



Delivery program for coaching and mentoring

Scope and Schedule of
coaching and mentoring
training

Laura Lecci

EBN



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Author(s) – in alphabetical order		
Name	Organisation	E-mail
Laura Lecci	EBN	Laura.Lecci@ebn.eu

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Abstract

This document aims to set the implementation of T5.3 “Delivery of one-to-one coaching and mentoring programs to selected ACTTIVate projects”.

It presents:

- an overview of the type of organisations that will be involved to provide the coaching and mentoring scheme and the type of services that are meant to be delivered.
- the operation procedures by which mentors will be assigned to SMEs
- the basic criteria that mentors and coached need to meet in order to be recruited.
- the framework for monitoring and assessing the delivery and result of individual mentoring sessions.
- an ideal timeframe in which this action will take place.

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INTRODUCTION

This deliverable outlines the scope and tentative schedule of the development and implementation of Task 5.3 “Delivery of one-to-one coaching and mentoring programs to selected ACTTiVate projects”.

The 30 top-ranked SMEs out of the 50 selected to receive ACTTiVate grants, will receive one-to-one coaching and mentoring services that will help them bring their innovation to commercial exploitation and societal impact.

The principal element of the one-to-one support package is that it will be completely tailored to the needs of each SME.

A brief overview of the process is presented as follows:

- a) Development of the pool of mentors and the database of competences;
- b) Cluster mapping of the main needs raised by the SMEs;
- c) Review the proposed objectives for the mentoring by IESE and EBN;
- d) Development of the first proposal of up to three¹ mentors for each SME. This task will be conducted by EBN, supported by IESE and the local clusters;
- e) Agreement by EBN, the mentor and the SME on a support package;
- f) Monitoring, assessment and reporting of the process and the results will be conducted by EBN.

This support will be delivered from a pool of experts mainly coming from the [EBN Network](#) together with those suggested by ACTTiVate partners and involved in the delivery of T5.2.

This document is structured as follow:

- We will first present an overview of the tailored business support package that will be delivered by the mentors to the selected SMEs.
- We will present the monitoring system that will be implemented to assess the impact of the program.
- We will finally provide an ideal timeframe in which this action will take place.

¹ It needs to be highlighted that in case of very specific needs or niche sectors of activities, SMEs might not have as many as three mentors available.

A TAILORED BUSINESS SUPPORT PACKAGE

MENTORING: OVERALL APPROACH

A tailored business support package delivered by a business mentor consists of a very *ad-hoc* and practical one-to-one program developed and implemented to achieve a very precise set of aims.

The one-to-one mentoring program foreseen in ACTTIVate will start after the Technology Commercialisation Workshops (T5.2) and will be implemented mainly all along 2018, together with the other services to be provided in WP5. The one-to-one mentoring program will complement the business support services by being highly personalised and tailored to meet the SME's needs.

As T5.1, T5.2, T5.5 and T5.6 already cover quite a significant component of the basic or common needs a new SME could have, T5.3 focus on the specific ones. Specific needs might rise around the following subtopics:

Table 1 Examples of subtopics of the program

Business modelling	Commercial strategies	HHRR, team building & assessment
<ul style="list-style-type: none"> Improving the business plan Understanding market needs: clients, channels, users, providers 	<ul style="list-style-type: none"> Internationalization Marketing Defining pricing Approaching distribution channels 	<ul style="list-style-type: none"> Management Board composition
Financial planning and fundraising	Pilot testing – technology aspects	IP issues
<ul style="list-style-type: none"> Identification and approach of investors Preparing statements 	<ul style="list-style-type: none"> Test-beds with potential users Identification of target users Open Innovation 	<ul style="list-style-type: none"> IP assessment and rights

<ul style="list-style-type: none"> • Cost analysis 	schemes	
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The following is a typical example on how an SME can benefit from the mentoring service.

Table 2 Example of a mentoring service

Needs	<ul style="list-style-type: none"> • The SME has the tested product in a destination sector, ready to exploit, and seeks to expand abroad.
Mentor	<ul style="list-style-type: none"> • The SME, the cluster and EBN will propose suitable mentors for the needs. The SME will select its mentors from a pool of 1-3 mentors.
Mentoring approach	<ul style="list-style-type: none"> • One-to-one services will be focused on analysing and taking the first steps to enter new markets. • The services might include designing the internationalisation strategy; however they will be mainly related to the revision of the financial plan, and eventually to seeking external funding.
Mentoring support areas	<p>Among the objectives there might be the following issues:</p> <ul style="list-style-type: none"> • Face-to-face/virtual meetings to better understand the SME structure and plans. • Research of general information and useful data collection. • Selection of the potential markets considering the parameters given by the SME. • SWOT analysis of those chosen markets. • Overview of the country/countries situation. • Analysis of competitors and suppliers. • Analysis of the barriers to entry encountered. • Provide any relevant regulation into force. • Development and presentation of a financial plan. • The mentor might: <ul style="list-style-type: none"> ✓ Use his knowledge and contacts to identify and

	<p>reach to potential competitors, partners, or clients;</p> <ul style="list-style-type: none"> ✓ Provide templates or examples of similar exercises; ✓ Support the development of hypothesis and calculations and review drafts and the final documents.
Mentoring execution	<ul style="list-style-type: none"> • The mentor and the SME meet regularly (face-to-face or virtually) and report progress.
Mentoring supervision	<ul style="list-style-type: none"> • EBN ensures the monitoring of the results. • All partners will be attentive to the progress the SMEs having and to its level of satisfaction regarding the services and the performance of the mentor. • The SME and the mentor will fill in an evaluation survey after each session.

DELIVERY FRAMEWORK

STEP 1: DEFINITION OF THE NEEDS OF THE SMES

The first step of the mentoring process is to identify the needs of each SME. As identified in Table 1, each SME may have different needs; therefore, in order to guarantee a personalised and tailored service, the needs of the SMEs will be mapped.

Parties involved: The SMEs, the cluster contacts and EBN. This task will be reviewed by IESE.

Timing: To be carried out in a week.

Planning and reporting: Each SME will need to fill in an Initial Diagnostic Survey in which they will identify their needs. This Survey will allow mapping the needs of each SME. An example of an Initial Diagnostic Survey is presented below.

Table 3 Example of an Initial Diagnostic Survey

Initial diagnostic survey	
Strategy field	Need / Mentoring challenge

Commercial strategies	
HHRR, team building & assessment	
Financial planning and fundraising	
Pilot testing – technology aspects IP issues	
IP issues	

STEP 2: SELECTION OF THE MENTORS

Mentors will be classified according to their expertise and knowledge about the sector. Based on these, and the previous identified needs of the SMEs, ACTTIVATE will propose up to 3 mentors to each SME.

Parties involved: The cluster contact and EBN.

Mentors:

EBN, leading on the delivery of this task, is a network of around 150 quality-certified EU|BICs (business and innovation centres) and 70 other organisations that support the development and growth of innovative entrepreneurs, start-ups, and SMEs.

By delivering customised services, from the idea stimulation towards the incubation and post-incubation support, the EU|BICs help entrepreneurs to plan and execute viable business, which means wealth and jobs.

In the most recent Impact Report, covering its quality-certified members' performances over the last 3 years (from 2014 to 2016), EBN reported that EU|BICs have supported over 33.000 start-ups and "have provided support to

more than 46.000 existing SMEs to help them gain and defend market positions through the introduction of innovation in products and processes"².

In the same report is stated that the average survival rate after the incubation period (3 years) is around 87%.

Fully in line then with the main aim of the ACTTiVate project, the EU|BICs will be involved to support the 30 top-ranked SMEs among those selected to develop their cross-sectoral innovation, into a viable and sustainable business.

They will achieve this by focusing on the specific needs and level of maturity of each SME selected to benefit from the one-to-one business coaching and mentoring package.

Bearing in mind that the main principle of the one-to-one mentoring is that "no solution fits all" then it is not possible, at this specific stage of the ACTTiVate project development, to give a precise portfolio of services that will be delivered. (But could well include the services outlined above).

IESE and ACTTiVate clusters will play a crucial role as well in the composition of the pool of experts and the delivery of the one-to-one support package together with the EBN members.

Once the SME has agreed on the support package proposed by the assigned EU|BIC (following initial assessment and discussions with the SME) the latter will be asked to select from the competences database and closely collaborate with 1 or 2 (depending on the cases) experts coming from:

- T5.2 (Tech Comm Academy) – These experts are the first ones engaging with the entrepreneurs to assess the elements of their business potential, therefore they will be able to bring to the table a thorough and robust knowledge about the maturity level of the SMEs.
- Experts proposed by the Clusters – they will bring the local market knowledge and the technical requirements of the proposed technology by each SME.

² Impact Report, Incubating Innovation – Accelerating Entrepreneurship. Trends 2014-2016. EBN, September 2017.

We imagine that each SME will be assigned to a group of 1/2 expert each (from geographical, technical and business perspective) which will ensure that all potential knowledge gaps are covered. EBN and IESE will make sure that the communication flow among the 2/3 experts is always open and free flowing, and that a coherent set of information is given to the SME.

Combining the EU|BICs' and ACTTIVate partners' expertise, we will provide a complete set of tools and skills able to boost the cross-sectoral and cross-borders selected innovations.

STEP 3: MENTORING ACTION PLAN

After the selection of the mentors, the concrete tasks and actions to be carried out during the mentoring period will be clearly defined. Moreover, the SMEs will identify the main goals that they want to achieve after the mentoring program. Thus, before the beginning of the mentoring process the SMEs will fill in an Action Plan with measurable indicators.

Each action plan will be tailored to the needs and goals of each SME.

Once the company and the mentor, with the supervision of clusters and EBN, agree to the mentoring program, ACCTIVATE will be responsible for the monitoring and results oriented supervision of the process.

Parties involved: The SMEs and the mentors, with the participation of the clusters and EBN.

Timing: To be carried out in a week.

Planning and reporting: Example of a template with activities and measurable indicators.

Table 4 Example of an Action Plan

ACTION PLAN			
Starting indicators		End indicators	...
Turnover	...	Turnover	...
Pilot testing	...	Pilot testing	...
Number of clients

Number of partners
Cost reduction
Team members
Investors contacted

Tasks	Date
Identification and analysis of distribution challenges	...
Cost analysis	...
Financial planning	...
Public instruments available for funding	...

STEP 4: EXECUTION OF THE MENTORING PROCESS

After defining the action plan the SMEs will start working directly with the mentors. The mentoring sessions can be conducted in person or by virtual means (e.g. Skype, GotoMeeting). The mentors and the mentee should also establish a dynamic interaction by email.

It is expected that mentors and mentees will meet between 3-6 times, which It should represent a minimum of 40 - 50 hours over the established period.

Parties involved: The SME, the mentor and EBN.

Timing: Over 6 months

STEP 5: MONITORING PROCESS

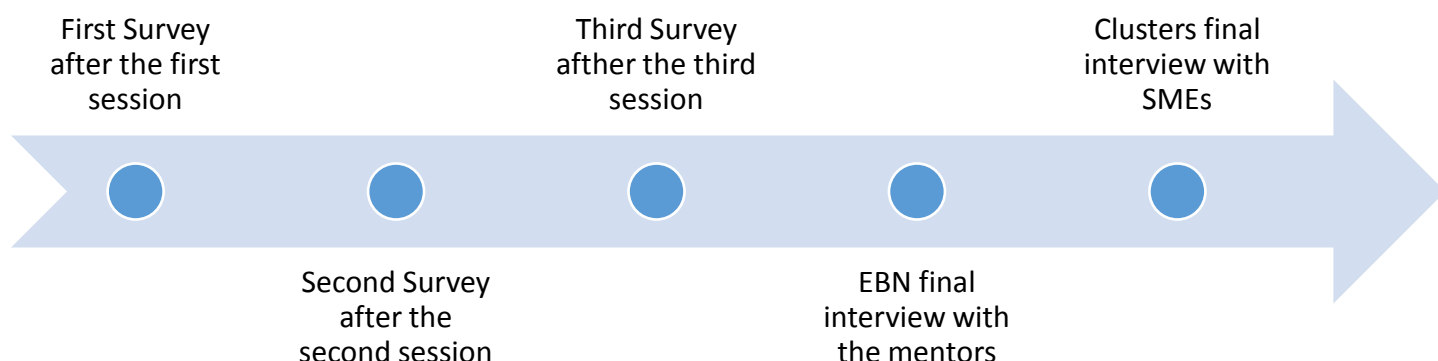


Figure 1 Monitoring Phases

Once the SME and the mentor, with the supervision of clusters and EBN, agree to the mentoring program, the partners will be responsible for the monitoring and oriented supervision of the process. This monitoring process will be structure in 3 phases:

Phase 1: After the coaching sessions, the SMEs will fill in an online survey in which they will assess each session considering the following criteria:

- Quality of the content;
- Level of the organization of the session;
- Quality of the deliver;
- Openness to questions and discussion.

In order to guarantee that the SMEs can truly assess the quality of the different sessions, the three surveys will have different questions. Thus, EBN will be responsible for developing and sharing the surveys with the SMEs. An example of a survey is presented in Annex 3.

Phase 2: After the coaching sessions, the mentors will evaluate the SME's performance during the session through an online survey. This survey will include the following criteria:

- Level of attention;
- Relevance of the questions;
- Openness to questions and discussion.

In parallel with the SME's survey, the three mentors' surveys will have different questions that will take into account the evolution of the SMEs. Again, EBN will be responsible for developing and sharing the surveys with the mentors through the online platform. An example of a survey is presented in Annex 4.

All surveys will be done through an online platform that will facilitate the monitoring of the results.

If the SMEs or the mentors provide a negative evaluation of the sessions, EBN and the clusters will interview the mentors and the SMEs in order to track and try to solve the problems identified.

All the surveys (and interviews if needed) will help EBN guaranteeing that the mentors are committed, are on track and adhere to the time schedule, and are responding appropriately to the SMEs' needs. On the other hand, the surveys will also help the clusters to make sure that the SMEs are satisfied and fully committed with the programme.

Phase 3: After the three coaching sessions, EBN will interview all the mentors and the clusters will interview the SMEs in order to assess the following criteria:

- Fulfilment of the objectives initially planned;
- Appropriateness of the activities implemented;
- Deviations from the original plan and corrective actions deployed;
- TRL development;
- Measurable outcomes (i.e. MVP realised, test beds results, international commercialisation plan, etc.).

The results coming from the evaluation and their analysis will be released in a form of a report to be shared with the consortium and the European Commission.

We believe that this monitoring system will help to ensure that expectations at the end of the program are fully met, as corrective actions could be implemented in a timely fashion way.

Overall, this program is expected to help the SMEs developing new innovative ways to commercially exploit their ideas, always having in mind the importance of promoting a positive societal impact. Considering the different needs and maturity stage of each SME, the outcomes and outputs of the program may differ.

Parties involved: The SMEs, the mentors and EBN. Complementary role of the clusters.

Timing: Over 6 months

THE TIMEFRAME

Starting from the idea that the SMEs will start the implementation of their contracts as of the 24th March of 2018, we plan the following timeframe for the implementation of this task:

Table 5 Timeframe for implementation of the one to one mentoring and coaching program

Phase	Start	End	Partners
Call for Expression of Interest	18/12/2017	19/01/2018	EBN
CVs screening and phone interviews with the best ranked profiles	22/01/2018	29/01/2018	EBN, ACCTIVate quality manager
Selection of the 10 best candidates and email confirmation	30/01/2018	02/02/2018	EBN
Signature of the service agreements	23/03/2018	29/03/2018	EBN
Training on the mentoring and coaching objectives and monitoring and reporting scheme	2h webinar – By the 30/03/2018		EBN and Technology Clusters
Matchmaking between SMEs and mentors and first	23/03/2018	31/03/2018	EBN and Technology Clusters

introductory calls			
Mentoring services delivery	01/04/2018	01/12/2018	Mentors
Monitoring of the mentoring services delivery	01/04/2018	30/112018	EBN, Technology Clusters, ACTTiVate quality manager
Evaluation	01/12/2018	01/01/2019	EBN

The support package will take place after the Tech Comm Workshops (T5.2) and in parallel with the other services foreseen in WP5, considering the SMEs needs first. The one-to-one support package is indeed complementary to the other business services and the delivery schedule will be adjusted on the basis of the priorities set by the entrepreneurs.

RECOMMENDATIONS

The one-to-one mentoring and coaching scheme is one of the crucial part of the whole range of services provided by ACTTiVAtE.

Partners, led by IESE and EBN, will need to pay special attention to this task making sure it is well delivered and mentors and SMEs accept to work together, are on the same page and are fully committed to achieve the same goals.

At the same time, this whole activity cannot be analysed from a top down approach, but partners need to treat on a case by case basis, allowing a certain amount of flexibility in terms of time schedule bearing always in mind that the life of a SMEs can be very dynamic and hectic, so plans need to be adjusted on the basis of their needs and priorities.

An updated status of this task will be included in the activity report foreseen by the ACTTiVAtE contract.

ANNEX 1 – CALL FOR EOI FOR EBN MEMBERS

In a nutshell

EBN, in the framework of the [ACTTiVAtE EU-funded project](#)- aiming at fostering the smart reindustrialisation of Europe by supporting cross-border and cross-sectors innovation_- is launching a call for **mentors** coming from the EU|BICs network and with proven expertise in the following sectors:

- Agrofood
- Aerospace
- Health
- ICT

The call is open from the 18-12-2017 to the 19/01/2018.

To comply with transparency and fairness principles **questions will be accepted via email only** and will be answered during the 1st week of January 2018.

Selected mentors will deliver a one-to-one mentoring program to highly innovative companies, previously selected by the project consortium. Each expert will receive **a lump-sum compensation approximatively equal to 8 – 10 working days** at the end of the delivery of the support package described in section 3.

To apply interested candidates, will send by email to Laura.Lecci@ebn.eu and Kristina.Kockova@ebn.eu:

- Europass CVs in English
- 2 brief case studies (1 page in total) of companies that you've supported in one or more of the sectors below:
 - Agrofood
 - Aerospace
 - Health

- o ICT

Applicants will state in the email text to which EBN members they're affiliated.

EBN invites interested applicants to carefully read the details of the call, the selection criteria and the delivery procedure at the following pages.

1. About ACCTiVate

ACTTiVate – pan European clusters for technology and new value chains – is an EU-funded project (GA N° 691473) started in June 2016, ending in May 2019.

The overall concept of the ACTTiVate project is to support innovation in SMEs and foster the smart reindustrialization of Europe.

This will be achieved by enabling the emergence of new cross-border and cross-sectoral value chains resulting from the translation of advanced technologies among selected sectors with strong synergies. These sectors are:

- Agrofood
- Aerospace
- Health
- ICT

The development of new value chains will be facilitating the setting up of geographical poles of activity in different regions across:

- Spain
- Portugal
- Netherlands
- Ireland
- Poland

ACTTiVate can count on a [consortium](#) of partners that includes:

- Technology clusters – enabling the creation of an appropriate innovation ecosystem for the selected companies.
- RTD centers - assessing technical feasibility, providing technical advisory and assessing the future potential of proposed innovative services and products.
- Innovation facilitators – such as EBN and IESE - providing business support services and helping to establish networks for collaboration, and impact assessment experts – such as AFI - coordinating the impact assessment activities.

2. About the ACCTiVate call for proposal

ACTTiVate launched a [competitive call for proposals](#) in June 2017.

50 proposals have been selected by evaluating: (i) the technical excellence, feasibility and viability of the project; (ii) the potential to create new value chains; and (iii) the regional socioeconomic impact of the proposed solution. The selected projects will receive an amount of up to EUR 46.000 each to accomplish the following objectives: (1) to develop a technology commercialization strategic plan (EUR 6.000) and (2) to develop a proof of concept (up to EUR 40.000).

Besides this, ACTTiVate will provide a wide range of [business support services](#) to the selected SMEs, that includes:

1. Technology Transfer and Commercialization Training Workshops (“Tech CommAcademy”)
2. One-to-one Mentoring & Coaching Program
3. Brokerage and B2B Matchmaking Events
4. Investment Readiness Training Workshops
5. Investment Forums (IF)
6. Mobility and Exchange Program
7. Follow-up Scheme and Help Desk Facility

This call for expression of interest intends to find 10 experts to deliver the one-to-one mentoring and coaching program (point 2).

3. About this call for expression of interest

EBN, is a network of around 150 quality-certified EU|BICs (business and innovation centres) and 70 other organisations that support the development and growth of innovative entrepreneurs, start-ups and SMEs.

By delivering customised services, from the idea stimulation towards the incubation and post-incubation support, the EU|BICs help entrepreneurs to plan and execute viable business, which means wealth and jobs.

In the most recent Impact Report, covering its quality-certified members' performances over the last 3 years (from 2014 to 2016), EBN states that EU|BICs have supported over 33.000 startups and "have provided support to more than 46.000 existing SMEs to help them gain and defend market positions through the introduction of innovation in products and processes".

In the same report is stated that the average survival rate after the incubation period (3 years) is around 87%.

Fully in line then with the main aim of ACTTiVate project, 10 EU|BICs will be selected to support the 30 top-ranked companies among those selected to develop their cross-sectoral innovation, into a viable and sustainable business.

They will achieve this by focusing on the specific needs and level of maturity of each company selected to benefit from the one-to-one business coaching and mentoring package.

Bearing in mind that the principle underlying the one-to-one mentoring is that "no one size fits all" it is not possible, at this early stage the ACTTiVate project development, to give a precise portfolio of services that will be delivered.

We can though mention a few likely examples:

- Business planning
- Financial planning
- Business modelling
- Project development
- Group trainings
- B2B support
- Marketing
- Management
- Investment readiness
- IP assessment and right
- Technology searches
- B2C support
- Open Innovation schemes

This type of one-to-one, highly customised, support will be delivered in complementarity with the other services foreseen by the contract with the EC.

4. Criteria to apply

In order to be selected, applicants should meet the following criteria:

- Have experience in successfully supporting companies in one or more of the 4 sectors targeted by ACTTiVate, such as: Agrofood, Aerospace, Health and ICT;
- Have a sound knowledge of using online tool such as webinar and conference call systems to mentor companies;
- Have fluent English written and spoken;
- A basic knowledge of one of the ACTTiVate Countries' languages (Dutch, Portuguese, Spanish, Polish) would be considered as a plus;
- Ensure at least 3 mentoring days per month over a period of 3 months;
- Availability to travel for at least one face-to-face meeting with the assigned company (please note that travel costs are included in the lump sum allowed).

5. Timeframe

The timeframe of the selection process and delivery of the activity will be as follows:

Phase	Start	End	Partners
Call for Expression of Interest	18/12/2017	19/01/2018	EBN
CVs screening and phone interviews with the best ranked profiles	22/01/2018	29/01/2018	EBN, ACCTiVate quality manager
Selection of the 10 best candidates and email confirmation	30/01/2018	02/02/2018	EBN
Signature of the service agreements	23/03/2018	29/03/2018	EBN
Training on the mentoring and coaching objectives and monitoring and reporting scheme	2h webinar – By the 30/03/2018		EBN and Technology Clusters
Matchmaking between SMEs and mentors and first introductory calls	23/03/2018	31/03/2018	EBN and Technology Clusters
Mentoring services delivery	01/04/2018	01/12/2018	Experts
Monitoring of the mentoring services delivery	01/04/2018	30/112018	EBN, Technology Clusters,

			ACTTiVate quality manager
Evaluation	01/12/2018	01/01/2019	EBN

Experts and companies will be asked to agree on mentoring plan outlining the main activities, support services foreseen and in which timeframe.

An evaluation methodology will be put in place in due time.

The evaluation will consider the overall satisfaction of the companies about the support package received and the delivery of the plan originally set, and any corrective action put in place.

6. Financial framework

Per each project supported the expert is entitled to a lump sum **after** a positive evaluation of the support package delivered (around December 2018).

Payment will be processed by EBN following an invoice issued by the expert detailing the support package delivered.

Each expert is entitled to support up to 3 projects. Experts will send separate invoices per projects supported.

7. Apply

To apply interested candidates, will send by email to Laura.Lecchi@ebn.eu and Kristina.Kockova@ebn.eu:

- Europass CVs in English
- 2 brief case studies (1 page in total) of companies that you've supported in one or more of the sectors below:
 - Agrofood
 - Aerospace
 - Health

- o ICT

Applicants will state in the email text to which EBN members they're affiliated.

Please note that to comply with transparency and fairness principles **questions will be accepted via email only** and will be answered during the 1st week of January 2018.

8. Confidentiality and Access rights

The selected expert undertakes to respect confidentiality of any information which is linked, directly or indirectly, to the execution of the tasks in the framework of ACCTIVate and not to divulge to third parties, nor use for her/his own benefit or that of any third party, any document or information not available publicly; and that she/he shall continue to be bound by this undertaking for 5 years after the service agreement has ended.

The selected expert accepts that will be held personally responsible for maintaining the confidentiality of any documents or electronic files sent to him/her, related to the intellectual property of the companies supported for returning the received project documents and for erasing or destroying all other confidential documents or files, unless otherwise instructed.

EBN's expert acknowledge that she/he will be personally responsible towards EBN in case this confidentiality agreement is infringed and is aware that EBN will take any action in order to repair to the damage she/he caused.

ANNEX 2 –CRITERIA FOR SELECTION OF THE MENTORS

As the GA foresees a specific budget to be distributed to 10 EU|BICs, a call for expression of interest will be circulated among EBN members to make sure that the rules set in Art. 13 of the GA are met.

The call for EoI is in annex for information completeness.

Potential mentors and coaches, to be selected, will meet the following criteria:

- Having experience in successfully supporting SMEs in one or more of the 4 sectors targeted by ACTTiVAtE, such as: Agrofood, Aerospace, Health and ICT;
- Having a sound knowledge of using online tool such as webinar and conference call systems;
- Being fluent English speakers;
- A basic knowledge of one of the ACTTiVAtE Countries' languages (Dutch, Portuguese, Spanish, Polish) would be considered as a plus;
- Ensure at least 8-10 mentoring days per month over a period of 8 months;
- Availability to travel for at least one face-to-face meeting with the assigned SME.

The above list might change, if after the conclusion of the SMEs' evaluation process, some other aspect might arise being essential for the good delivery of the mentoring program.

ANNEX 3 – EXAMPLE OF A SURVEY TO THE SMES

The rating system of the survey will be based on a five-point scale: 1 = "poor" and 5 = "excellent."

I. CONTENT:

	1	2	3	4	5
Quality of the information presented					
Amount of information presented					
Relevance of the information presented					
Explicitness of the key ideas and findings					
Adaptation of the information to the needs of the SMEs					

II. ORGANIZATION:

	1	2	3	4	5
Level of organization of the content					
Effective use of the time					
Correct use of visual materials					
Correct use of support materials					
Correct use of examples/case studies					

III. DELIVER:

	1	2	3	4	5
Clear presentation of the ideas					
Level of knowledge about the topics					
Clarity and pace of the mentor's speech					

IV. QUESTIONS AND DISCUSSION

	1	2	3	4	5
Promotion of a positive discussion					
Clarity in answering questions					
Useful use of the questions/discussion time					

V. GENERAL COMMENTS AND SUGGESTIONS:

ANNEX 4 – EXAMPLE OF A SURVEY TO THE MENTORS

The rating system of the survey will be based on a five-point scale: 1 = "poor" and 5 = "excellent."

I. ATTENTION

	1	2	3	4	5
Level of attention of the mentee during the session					

II. QUESTIONS

	1	2	3	4	5
Amount of questions done by the mentee					
Relevance of the questions done by the mentee					

III. DISCUSSION

	1	2	3	4	5
Quality of the interaction					
Level of interest in knowing more about the topics					
Relevance of discussion					

VI. GENERAL COMMENTS AND SUGGESTIONS:

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