



ACTTIVATE CALL FOR PROPOSAL

APPENDIX III: BUSINESS SUPPORT SERVICES



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TECHNOLOGY TRANSFER AND COMMERCIALIZATION TRAINING WORKSHOPS (“TECH COMM_ACADEMY”)

All ACTTiVate selected projects (50 top-ranked projects) will be attending a specific training focused on the technology transfer/commercialization process of their innovative developments. The specific training program will comprise the development of 1,5-days training workshops (Tech Comm Academies) to be held in the four defined geographical poles (Spain & Portugal, Ireland, The Netherlands and Poland).

The workshops will include training and feedback activities, group and individual coaching/assistance, peer-sharing, feedback sessions and remote coaching to be delivered by local and international expert coaches. By means of a “roadmap” methodology, the projects will receive expert training and assistance to better manage:

- i) **the understanding of the key elements of a technology commercialization process as an entrepreneurial process;**
- ii) **a self-assessment process of the technology transfer potential and/or commercialization attractiveness of their innovative developments;**
- iii) **a prioritization of the transfer/commercialization opportunities detected;**
- iv) **the identification and/or consolidation of those technology transfer/commercialization strategies most adequate to create value in the market; and**
- v) **the preparation of a Strategic Commercialization Plan in the short term (one year) that allows them to progress in the commercialization of their technologies/innovations, and to leverage their innovation capacity beyond the ACTTiVate project.**

All selected projects participating in the Tech Comm Academy program will have to prepare and deliver a **Strategic Commercialization Plan (D.1)** as part of Phase 1 of the project (Technology Commercialization Strategic Plan). The resulting action plan will focus on the following areas:

- determination of the near-term strategic goal for the type of venture formed or to be formed;
- an objective, systematic assessment of customer needs / requirements (problem <> cross sectoral technology-transfer potential);
- an objective, rational evaluation of the business opportunity (market analysis);
- an understanding of the competitive forces operating in the target industry;
- a careful consideration of the resources necessary for creating a sustainable business.

This exercise will be strongly leveraged on both the quality of the candidate proposal and the quality of a self-assessment preparation task in turn assigned prior to the workshops. In addition, the trainee will have the opportunity to review and check the results of his/her work with the expert coaches assigned to identify additional factors (and/or strengths and weaknesses) that would not be obvious to emerging projects.

ONE-TO-ONE MENTORING & COACHING PROGRAM

The 30 top-ranked selected projects will be entitled to receive a customized business support package in the form of a mentoring and coaching program. Ten Business and Innovation Centres (BICs) will be selected from the EBN community to deliver around 3-days coaching and/or mentoring scheme over a 3-months period.

The scheme will be delivered both online (through skype or GoToMeeting platform) and offline/face-to-face.

The one-to-one customized support from these European experts will help bring ACTTiVate SMEs' innovation to commercial exploitation and societal impact. To do so, ACTTiVate SMEs might receive different types of support, such as:

Online:

- Business plan revision.
- Market analysis.
- Lean approach business model, using the most innovative tools, such as the [Javelin Board](#) and the [Business Model Canvas](#) to describe, validate and refine their business idea.

Face-to-face:

- Incubation space and internationalisation support services to let discover new opportunities and markets around Europe.
- Introduction to living labs, giving the SMEs the chance to test their ideas in front of a potential group of end-users. A Living Lab employs four main activities: co-creation and co-design by users and producers; exploration: discovering emerging usages, behaviors and market opportunities; experimentation: implementing live scenarios within communities of users; evaluation: assessment of concepts, products and services according to socio-ergonomic, socio-cognitive and socio-economic criteria.
- Complement investor readiness preparation and fast track: for the most advanced projects, mentors can develop a tailored support plan for companies that are mainly seeking for investments.

The above list is not exhaustive of the type of the support available in the network. This will be tailored on the basis of the project/SMEs' needs and maturity. In addition, for the most ready-to-go innovation, there will be the chance to participate to EBN annual events (such as TECHCAMPS and Congress), gathering hundreds of business intermediaries, entrepreneurs and investors.

BROKERAGE AND B2B MATCHMAKING EVENTS

Special B2B events are to be held in the defined geographical poles for all ACTTiVate selected projects/SMEs (50 top-ranked projects) to have the opportunity to exchange and interact with established companies and industry leaders operating within the cluster/regional ecosystems involved.

The events will provide an exchange platform to the ACTTiVate selected projects/SMEs:

- **to present their know-how and innovative technologies;**
- **to validate and get feedback on their proposed developments within a cross-sectoral collaboration context;**

- **to explore opportunities for potential technology transfer options, commercial and technological co-operation agreements, and/or specific contractual agreements; and**
- **to learn from corporate best practices in working with high tech SMEs.**

The events will enable the selected projects/SMEs to contact potential customers and/or partners for the proposed cross-sectoral innovations, including knowledge transfer and information exchange activities, and contact/networking activities by featuring:

- **local/international practitioner involvement;**
- **revision and discussions sessions based on real cases;**
- **actionable corporate and expert feedback;**
- **one-to-one pre-arranged meetings, and**
- **networking activities.**

INVESTMENT READINESS TRAINING WORKSHOPS

All ACTTiVate selected projects (50 top-ranked projects) will receive focused training workshops aiming at preparing their innovative projects to raise additional external finance beyond ACTTiVate.

One-day training workshops will be provided in the four geographical poles concerned to assist the selected projects to increase their understanding and communication skills concerning the process of raising external financing from private investors and early stage VC/corporate funds.

Expert training and coaching will be provided to help the projects/SMEs to better understand:

- how potential investors distinguish an investment opportunity out of either a business opportunity or a technology offer;
- how they evaluate business models and the projects' financial viability;
- what informational requirements and indicators they look for to support their investment decisions;
- how to manage the dynamics of an external capital raising process;
- what aspects are relevant when negotiating with investors;
- how to manage the communication process to the business and investment communities effectively;
- how to prepare an effective and attractive presentation to potential capital providers;
- how to delivery it effectively.

The workshops will include knowledge transfer, case studies, simulation, interactive coaching and actionable feedback activities with the participation of local and international experts and coaches from corporate and investment communities.

Based on an Investment Readiness (IR) training framework, capability building will comprise both direct approaches (group and individual coaching), and the use of online supplementary facilities to provide remote coaching and feedback to the participants on the Pitch Deck developed as a result of the training. A typical Pitch Deck will be covering the following basic areas: the problem addressed, the solution proposed; the technology/product/service; the opportunity and the market; marketing and sales; the business model; the competition; the financial projections; the funding needs; the project current achievements; and the management team.

INVESTMENT FORUMS (IF)

Investment Forums (IF) or Demo Days, and one-to-one meetings when appropriate, will be organized in the ACTTiVate's four defined geographical poles to contribute to reinforce the access of all ACTTiVate selected projects/SMEs to additional external finance, in particular early stage venture capital funds, business angels and corporate investors.

The selected projects/SMEs will have the opportunity of real interface with potential finance providers. The IF events will include pitching, showcasing, and networking activities allowing the grant recipients to pitch and communicate their developments to an audience of finance providers. The Investments Forums/Demo Days will be implemented in correspondence with the capability building schemes above described (Tech Comm Training Workshops, Mentoring & Coaching Program, Brokerage and B2B Matchmaking Events, and Investment Readiness Training).

All ACTTiVate selected projects/SMEs that have benefit from either all or part of the project's business support services scheme will have the opportunity to participate in the Investment Forums/Demo Days events according to industry, geography, stage of development, etc.

In addition, ACTTiVate will explore opportunities of collaboration with specific/industry events hosted by other relevant EU programs for joint events to be scheduled and supported when appropriate.

Calendar of Investment Forums/Demo Days events will be uploaded in the ACTTiVate online platform, and PR and update reviews on the events, and profiles of the projects/SMEs presenting at the events will be distributed regularly.

MOBILITY AND EXCHANGE PROGRAMS

Among the top-ranked 30 funded projects/SMEs, one in each of the ACTTiVate targeted sectors (5 projects/SMEs in total) will be awarded with a Mobility and Exchange Program (MEP), allowing them with an additional grant of EUR 10.000 to cover costs related to MEP such as travel and accommodation costs..

The employee/s of the selected SMEs will stay during a period of 2 weeks to 1 month in a company that belongs to another region of ACTTiVate consortium. Over this period, the SMEs will have the opportunity to gather:

- **a fresh perspective on established practices and sub-culture for improvement;**
- **a different style, knowledge and experience tends to challenge and reinvigorate;**
- **new networks for improved and/or different collaboration opportunities for staff;**
- **new ideas, processes and insights which improved business performance; and**
- **the support from the ACTTiVate clusters set up in the region concerned to contact with local stakeholders (authorities, financing institutions, other companies...)**

In order to select the 5 top-ranked beneficiaries for the MEP program, the consortium will closely look at the performance and progress of their development programs over the ACTTiVate project. The program will allow cross-border (SMEs from different countries) and cross-sectoral (from different sectors) exchanges. This specific action aims at:

- **leveraging technology transfer in SMEs;**
- **enhancing collaboration;**
- **encouraging SMEs' employees to leave their comfort zone and take up new challenges; and**
- **boosting the learning process.**

FOLLOW-UP SCHEME AND HELP DESK FACILITY

Follow-up actions will be set up in order to facilitate successful outcome of the transnational deployment process and cross-sectorial adaptation of technologies.

The follow up will consist in a support service to contribute to the success and long-term sustainability of the interactions and cooperation relationships activated by the grant recipients during the events and business support programs attended.

The selected SMEs will be provided with a wide range of information about crucial national and international cross sectorial activities and events organized by partners within other relevant projects.

A further support and assistance through regular contacts and online interactions with the ACTTiVate team is ensured to all grant recipients over the ACTTiVate project and beyond.

In order to further assist the grant recipients in solving business development problems and enquires concerning the business support service, ACTTiVate will provide help desk facilities via email and online tools. All responses will be tailored to the individual needs of each SME, taking into consideration business goals, sectorial characteristics and cross sectorial prospective.

TIMELINE OF THE BUSINESS SUPPORT SERVICES SCHEME

The diagram below shows the timeline of all the aforementioned business support activities.

Activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14
Tech. Commercialization Strategic Plan	Strategic Plan													
Tech. Comm Academy Program	Tech. Comm													
Deliverable 1: Technology commercialization strategic plan (D1)			D1											
Proof of concept development				Proof of Concept Development										
Deliverable 2: Proof of Concept Design and Development Plan (D2)					D2									
Coaching and Mentoring Prog. (EBN)				Coaching and Mentoring										
Brokerage and B2B Prog. (IESE)				Brokerage and B2B Matching										
Investment Readiness Prog. (IESE)								IR Prog						
Milestones 1: Development of a Pitch Deck (M1)												M1		
Follow-Up Scheme and Help Desk Facility (EBN)				Follow-up and help desk facility										
Investment Forum Prog.								IF events						
Mobility and Exchange Prog.								Mobility and Exchange Prog						
Deliverable 3: Final Report (D3)														D3
Milestone 2: Proof of concept presentation (M2)														M2