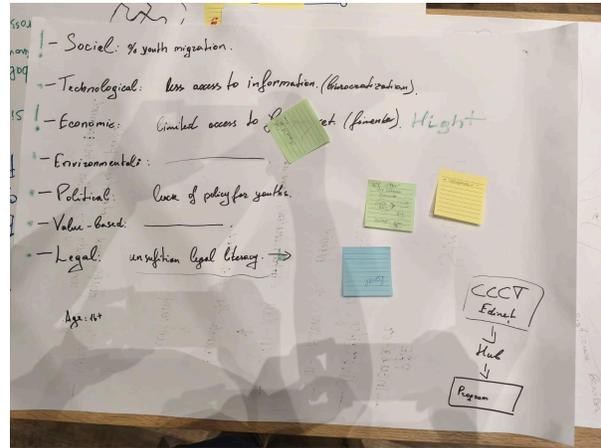
- business model
- basics of finance
- pitch deck
- teamwork
- product thinking

This is a significant advance compared to the situation a few years ago, when there was not even a common conceptual language in the ecosystem.

Third, the first elements of internationalization are in place. Contacts with foreign partners, participation in international events, and collaboration with the Moldovan diaspora abroad allow some teams to expand beyond the local market and build global aspirations. This is an important signal that entrepreneurship in Moldova is no longer perceived solely as a local activity, but as a potential path to international development.

At the same time, all these positive elements are of a point and selective nature, which leads directly to areas where the system loses its effectiveness.





The following photos and the results of some of the working groups' work on strategic analysis of entrepreneurial attitudes and foresight analysis. **CHALLENGES**

In-depth interviews and workshops identified areas where the current system fails to address the real needs of participants, despite the formal availability of programs. The most significant gap is the lack of systemic mental health support for entrepreneurs. Unlike mature ecosystems, where founders' mental health is treated as part of the innovation infrastructure, in Moldova, this topic is practically absent from support programs.

Workshop participants repeatedly emphasized that stress related to income uncertainty, social pressure, fear of failure, and a lack of acceptance for a "second try" constitute real barriers to entry into entrepreneurship, often more powerful than lack of financing or geopolitical risks. Importantly, these issues emerged spontaneously, without prompting from the facilitators, demonstrating their genuine importance.

The second critical weakness is the almost complete lack of effective support in the regions. Outside Chişinău, access to workshops, mentors, incubation programs, and information about subsidies is limited or irregular. In practice, this means that regional entrepreneurship develops haphazardly, based primarily on individual determination rather than systemic support. The lack of "first-line" institutions in municipalities and smaller towns means that the potential of the agricultural, food processing, and local services sectors remains largely untapped.

The system's greatest inefficiency is the failure to consider psychological and cultural factors in designing support instruments. Programs assume rational, linear decisions by participants, while in reality, entrepreneurship is a process burdened with strong emotions, stress, and social judgment. The lack of components such as psychological mentoring, coping with failure, building mental resilience, and peer-to-peer support causes some participants to abandon further activities, despite possessing competences and ideas.

A second, equally significant source of inefficiency loss is the lack of a coherent, step-by-step system that guides participants from ideation to business scaling. Throughout all the workshops, the Polish sequential support model made the greatest impression on participants:

idea → incubation → prototype → first financing → scaling → international expansion

Participants clearly indicated that the lack of such a logical, predictable path in Moldova causes confusion and frustration. Programs are perceived as "isolated islands" rather than elements of a single system.

## **UNCERTAINTY AND RISK ANALYSIS**



The analysis of uncertainties and risks to entrepreneurship development in Moldova was developed as a result of teamwork during a series of expert meetings, strategic workshops, and in-depth discussions with representatives of the innovation ecosystem, which took place in January 2026. Its goal was not to create a catalog of threats, but rather to understand the mechanisms of risk impact on the entrepreneurship system as a whole, as well as to identify the interdependencies between psychological, institutional, demographic, and geopolitical factors.

The work adopted a foresight perspective, according to which risks do not occur in isolation but rather reinforce or weaken each other, creating a dynamic system of interconnected vessels. Therefore, it was crucial not only to define "what constitutes a risk," but also why certain risks are primary and others secondary, and how the order in which they occur affects the effectiveness of public policies.

## **Geopolitical risk**

Geopolitical risk has been identified as the most fundamental and long-lasting factor of uncertainty, as it is neither episodic nor short-term in nature. Unlike classic economic crises, which have a clear beginning and end, geopolitical uncertainty in Moldova provides a persistent decision-making backdrop, influencing the mindset of entrepreneurs, investors, and public institutions. Geopolitics rarely operates today through direct prohibitions or market closures, but rather through heightened risk perception, shortened planning horizons, and capital caution. For entrepreneurs, this translates into a reduced propensity to invest in innovations with long payback periods, and for institutions, a tendency to design short-term, conservative support instruments. From a foresight perspective, geopolitical risk ranks first in the hierarchy, as it influences all other areas: migration, legislation, mentality, and the willingness to take economic risks. The entrepreneurial system cannot eliminate it, but must learn to function under its persistent presence.

## **Migration risk**

The second key area of uncertainty is migration risk, identified as the most structural and long-term threat to entrepreneurship development. Migration doesn't affect a random segment of society, but selectively targets young, educated, mobile, and initiative-minded individuals—precisely those who constitute the core of the potential entrepreneurial class. The less attractive the local entrepreneurial ecosystem, the greater the propensity to emigrate, and the larger the scale of migration, the more difficult it is to build a critical mass of innovators locally.

Importantly, migration is often not a strictly economic decision, but a decision about stability, predictability, and quality of life, which directly links it to other systemic risks.

For this reason, migration risk has been placed high in the hierarchy - right after geopolitics - because its effects are difficult to reverse, even with the subsequent increase in available support instruments.

Another significant factor is the risk stemming from the lack of a stable and predictable legal framework for entrepreneurship and innovation. Qualitative analyses highlighted that the problem lies not solely in the lack of specific regulations, but rather in the instability of regulations, discrepancies in interpretation, and the lack of clear communication of legal changes.

In the foresight context, legislative risk serves as a catalyst for other uncertainties. In conditions of heightened geopolitical and migration risk, the lack of stable rules of the game further reduces the willingness to formalize operations, scale businesses, and attract external investors. Even the best-designed support programs lose effectiveness if entrepreneurs are unable to predict the legal consequences of their actions over the next few years.

## **Mental and cultural risk**

Mental risk, encompassing entrepreneurs' mental health, attitudes toward failure, and social perception of risk, was identified by the team as a catalytic factor rather than a standalone threat. This means that it rarely initiates a crisis on its own, but rather amplifies or weakens the impact of other risks.

Qualitative analysis revealed that a high level of fear of failure increases vulnerability to geopolitical uncertainty, increases the tendency to migrate, and reduces the ability to utilize available support instruments. In practice, this means that the lack of a systemic approach to mental health reduces the rate of return on public investment in entrepreneurship, even when formal programs are available.

## **Risk of system fragmentation**

The final area analyzed is the risk of fragmentation of the entrepreneurship support system. Unlike geopolitics or migration, this risk is fully manageable at the level of national public policy. Fragmentation manifests itself in the lack of a coherent, step-by-step development path, duplication of activities, and competition between institutions for the same participants.



During the workshops, it was emphasized that the lack of a clear system architecture leads to participant fatigue, loss of trust in the institution, and low cost-effectiveness of operations. At the same time, it was recognized that this is an area where rapid results can be most easily achieved if prioritized strategic action is taken.

## **Cross-analysis**

The adopted order of risks is neither random nor normative - it stems from an analysis of their ability to generate secondary and cascading effects, which, in the long term, are more significant than the primary events themselves. In a foresight approach, the key question is not "which risk is the greatest," but which risk initiates a chain of reactions affecting other elements of the system.

Geopolitical risk is placed at the beginning of this sequence because it impacts the entrepreneurial system indirectly, yet pervasively. Heightened geopolitical uncertainty influences the perception of a country as a place to live, invest, and plan for the future. Consequently, not only external investors but also local entrepreneurs shorten their decision-making horizons, limit the scale of their ventures, and favor defensive strategies. This mechanism directly leads to increased migration pressure and a decreased willingness to invest in innovations that require time and capital.

Migration has been identified as another risk because it represents the most persistent secondary effect of geopolitical uncertainty. While investment decisions can be suspended or modified, the outflow of human capital—especially among young and entrepreneurial individuals—is structural and difficult to reverse. Migration not only reduces the number of potential founders but also undermines the system's ability to absorb available support programs, leading to a situation where instruments formally exist, but insufficient numbers of people are willing and able to utilize them.

The lack of stable legislation and predictable rules of the game has been identified as a factor that accelerates and perpetuates both migration decisions and defensive investment attitudes. In conditions of geopolitical uncertainty, entrepreneurs are willing to accept external risk if the internal institutional environment remains stable. However, when regulatory volatility overlaps with political uncertainty, a cumulative effect of risk occurs, significantly reducing the propensity for long-term economic engagement. In practice, this means postponing business formalization, avoiding scaling, and choosing migration as a risk-reduction strategy.



Mental and cultural risks were placed further down the list not because they are less important, but because they act as amplifiers or buffers against other risks. Foresight analysis revealed that entrepreneurs' level of mental resilience and social acceptance of failure determine whether geopolitical and legislative uncertainty leads to decision-making paralysis or adaptation. In a system with a high tolerance for risk and failure, these same external stimuli generate a lower talent outflow and a higher propensity for experimentation. In a system with low mental resilience, however, they lead to resignation, withdrawal, and migration.

Support system fragmentation is placed at the end of this sequence because it represents a dependent risk, yet at the same time a key point of public intervention. It is the degree of system cohesion or fragmentation that determines whether a state can respond to other risks in a coordinated manner. Fragmentation does not generate a crisis in itself, but it does impair the system's ability to learn, adapt, and quickly adjust its actions in response to changing geopolitical, demographic, and social conditions.

To translate foresight analysis into practice in the Strategy's management, we identified exemplary sequences of events that, if left unaddressed, could lead to a permanent weakening of the entrepreneurial ecosystem. Each sequence illustrates a different type of systemic risk and indicates moments where early public intervention could significantly reduce social and economic costs.

### **Sequence 1:**

Geopolitical uncertainty → shortening decision-making horizon → talent outflow

The first sequence begins with a rise in geopolitical tensions or their escalation in Moldova's immediate vicinity. While this does not necessarily imply a real military threat, the intensification of media and political narratives alone leads to an increased perception of risk among entrepreneurs and innovation sector employees. In the short term, this manifests itself in postponed investment decisions, the abandonment of long-term projects, and a preference for remote work for foreign entities. In the next stage, a shortened decision-making horizon begins to influence life decisions: young and highly skilled individuals, seeing no stable development prospects, decide to migrate. The end result is a structural weakening of the human capital base, which hinders the implementation of even well-designed support programs. Early mitigation of this sequence requires action even before migration escalates. Ensuring the continuity and predictability of support instruments, communicating a long-term development vision, and building a sense of institutional stability are crucial. Entrepreneurship programs should act as an

"anchor" at such moments—signaling that the state is not withdrawing support but rather reinforcing it during periods of uncertainty.

## Sequence 2

Lack of stable legislation → avoidance of formalization → stagnation of innovation

The second sequence is more internal in nature and concerns the relationship between the state and entrepreneurs. It begins with frequent regulatory changes, ambiguous interpretations of the law, or inconsistencies between regulations and official practice. Initially, this results in caution, but over time leads to a systematic avoidance of formalizing business activity. In the next stage, entrepreneurs scale back their operations, abandon innovative business models, and avoid investments requiring regulatory compliance. Innovation is replaced by survival, and the entrepreneurial system begins to generate a large number of micro-activities with low added value. The end result is innovation stagnation and low productivity in the SME sector.

Mitigating this sequence requires early stabilization of the legal environment, even if not all regulations are yet perfect. The introduction of transition periods, clear communication of changes, and consultation points for entrepreneurs are crucial. From a foresight perspective, predictable law, which allows for planning operations over several years, is more important than "perfect law."

## Sequence 3

Lack of mental support → giving up after the first failure → loss of the programs' effect

The third sequence addresses an area that often remains invisible in statistics, yet is crucial to the Strategy's effectiveness. It begins with a lack of systemic mental support and a culture of failure tolerance. Entrepreneurs entering development programs possess the knowledge and tools, but lack mechanisms for coping with pressure, uncertainty, and failure. After initial difficulties—a failed pilot, rejection by investors, a lack of clients—some participants abandon further activities, despite objectively possessing development potential. As a result, programs generate high initial activity but low long-term impact. Public funds are spent, but project survival rates remain low. Early mitigation of this sequence involves incorporating mental health components at the



program design stage. This includes mentoring based on failure experiences, peer group work, normalization of failure, and building a "learning by experiment" narrative. Such activities significantly increase participant resilience and improve the sustainability of support outcomes.



## PROPOSALS FOR ENTREPRENEURIAL ATTITUDE DEVELOPMENT PROGRAMS

In response to identified local needs, analysis of systemic uncertainties, and conclusions drawn from teamwork during strategic meetings in January 2026, a set of complementary programs for developing entrepreneurial attitudes was designed. These programs are not competitive, but rather create a coherent development path—from the initial entrepreneurial impulse, through building mental resilience, to scaling business ventures.

Each program responds to a different type of barrier to entry into entrepreneurship and addresses a different systemic risk.

## Proposal 1 | Pre-incubation of entrepreneurial ideas and attitudes

### Purpose and logic of the program

It addresses the needs of the earliest stages of entrepreneurial development, when participants don't yet have a business idea or are very intuitive about it. Its goal isn't to create startups, but to normalize entrepreneurial thinking and lower the barrier to entry into further programs.

Qualitative analysis has shown that many people give up on entrepreneurship before even making their first attempt, deciding that "it's not for them." The START ZERO program aims to overcome this decision-making process.

### Target group

- people 18-35 years old,
- residents of regions outside Chisinau,
- people with no business experience,
- students, graduates, people from the agricultural and local services sector.

### Key elements

The program focuses on:

- working on local problems (not ideas),
- developing business curiosity,
- basics of economic thinking,
- market and customer observation,
- teamwork.

It doesn't involve forming partnerships or pitching projects. Its goal is to ensure mental and competency readiness for incubation.

### Systemic effect

The proposal increases the base of potential entrepreneurs and reduces the selectivity of the ecosystem, which has so far rewarded only those who are already "brave" and self-confident.



## Proposal 2 | Mental resilience & mental health in entrepreneurship

### The purpose and logic of the program

It addresses the largest gap identified in the qualitative analysis: the lack of systemic mental support for entrepreneurs. Its goal is to build mental resilience and the ability to cope with failure and social pressure.

The program is not an addition to incubation - it is an independent instrument for the development of entrepreneurial attitudes.

### Target group

- people considering starting a business,
- participants of incubators and accelerators,
- entrepreneurs after their first failure,
- leaders of local economic initiatives.

### Key elements

The program includes:

- working with the narrative of failure (case studies, storytelling),
- mentoring based on the experience of failure,
- stress and uncertainty management workshops,
- peer-to-peer support groups,
- work on entrepreneurial identity.

FOUNDERS MIND redefines failure as part of the learning process, not social exclusion.

### Systemic effect

This program acts as a shock absorber for other risks (geopolitical, migration, legislative), increasing entrepreneurs' ability to adapt and operate in the long term.

## **Program 3 | Advanced mental health support (deep focus)**

### Purpose and logic of the program

An in-depth mental health program for those already running a business or in the intensive development phase of a project. Its goal is to prevent burnout, resignation, and chaotic decision-making resulting from mental overload.

This program treats mental health as an infrastructure for innovation, not a sideline.

### Target group

- startup founders,
- project team leaders,
- entrepreneurs in the scaling phase,
- people managing several projects simultaneously.

### Key elements

The program includes:

- individual mentoring and coaching work,
- energy management, not just time,
- working on long-term motivation,
- early burnout detection mechanisms,
- building healthy teams.

### Systemic effect

It increases the survivability of projects, reduces leadership turnover and improves the efficiency of using public funds allocated to the development of innovation.

## ROADMAP | PROPOSALS FOR ACTIONS BASED ON THE EXPERIENCE OF THE POLISH INNOVATION ECOSYSTEM, ANALYSIS OF PROGRAM PARTICIPANTS' CONCLUSIONS, INDIVIDUAL IN-DEPTH INTERVIEWS WITH PARTICIPANTS OF THE INNOVATION ECOSYSTEM IN MOLDOVA.

The presented roadmap was developed as a result of the analytical and strategic work of the project team, conducted on the basis of three equivalent sources of knowledge:

- experiences of the Polish innovation ecosystem and its evolution after 1989,
- conclusions developed during the implementation of the program "Building an institutional system for the development of entrepreneurial attitudes in Moldova"
- individual in-depth interviews with representatives of the innovation ecosystem in Moldova, conducted in January 2026.

The Roadmap is not an operational plan for a single program, but a map of sequential systemic actions aimed at transitioning from a fragmented entrepreneurship ecosystem to a coherent, resilient and learning innovation support system in the 2026-2030 perspective.

A key assumption of the roadmap is that not all actions can or should be implemented simultaneously. Polish experience clearly demonstrates that effective transformation of the innovation ecosystem requires the proper sequencing of interventions - otherwise, the system generates activity but no results.

### Moldova in the European Union

During the development of the roadmap, a scenario was adopted according to which Moldova, in the 2026-2030 strategic perspective, embarks on a path to full integration with the European Union, which significantly changes the boundary conditions for the development of entrepreneurship and innovation. Poland's experience clearly demonstrates that EU accession is not merely a political event, but a turning point for the architecture of innovation financing, the professionalization of institutions, and the scale of impact of development programs. In Poland's case, access to structural funds, framework programs, and innovation support instruments has enabled the mass launch of incubation and acceleration programs, the professionalization of

business environment institutions, the development of venture capital funds co-financed by public funds, and systemic support for the internationalization of enterprises. Similarly, in the European integration scenario, Moldova gains the opportunity to transition from pilot initiatives to systemic programs on a real scale, provided that the institutional and mental ecosystem is prepared in advance.

Therefore, the roadmap assumes that the activities implemented between 2026 and 2028 will serve as preparatory phases, aimed not only at developing local entrepreneurship but also at building the capacity to absorb future EU funds. Without this, the risk of repeating the mistakes of the early years of the Polish transformation (poor project quality, excessive bureaucracy, rent-seeking) would be high.

### Poland as a model in the development of entrepreneurial attitudes

For program participants, Poland is a model of a complete startup ecosystem, where support is available at every stage of project development:

- idea >>> pre-incubation (e.g. Innovator's Laboratory - Polish Agency for Enterprise Development),
- prototype >>> incubation (Startup platforms),
- product development (Component 2a),
- scaling and internationalization (Startup Booster, VC funds - Polish Development Fund),
- research and deep-tech (National Centre for Research and Development),
- foreign expansion and economic missions (Polish Investment and Trade Agency).

A key conclusion from the workshops was that it wasn't individual programs, but their sequential nature, that had the greatest impact on participants' perceptions. The lack of a similar "step-by-step system" in Moldova was identified as one of the main barriers to entrepreneurship development.

### Mental health

One of the strongest findings from the in-depth interviews was that fear of failure and the stigma associated with failure are real, systemic barriers. Workshop participants more often cited mental issues than geopolitical risks as a factor inhibiting the decision to start a business.

This experience strongly corresponds to the Polish transformation, where the mass development of entrepreneurship was possible only after the social normalization of risk and the introduction of a wide pre-incubation offer, allowing "learning without punishment for failure."

## Regions

The Roadmap clearly assumes that concentrating activities solely in Chişinău will limit the strategy's long-term impact. Poland's experience shows that the development of regional ecosystems was crucial for the diffusion of innovation and limiting migration.

In Moldova, combining innovation with agriculture and food processing, while actively leveraging foreign development assistance, is particularly important. Support programs at the municipal and regional levels—training centers, grant advice, and technology transfer—can simultaneously:

- strengthen local entrepreneurship,
- support the modernization of agriculture,
- create space for cooperation with foreign partners, including Poland (export of agri-food technologies).

## **Stage I (2026): Tidying up the system foundations**

The first stage of the roadmap focuses on establishing the boundary conditions without which further actions will not yield lasting results. Polish experience indicates that the early years of the transformation were characterized by a large number of initiatives, but only once the principles and operational logic were institutionalized did the system begin to generate scalable results.

In the context of Moldova, this means primarily:

- defining a common architecture of the entrepreneurship development system (step-by-step logic),
- organizing the roles of public institutions, program operators and private partners,
- introduction of minimum quality and reporting standards.

The findings from the in-depth interviews clearly indicate that the lack of a clear system structure is currently one of the main barriers to entry into entrepreneurship. Program participants are left unsure of "what's next," even if individual initiatives are assessed positively.

Therefore, the key activity at this stage is to design and communicate a national entrepreneurship development path, inspired by the Polish model of idea ⇒ pre-incubation ⇒ incubation ⇒ prototype ⇒ pre-seed funding & scaling.

At the same time, it is necessary to introduce a common language of outcomes—a set of key performance indicators (KPIs) that will allow for measuring not only the number of participants but also the sustainability of results. Polish experience shows that only the transition from "number of projects" to "quality of projects" enabled real optimization of public instruments.

## **Stage II (2026-2027): Lowering entry barriers and working on the mindset**

The second stage of the roadmap responds directly to the most frequently repeated conclusion from the workshops and interviews: mentality and fear of failure are a real systemic barrier, not an individual problem of the participants.

Polish experience shows that the mass development of entrepreneurship was not possible solely thanks to financial instruments, but also thanks to the social normalization of risk, the gradual acceptance of failure, and the creation of a "learning by doing" narrative.

At this stage, the roadmap assumes:

- implementation of pre-incubation and mental health programs as full-fledged entrepreneurship policy instruments,
- shifting the emphasis from "best projects" to "a broad base of participants",
- active inclusion of regions outside Chisinau.

From a foresight perspective, this stage serves as a buffer against geopolitical and migration risks. The lower the psychological barrier to entrepreneurship, the greater the system's ability to retain human capital in the country.

## **Stage III (2027-2028): Building a real path from idea to market**

The third stage of the roadmap focuses on closing the gap between education and the market, which was one of the most frequently cited weaknesses of the current system.

The experience of the Polish innovation ecosystem clearly demonstrates that the breakthrough wasn't the sheer number of programs, but rather the introduction of sequential financial and operational instruments tailored to the project's development stage. It was precisely the lack of

such sequencing that Moldovan workshop participants cited as the most inspiring element of the Polish model.

At this stage, the roadmap assumes:

- launching micro financial instruments at the prototype and MVP level,
- linking training programs to real investment decisions,
- development of sales and export competencies as a priority.

The key here is to move away from the logic of “support = training” towards the logic of “support = decision to move to the next stage.”

### **Phase IV (2028-2029): Scaling, Internationalization and Regions**

The fourth stage of the roadmap focuses on scaling outcomes, not just projects. Polish experience shows that only once the system achieved the capacity to internationalize startups and enterprises was it possible to attract private capital and build investment funds.

In the context of Moldova this means:

- strong links between national programmes and the EU market (including Poland),
- development of sectoral support (agriculture, processing, agri-food),
- building local entrepreneurship centers in the regions as permanent points of the system.

This stage is crucial from the point of view of limiting migration - entrepreneurs must see a real possibility of growth without having to leave the country.

### **Stage V (2029-2030): Learning and adaptive system**

The final stage of the roadmap involves transitioning from a system that implements programs to a learning system capable of continuous adaptation. Polish experience clearly shows that the greatest errors occurred where instruments were not updated despite changing conditions.

Therefore, the roadmap assumes:

- periodic reviews of support instruments,
- correction of programs based on data and evaluations,
- constant dialogue with the innovation ecosystem.



In this sense, the roadmap does not end in 2030, but creates a foundation for subsequent iterations of entrepreneurship policy.