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## D4.6 SECOND REPORT ON MENTORING AND COACHING SERVICES

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Abstract	TETRA is an EU-funded project under the Horizon 2020 Research and Innovation programme which aims to offer well-tailored business support services to the third-party beneficiaries of the R&I Actions and the C&S Actions funded under the Next Generation Internet (NGI) - An Open Internet Initiative (H2020-ICT-24-2018-2019) topic.
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	<p>The aim of the task 4.3 is to actively match the experts of the pool of TETRA mentors with different project teams and to provide the mentoring and coaching services. The objectives are planned for this task:</p> <ol style="list-style-type: none"> <li>1. Each mentor is expected to cover on average 4 topics with the project team.</li> <li>2. Personalized mentoring and coaching support will be provided to 40 teams, by 25 experts.</li> <li>3. Each project team is going to benefit from 20 hours of mentoring (online and face-to-face during the TETRA boot camps).</li> </ol>
Keywords	Next Generation Internet, TETRA, Mentorship programme, matchmaking

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\* R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.

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## ABBREVIATIONS

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<b>D</b>	Deliverable
<b>NPS</b>	Net Promoter Score
<b>T</b>	Task
<b>TRL</b>	Technology Readiness Level
<b>WP</b>	Work Package
<b>NGI</b>	Next Generation Internet



# 1. INTRODUCTION

**The main objective** of the NGI TETRA project is to develop and implement a series of business-support activities targeted at 'R&I Actions' and their third parties funded under the topic H2020-ICT-24-2018-2019 to help turn their research results into marketable products and services and prepare them for success in the marketplace.

D4.6 follows the previous report (D4.5 - First report on mentoring and coaching services) and **covers the second half of the project duration**. D4.5 covered the M10-M24 period of the project duration, with first two bootcamps falling under the first period, while this D4.6 covers the remainder of the project (M25-M38) and covers the last two bootcamps. Throughout the whole NGI TETRA project, WP4 aimed to assist EU financed OI R&I actions and their beneficiaries (Innovators) in scaling up and increasing their investor readiness potential, providing mentorship and assistance on communications and marketing, IPR, business models and many more topics. The support for the beneficiaries was provided in close relationship with WP2 (T2.4 Mentor pool creation and management, T2.3 Diagnosis and Masterplans) and WP3 (Bootcamps). **The Mentor pool** has been composed of industry experts with deep knowledge and experience in their own field as well as various commercialization topics. The Mentor pool was constantly updated by partners whenever a new relevant connection was made, so that each TETRA beneficiary could be matched with the best mentor available, according to their expertise and needs.

NGI TETRA mentoring services were developed and carried out **to support startups in their journeys of building customised marketable products or services within the values of the NGI Community**. Mentoring activities focused on foreign market entry and international expansion, to create not only short-term support but also help shape the vision of the future.

**A more detailed structure of the activities covered in this report related to mentoring include:**

- Matching each project with at least one mentor, that will support the projects
- Instructing mentors on the TETRA framework and expectations on mentors
- Monitoring mentor activity to ensure the quality of the mentoring process and accordance with TETRA activities and expectations. This will be done through short feedback questionnaires filled out each month (by Mentors and Innovators) and both formal and informal follow up on their progress.

**46 Matches** were created between TETRA mentors and beneficiaries in total throughout the programme, with **32 of them in this reporting period**, presented in great detail further on in this deliverable. TETRA mentoring services on average lasted 5-6 months and each Innovator was provided with 20 hours of Mentor's time. **27 Innovators** in total were supported during this reporting period, with some of them being offered a second round of mentoring after going through two separate bootcamps (Build-up and Scale-up respectively).



Further sections present the methodology used for the mentoring programme, describe mentorship support provided for the 3rd and the 4th batch of teams and offer deeper insights into the outcome of the programme.

## 2. METHODOLOGY

Following the aim of providing personalised mentoring for the teams a methodology has been developed to achieve results. The overall aim of the process was to select 40 teams from 4 bootcamps and provide 20 hours of mentoring for each team resulting in 800 hours in total during a project's lifetime. Bootcamps themselves were either a "Build-up Bootcamps" or "Scale-up Bootcamps", running interchangeably, so first and third Bootcamp were targeting lower TRL teams, while second and fourth Bootcamp was aimed at more developed, higher TRL innovators.

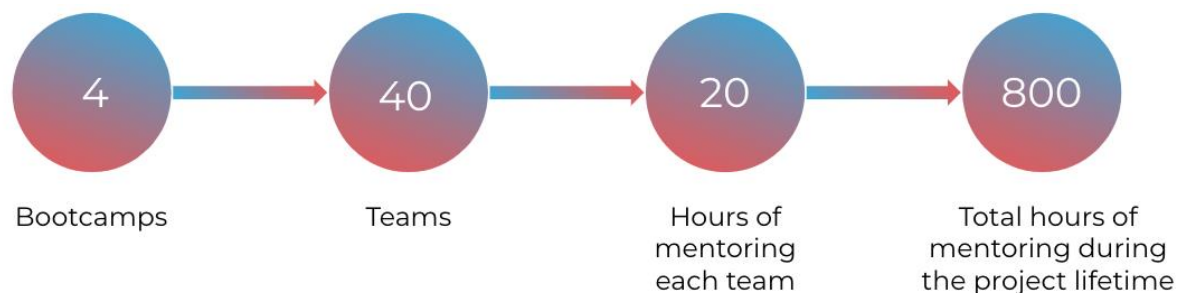


FIGURE 1 TETRA PERSONALIZED MENTORING PROCESS

The actual number of Innovators who participated in the whole mentoring program, in the end, was **46**. With 6 of them qualifying for further mentorship support once again after participating in the next TETRA Bootcamp. The total number of mentorship hours was **581**.

This TETRA mentoring methodology has been created to ensure that the individual needs of each team are fulfilled. The mentorship process is comprised of 3 main steps and will be discussed further in more detail including

- Mentor and team selection practices
- Mentoring sessions execution framework
- Mentorship monitoring process

### 2.1. MENTOR AND TEAM SELECTION

According to the methodology innovators needed to receive individual TETRA mentorship after completion of the TETRA Bootcamp event. 4 Bootcamp events were organised throughout the duration of the project. This is changed compared to the previous methodology used, where initial number of Bootcamps was 6 and only the winning teams were selected to receive the mentorship support. During TETRA Bootcamps #1 and #2, only the best-rated teams were selected for the individual mentorship program. After the amendment, number of bootcamps was reduced to 4 and all teams selected for the Bootcamps received the mentorship support from the NGI TETRA. More detailed information on the previous methodology and selection criteria can be found in D4.5.

With the reduced number of Bootcamps, it was agreed that support can be provided to more Innovators, therefore increasing the number of Innovators NGI TETRA can support. Requirements to be a part of the mentorship program for Bootcamps #3 and #4 were as follows:

- Participation in all 3 days of the Bootcamp;
- Meeting with the assigned facilitator;
- Confirm that the team is indeed interested and will commit for the duration of the mentorship provided.

When signing up for the Bootcamp, participants were informed that they must participate in a full 3-day program of each Bootcamp to be able to receive TETRA services. During the 3rd TETRA Bootcamp, a few teams did not attend the last days of the Bootcamp and therefore did not receive the mentorship. These teams are not counted in the final numbers presented in this deliverable.

During the Bootcamp, teams were assigned a personal facilitator - a member of the TETRA team or an external expert (either from the project partners teams or the TETRA mentor pool) to meet with the Innovator and get feedback on the Bootcamp, provide some tailored recommendations and collect relevant topics, where Innovator sees he is missing the most support in his commercialisation journey. This feedback is then compiled into a single document for all TETRA beneficiaries and more information is added after the Innovator's final pitch as well as Jury comments.

After the end of the Bootcamp, all teams were contacted by the TETRA team and asked to confirm if they still wish to receive individual 20 hours of mentorship by the TETRA mentors. All contacted teams that showed interest in the mentorship services and were matched with the mentor.

Actual Innovator-Mentor matching happened in several stages. First, as previously mentioned, comments from facilitators, jury, TETRA team and Innovators themselves were collected. They were then translated into clear short keywords, which would help the TETRA team match the Innovators with the best mentor from the pool. Actual examples of such already translated needs are presented below:

- Lean start-ups, design thinking, market analysis, product-market fit, and carrying out the interviews.
- Value proposition, sales and marketing, business development, preferably visionary people who can support the formation of their mission and vision statements; a financial advisor who is capable to share some information about EU grants as well as private funding options.

After these needs were collected, they were compared to the TETRA Mentor Pool, looking for the best fit for the Innovator and for the Mentor. Each Innovator was initially matched with 2-3 best suitable mentors, later, with the complete overview on hand, the best choice was selected, also taking into account the load for the

mentors, trying to avoid the situation, where many teams are mentored by the same experts. In some very specific cases a single mentor was mentoring more than a single team from each batch of beneficiaries, but only after specifically agreeing with the Mentor that it can be done effectively and within the expected timeframe.

Each mentor was then sent a short description of the Innovator and their needs, to also confirm the ability of the Mentor to respond to the needs of the TETRA and beneficiaries in question. Mentors were then contracted and both onboarding sessions (for the Mentors and the Innovators) were organised. More information about the introductory sessions is presented further on in this deliverable. After each of the separate onboarding sessions, the introduction was initiated, where each Mentor and the Innovator were introduced to each other and encouraged to schedule their first session.

### 2.1.1 Mentoring Pool

A pool of mentors (T2.4) was composed of experts bringing knowledge from the areas of innovation, business development, and commercialization from a variety of ICT areas including

- Future internet
- Cloud
- Content
- Components and systems
- Robotics
- Data privacy
- Blockchain
- Transport & Logistics
- FinTech
- Mobility
- AdTech
- SaaS
- Blockchain
- Proptech
- Health
- Travel
- eCommerce
- Digital media
- B2B
- Energy
- Machine learning and etc.

Mentor pool selection and screening process is well documented in D4.5. Total number of Mentors before the start of the 3rd and 4th batch of Innovators was 69. During this reporting period, Mentors' Pool was updated and currently TETRA Mentor pool consists of 74 mentors.

## 2.2. MENTORING SESSIONS

### 2.2.1 Introductory sessions

Before the first contact between the Innovators and Mentors, a joint introductory session was planned for the selected mentors and Innovators respectively. For the TETRA mentors, these meetings gave a chance to introduce them to the following:

- Information about the TETRA project

- Structure of mentoring programme (duration, expectations, feedback collection, etc.)
- KPIs
- Communication methods
- Payment and admin procedures
- Information about the last - closing - meeting together with the TETRA team for feedback about the mentorship and information required for the Masterplans Development.

Each Mentor would also introduce themselves to the rest of the participants. At the end of the session, mentors could ask questions and get important answers. Sessions were recorded and distributed to those Mentors who could not attend the introductory session.

A separate joint introductory session was planned for the Innovators as well to cover the main points of the programme:

- Information about the TETRA project
- Presentation of all of the TETRA mentors working with the current batch of Innovators
- Structure of mentoring programme (duration, expectations, feedback collection, etc.)
- KPIs
- Communication methods
- Information about the last - closing - meeting together with the TETRA team for feedback about the mentorship and information required for the Masterplans Development.

Information from the onboarding sessions was also shared with all the teams to ensure everyone is equally informed about the process of the mentorship.

More information about each introductory session for both batches will be provided in sections 3 and 4 respectively.

### 2.2.2. Mentorship session planning

Referring to the project objectives each team received 20h of mentoring. Two different frameworks were suggested to set up the mentoring sessions:

- 1-hour long sessions on a weekly basis with a mentor over 5-6 months.
- 2-hours long sessions on a bi-weekly basis with a mentor over 5-6 months.

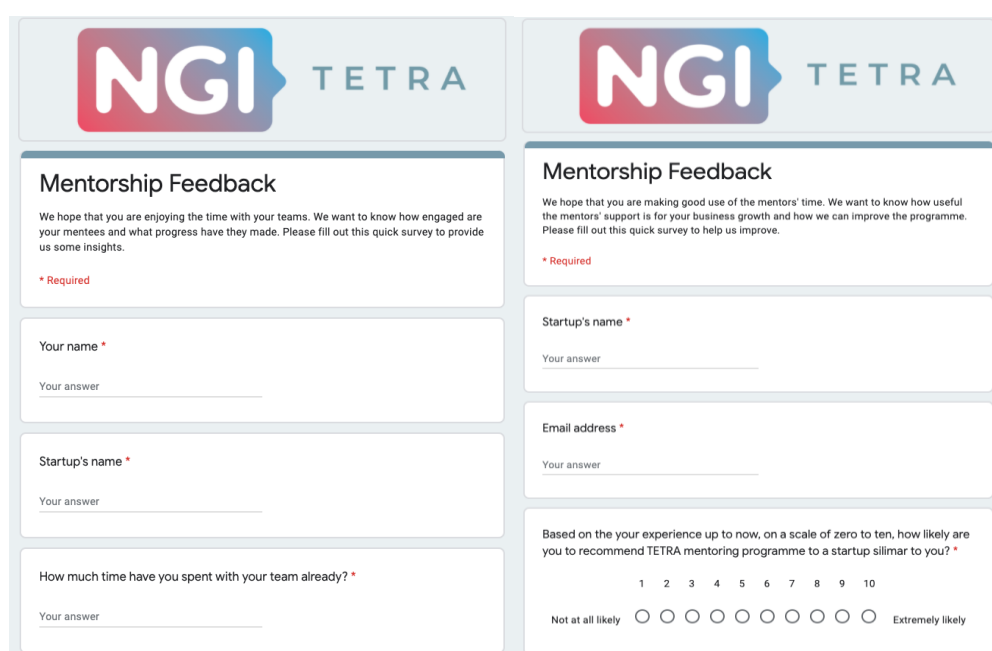
However, Innovators and Mentors were free to choose their own best structure of the sessions if these were not suitable for them.

Primarily teams started off with an introductory meeting with their assigned mentors where they could introduce themselves to each other, learn about each other's work and expertise as well as define individual goals, desired outcomes and KPIs to be achieved during the duration of the mentorship. Throughout the

mentorship monitoring surveys were conducted to both mentors and the innovators to receive feedback on how these goals are being achieved as well as to track the actual time progress of each of the pairing to better anticipate when the closing meeting should be scheduled.

### 2.2.3. Mentorship monitoring

A successful match between the Mentor and the Innovator is incredibly important. To ensure mentorship goes smoothly and the needs of the Innovator are met, monthly mentorship monitoring surveys are sent to both parties. The survey consists of questions about a number of sessions in the previous month, what topics did they cover, what they liked most and least about the last month's sessions as well as what achievements have been made during the last period.



**NGI TETRA**

**Mentorship Feedback**

We hope that you are enjoying the time with your teams. We want to know how engaged are your mentees and what progress have they made. Please fill out this quick survey to provide us some insights.

\* Required

Your name \*

Your answer

Startup's name \*

Your answer

How much time have you spent with your team already? \*

Your answer

**NGI TETRA**

**Mentorship Feedback**

We hope that you are making good use of the mentors' time. We want to know how useful the mentors' support is for your business growth and how we can improve the programme. Please fill out this quick survey to help us improve.

\* Required

Startup's name \*

Your answer

Email address \*

Your answer

Based on your experience up to now, on a scale of zero to ten, how likely are you to recommend TETRA mentoring programme to a startup similar to you? \*

1 2 3 4 5 6 7 8 9 10

Not at all likely ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely likely

FIGURE 2 TETRA MENTORSHIP FEEDBACK FORM EXAMPLE TEAMS AND MENTORS

With these answers, TETRA team can well evaluate the speed in which the particular match is going, when is the expected end of the mentorship, if they faced any hardships, need any additional support or our intervention.

If there are any indications regarding possible issues with the mentoring process revealed during the interim check-ups measures could be taken to resolve the problem areas as represented in the table below.

Problem	Solution
Mentor is not the right fit for the team	Another mentor from the mentor pool is assigned to the Innovator
Mentor is unresponsive	Task leader aims to contact mentor by themselves and identify the problems for lack of communication. If situation does not change,

	another mentor is assigned
Mentor lacks certain skills or knowledge	Task leader organises additional mentoring sessions with a mentor possessing the skills or knowledge required by the Innovator
Innovator is unresponsive	Task leader contacts the Innovator by themselves and identify the problems for lack of communication; mentorship can be extended or delayed if all parties agree

TABLE 1 POSSIBLE MENTORSHIP PROGRAMME ISSUES AND SOLUTIONS

Towards the end of the mentoring programme a final team and mentor evaluation and feedback survey was sent. Two main objectives of the final survey were to evaluate the quality of the mentoring program and the team's progress. The quality was assessed in the terms of engagement, communication frequency etc., while the team progress was evaluated by development and improvement towards KPI goals.

Also, at the end of the mentoring, a joint online meeting (feedback session) was also organised with each Innovator, their mentor and Task leader's representatives, including one of the experts responsible for delivering a tailored Masterplan to the Innovators (in connection to the T2.3). During this meeting, the Innovator introduced the expert and the TETRA representatives to their current progress, successes, troubles, future plans and additional help that they need for the Masterplan to be developed.

Mentorship was considered complete and closed after the feedback session.

### 3. UPDATE ON THE 2ND BATCH OF PROJECT TEAMS

Following up the results of the second (Scale-up) bootcamp hosted between the 16th-18th of March 2021, for the more advanced TETRA teams, 7 winners have been selected to further receive mentorship services.

The overview of teams and their respective solutions is displayed below:

Team	Country	TRL	Description
<b>EyeGauge</b>	France	7 - System prototype demonstration in operational environment	Sea.vision for the maritime transportation sector is an integral non-intrusive accessible solution for digital fleet performance monitoring.
<b>Evolveum</b>	Slovakia	5 - Technology validated in relevant environment	Evolveum created a self-hosted open source identity governance and administration platform that keeps an organisation in control.
<b>Koruza</b>	Slovenia	7 - System prototype demonstration in operational environment	Open source free-space optical communication system, enabling next generation last-mile connectivity and versatile installation options
<b>Orvium</b>	Spain	6 - Technology demonstrated in relevant environment	Orvium is a scientific publishing platform for all publishing needs.
<b>Least Authority</b>	Germany	6 - Technology demonstrated in relevant environment	Magic Wormhole, enables easy, fast, secure file transfer. Building and supporting the development of usable technology solutions and ethical business practices.
<b>Nebulous System</b>	Spain	9 - Actual system proven in operational environment	Solutions for security, privacy and remote operation in IoT scenarios for smart labs.
<b>Fairkom</b>	Austria	6 - Technology demonstrated in	Fairkom offers open source software tools, cloud and



		relevant environment	hosting services.
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TABLE 2 TEAMS SELECTED FOR THE 2ND MENTORSHIP PROGRAMME

In comparison to the build-up teams from the 1st Bootcamp event, the participants from the second batch proved to be more advanced in their technological approach defined by the TRL level, with some of them already having first users and attracting private funding.

All of them have concluded mentoring and 7 monthly surveys were sent to the participating Innovators and mentors.

## 4. MENTORING FOR THE 3RD BATCH OF PROJECT TEAMS

The mentoring sessions for the 3rd batch of Innovators started soon after the end of the 3<sup>rd</sup> (Build-up) Bootcamp (otherwise referred to as “Summer Bootcamp”), which happened on June 29<sup>th</sup>-July 1<sup>st</sup>, 2021. The teams were matched with mentors from the TETRA pool mentors to receive 20h of mentorship support.

### 4.1. TEAM AND MENTOR SELECTION

Following the conclusion of the Bootcamp 15 Innovators were offered mentorship support. The list of teams included:

Team	Country	TRL	Description
<b>MoodMe</b>	Belgium	TRL 8 - First Commercial System / System Completed	MoodMe provides organisations with unique engagement insights through face edge AI that respects privacy.
<b>Deriveum</b>	Bulgaria	TRL 2 - Technology Concept Formulated	Utilising crypto commodity as CDS collateral we resolve the unenforceability issue allowing for better risk-sharing between investors and financial institutions.
<b>Atlas Engineer (Nyx Browser)</b>	Cyprus	TRL 7 - Demonstration System/Prototype Operational	Nyxt web browser. A more powerful interface to the Internet.
<b>Rosetta AI</b>	Denmark	TRL 1 - Basic Research	Decision support system for more radical innovation in new product development. The project emphasises the notion that a hybrid approach to idea management (IM) is superior to sole computational evaluations or sole human decisions.
<b>AlexNorta</b>	Estonia	TRL 4 - Small Scale Prototype / Technology Validated in Lab	Authcoin is a blockchain-based validation and authentication protocol for secure identity assurance.
<b>Danaides</b>	France	TRL3 - Experimental Proof of Concept	We help contribute to recovery and resilience-building efforts at a

			community level.
<b>Levent Gurgun</b>	France	TRL 7 - Demonstration System/Prototype Operational	Open Innovation enabler for smarter cities
<b>Mobile Multimedia Lab (did:self)</b>	Greece	TRL 4 - Small Scale Prototype / Technology Validated in Lab	did:self is a method specification for implementing Decentralized Identifiers, which is compatible with the ongoing W3C standardization efforts. did:self does not require any middlemen, it is lightweight, secure, and feature rich.
<b>Creative Connections</b>	Ireland	TRL 4 - Small Scale Prototype / Technology Validated in Lab	CreativeConnections is a platform that will change the way online creators and brands find and match with each other.
<b>SPRITZ</b>	Italy	TRL 2 - Technology Concept Formulated	We developed a security measure to prevent relay attacks in the electric vehicle charging infrastructure based on the physical properties of the charging column.
<b>Sosteco</b>	Spain	TRL 8 - First Commercial System / System Completed	IoT hardware research and development company for IoT and WSN.
<b>Aerial Power</b>	UK	TRL 6 - Prototype System	Solar panel cleaning method using self-flying programmed drones
<b>Better Internet Search</b>	UK	TRL 7 - Demonstration System/Prototype Operational	Our search engine uses an ad-free revenue model enabling the user to be the customer (rather than being the product sold to advertisers).
<b>DataHopLabs</b>	UK	TRL 4 - Small Scale Prototype / Technology Validated in Lab	DataHop is building a new platform to distribute mobile content, where content providers can replace costly Content Distribution Networks (CDNs), using their own users to distribute content at a fraction of the cost and users can improve their user experience by accessing content when no network is available.
<b>OpenConsent</b>	UK and	TRL 7 - Demonstration	The Standard Semantic Protocol for a

	Finland	System/Prototype Operational	Consented Data Portability Gateway
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TABLE 3 3RD BATCH TETRA INNOVATORS

Consequently, these teams were matched with the mentors in relation to their direct needs to provide further support and foster the progress of the start-ups. It was important to find mentors from the mentor pool that fit the profile of teams selected for the mentoring programme i.e. the industry they are operating in, TRL and could provide specific expertise that would support the development of the solution from each SME. Each team received one assigned mentor as per the list demonstrated in the following table. Therefore, 15 teams matched with mentors after the 3rd bootcamp.

Start-up/Project name	Assigned Mentor
MoodMe	Martin Gorosko
Deriveum	Žygimantas Zabieta
AtlasEngineer (Nyxt Browser)	Lennaert Jonkers
Rosetta_ai	Kadri Tammai
AlexNorta	Mark De Colvenaer
Danaides	Melanie Rieback
LeventGurgen (Kentyou)	Kadri Tammai
Mobile Multimedia Lab (did:self)	Raul Liive
CreativeConnections	Salvador Suárez
SPRITZ	Ugnius Savickas
Sosteco	Raul Liive
Aerial Power	Rodrigo Olmedo
BetterInternetSearch	Kadri Tammai
DataHopLabs	Salvador Suárez
OpenConsent	Julio Fernández-Gayoso Mediero

TABLE 4 3RD BATCH TEAMS AND ASSIGNED MENTORS

## 4.2. MENTORING SESSIONS

Once the matching process of the teams and mentors was completed, separate introductory sessions were organised for all mentors and Innovators to meet each other, set up objectives, expectations and overall guidelines for the mentoring programme.

#### 4.2.1 Kick-off Events for Mentors and Teams

The mentors Kick-off event took place on August 17, 2021. The event was hosted by Inga Baltaseviciute and Justina Ivanova (Startup Division). All selected mentors were invited to join.

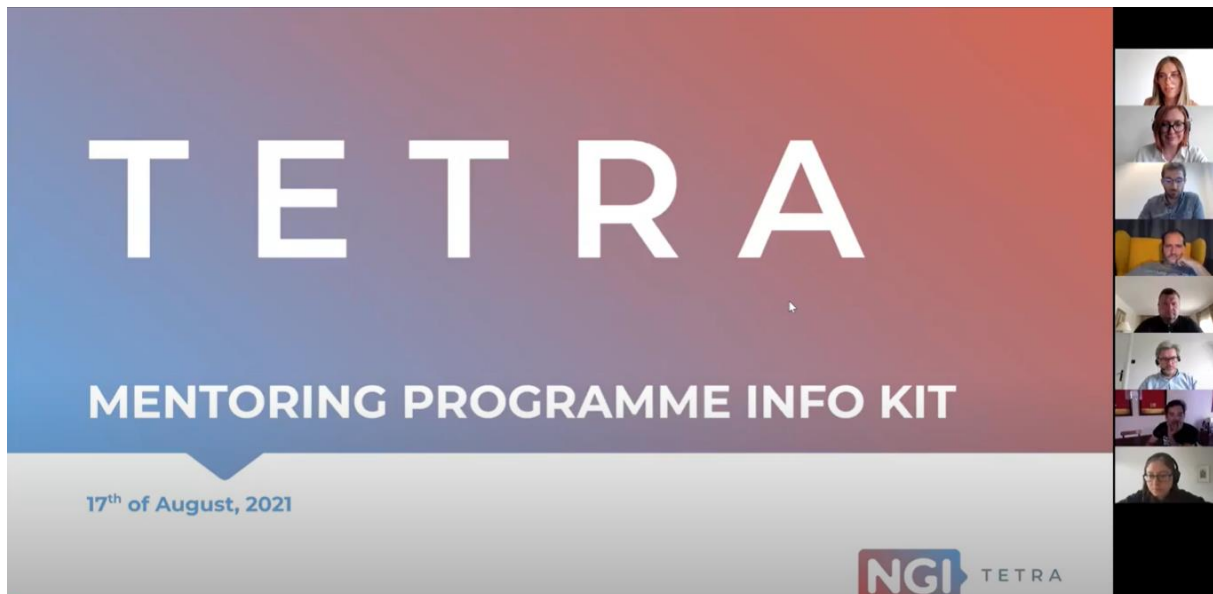


FIGURE 3 MENTORSHIP PROGRAM PRESENTATION SLIDE

During the kick-off event mentors were introduced to the TETRA project objectives and the services package to better understand the main ideas behind the initiative. General guidelines were given in the terms of time planning and engagement with the teams. Selected experts were also introduced to the mentorship monitoring process through continuous feedback collection. Furthermore, mentors were presented with the idea of progress tracking by using KPI's/Milestones and informed to set up and define these indicators during the first session with their respective teams.

This event was also a great opportunity for the mentors to meet each other and present themselves ahead of the programme to get more familiar with the project environment.

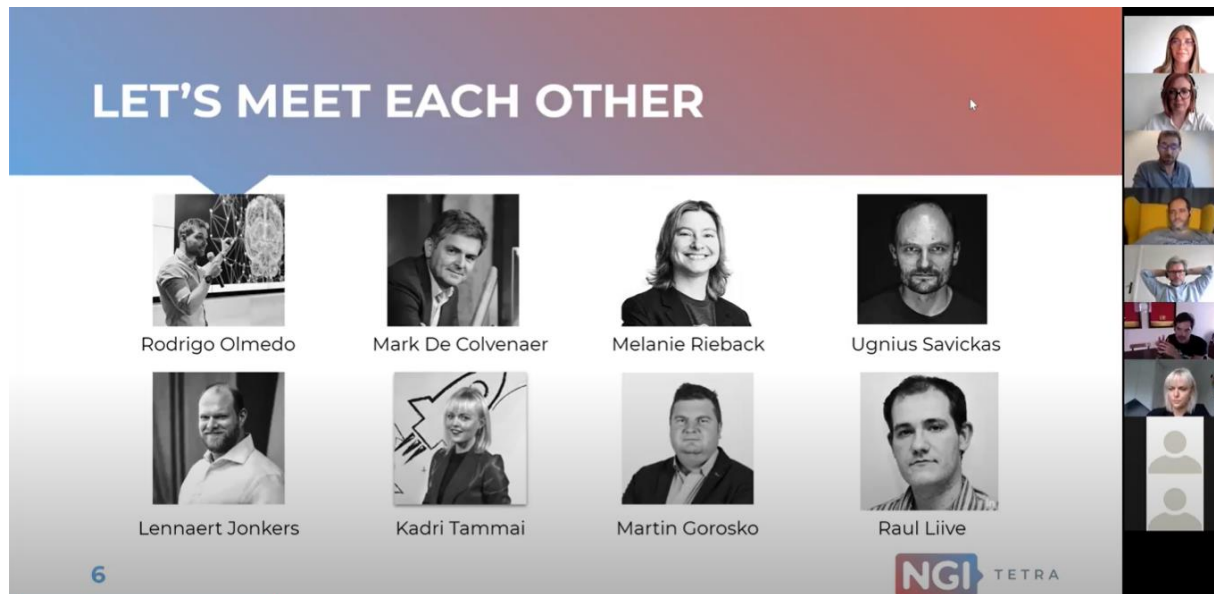


FIGURE 4 3RD BATCH MENTORS INTRODUCTION

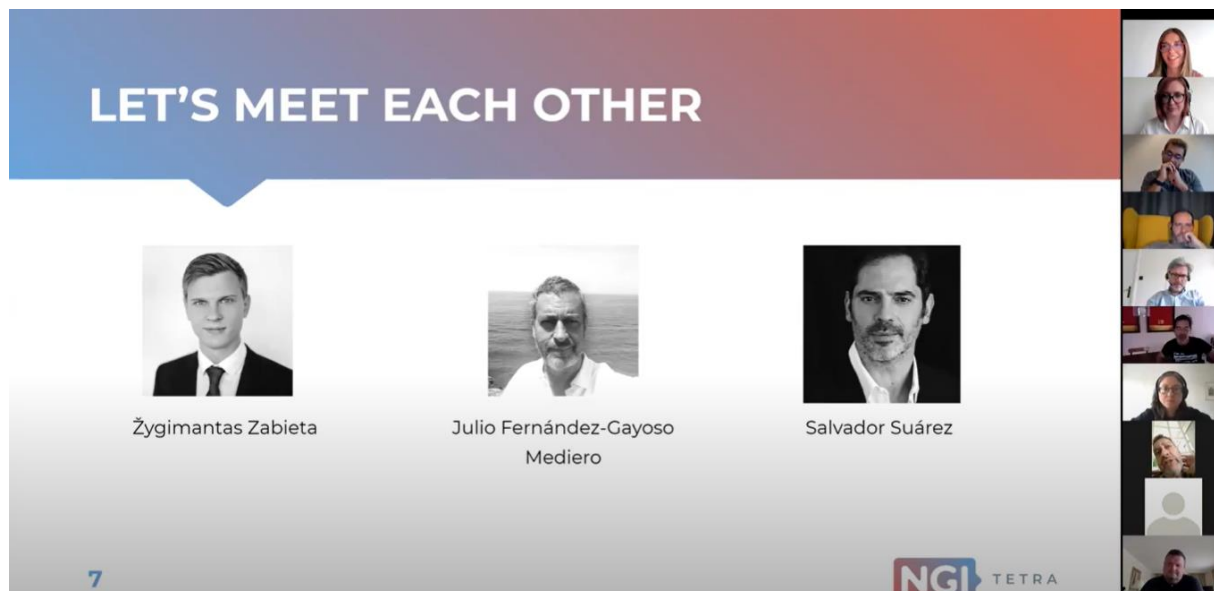


FIGURE 5 3RD BATCH MENTORS INTRODUCTION

Each of the mentors was asked to sign an agreement with the project partner organisation Start-up Division. Among other topics discussed were administrative matters including payment procedures. Mentors were also able to ask questions throughout the entirety of the event.

The full list of agenda topics covered in the kick-off meeting is displayed below:

- TETRA objectives
- TETRA services package
- Mentoring services timeline
- Mentor introductions
- General guidelines and information
- Feedback collection
- KPIs and Milestones
- Communication tools to use
- Contract and payment procedures

Overall, the kick-off proved to be a great opportunity to align mentor's expectations to the project outlook.

A similar type of event was hosted to meet the teams and to offer an introduction to the TETRA mentorship programme. The event took place on the 18th of August just after the introductory session with mentors. The kick off was hosted by Inga Baltaseviciute and Justina Ivanova (Startup Division).

The main topics included in the event agenda are listed as follows:

- Mentoring programme timeline
- Mentor-start-up matching process
- Feedback forms
- KPIs and milestones
- Recommended communication tools
- General guidelines



FIGURE 6 TEAMS KICK OFF EVENT, AUG 18TH, 2021

Similar to mentors, Innovators were introduced to the general format and guidelines of the mentorship programme including recommendations for time planning and engagement. The start-ups were also encouraged to be active in the meetings and to not miss the sessions or homework tasks as these actions could result in the possible elimination from the programme. In addition to this, the participants were informed of the prospect to receive further support from other mentors, if specific topics need to be addressed related to the team's progress. Moreover, recommendations were made regarding the possible communication platforms to make the virtual mentorship process easier and more accessible.





There is no obligation to use one communication platform, it is completely up to, which tool you decide to use altogether.

FIGURE 7 COMMUNICATION TOOLS

Start-ups were notified of the mentorship monitoring through feedback forms. Furthermore, a KPI/milestone approach was also introduced as a means to track the team's progress. The following method was presented as an example for the teams to be able to define their KPIs and milestones:

**Setting up KPI's** | Start with the basics and to understand what are the key objectives, try answering these questions:

- What is your desired outcome? Why does this outcome matter?
- How are you going to measure progress?
- Who is responsible for the outcome?
- How will you know you've achieved your outcome?
- How often will you review progress towards the outcome?

The session concluded with some recommendations and a Q&A session to clarify any concerns or missing points. The introductory meeting allowed the teams to define their perception of the entire mentorship programme and their expectations. Information from the session was sent to all the Innovators starting the mentorship process.

#### 4.2.2. Mentorship Monitoring

First mentoring sessions started at the end of August - September 2021. As the length of the mentoring program was planned to last 20-24 weeks, each of the teams was recommended to schedule 1 hour of mentoring sessions per week or 2 hours every 2 weeks. To keep the sessions more productive participants also received an advice to keep the session topics close to their business activities and needs.

As described in the previous sections teams were expected to set up their KPIs and milestones with their mentors in order to be able to measure their success and progress throughout the mentorship period. Each of the participating start-ups was able to provide this information in the first feedback survey.



Surveys were distributed in order to monitor both mentors and the teams. Every recipient was supposed to fill in the survey once a month after it was sent. A deadline was set in place each time and both parties were expected to respect the indicated time frames to complete the surveys. The role of the feedback forms was not only to evaluate the progress of the teams but also the suitability of each assigned mentor. Some of the 3rd batch solutions were still continuing their mentoring beyond the recommended 5-6 months mark, so 7 surveys were sent in total to the Innovators and mentors each.

One of the 15 teams as well as their respective mentor stopped responding to the programme coordinator inquiries before even starting the first mentorship session and before the mentor signed the contract. In this case, the team was not counted into the number of teams that actually finished the mentoring successfully although they are counted in total matches created above.

Few teams stopped mentoring in the middle of the process due to their own shift in focus or personal circumstances. TETRA suggested postponing the mentorship or providing a different mentor, nevertheless, some teams have not used all 20 hours offered to them.

## 5. MENTORING FOR THE 4TH BATCH OF PROJECT TEAMS

Fourth and final Bootcamp happened on 23rd through 25th of November, 2021. 17 teams in total participated in the Bootcamp and all of them were invited to receive the 20 complimentary hours of mentorship. 16 out of 17 teams showed great interest in the mentorship. An overview of all the teams that started the mentorship program is presented in the table below.

Team	Country	Description
<b>b.smart</b>	Italy	B.smart is a project focusing on a human-centric approach to privacy control & data transparency for IoT products. Their main goal is to provide an integrated approach to defend business and companies from software failure, attack conditions, and privacy breaches, particularly targeting organization and user that do not have an esoteric security know-how.
<b>Deriveum</b>	Bulgaria	G-20 coordinated changes in regulations were made in between 2009-2016 mandating risk sharing in the CDS market. Utilizing crypto commodity as CDS collateral we resolve the unenforceability issue allowing for better risk-sharing between investors and financial institutions.
<b>Rouster</b>	Bulgaria	Rouster is a stand-alone, general-purpose PC that will never expire. We are building the most cost-efficient cloud infrastructure for this.
<b>GeneConsent</b>	Netherlands	GeneConsent unlocks genomic data value
<b>Hybridcore</b>	Netherlands	Our cross-functional human-machine team offers explainable Hybrid Intelligence Solutions, providing decision support with high-tech accuracy and privacy to public and private bodies. Hybrid intelligence refers to a perfect amalgam of artificial and human intelligence.
<b>IDISS</b>	Germany	IDISS aims to address the inherent structural-semantic barriers inherent to standards island and data silos. The tooling is designed to enable domain experts to build cross-domain semantic bridges using a shared meta-semantic model that also generates syntax transformations and data validators.

<b>Kentyou</b>	France	Kentyou provides open digital twin solutions, to gather and analyse meaningful urban data and enable local innovators to build custom solutions that respond to citizens demands.
<b>LibreOffice P2P Project</b>	Germany	Bring decentralized office productivity right into the browser. Enable line-of-business software vendors to go fully-online.
<b>NQMCyber</b>	Ireland	We develop secure IoT by providing high security assurance to sensor deployments, authentication and authorisation.
<b>Open AR Cloud Europe</b>	Germany	The Open AR Cloud serves as an alternative to the few corporations, who have built closed commercial ecosystems, and ensures that data privacy.
<b>Project re-iseach</b>	Germany	Project re-iseach is a novel multimodal search and retrieval engine. The engine indexes the content and structure of all kinds and formats of documents. Natively indexes over 100 formats from ATOM to XML including 100s more via filters.
<b>LIBRE SOC GIGABIT ROUTER</b>	UK	We are developing a supercomputer class microprocessor core as the next step in core computing capability.
<b>Rosetta AI</b>	Denmark	The project emphasises the notion that a hybrid approach to idea management (IM) is superior to sole computational evaluations or sole human decisions. Machines are better in information processing and providing results, while humans present biases. We aim at proposing a novel method for managing new product development ideas in firms via AI as the toolbox.
<b>Vidavo S.A. (EMMA)</b>	Greece	Clinical Decision Support Wearable medical device - EMMA - with the aim to assist ER personnel more effectively triage and prioritize incoming patients to the ERs.
<b>ipfs-search.com</b>	Netherlands	Search engine. Private, we don't store anything; Censorship-free, objective and neutral; Open Data and Open Source, copy & paste us; IPFS, the web like torrents
<b>Sequoia PGP project</b>	Switzerland	OpenPGP data types and associated machinery

TABLE 5 4RD BATCH TETRA INNOVATORS

As in previous batches, these teams were matched with the mentors, according to the needs they provided themselves in their applications, while talking to facilitators, also taking into account their pitch decks, jury and facilitators comments and insights. Following the methodology approach, several mentor choices were selected for each team, then rated according to the best fit and first in the list mentor was contacted for confirmation. If no confirmation was made in the timely manner, mentoring programme coordinator contacted mentor listed as a second choice. 16 teams were matched with their mentors as can be seen below:

Startup/Project name	Assigned Mentor
<b>b.smart</b>	Dominykas Stankevičius
<b>Deriveum</b>	Martin Goroško and Žygimantas Zabieta
<b>Rouster</b>	Andrej Petrus
<b>GeneConsent</b>	Slavomir Tuleja
<b>Hybridcore</b>	Dirk Lievens
<b>IDISS</b>	Klaus Pontius
<b>kentyou/Levent</b>	Joni Lehto
<b>LibreOffice P2P" Project</b>	Jose Antonio Garcia
<b>NQMCyber</b>	Margus Pala
<b>Open AR Cloud Europe</b>	Mark de Colvenaer
<b>Project re-iseach</b>	Javier Criado Nesofsky
<b>LIBRE SOC GIGABIT ROUTER</b>	José-Maria Sunico
<b>Rosetta AI</b>	Salvador Suarez
<b>Vidavo S.A.</b>	Raul Liive
<b>ipfs-search.com</b>	José-Maria Sunico
<b>Sequoia-PGP-project</b>	Julio Fernández-Gayoso Mediero

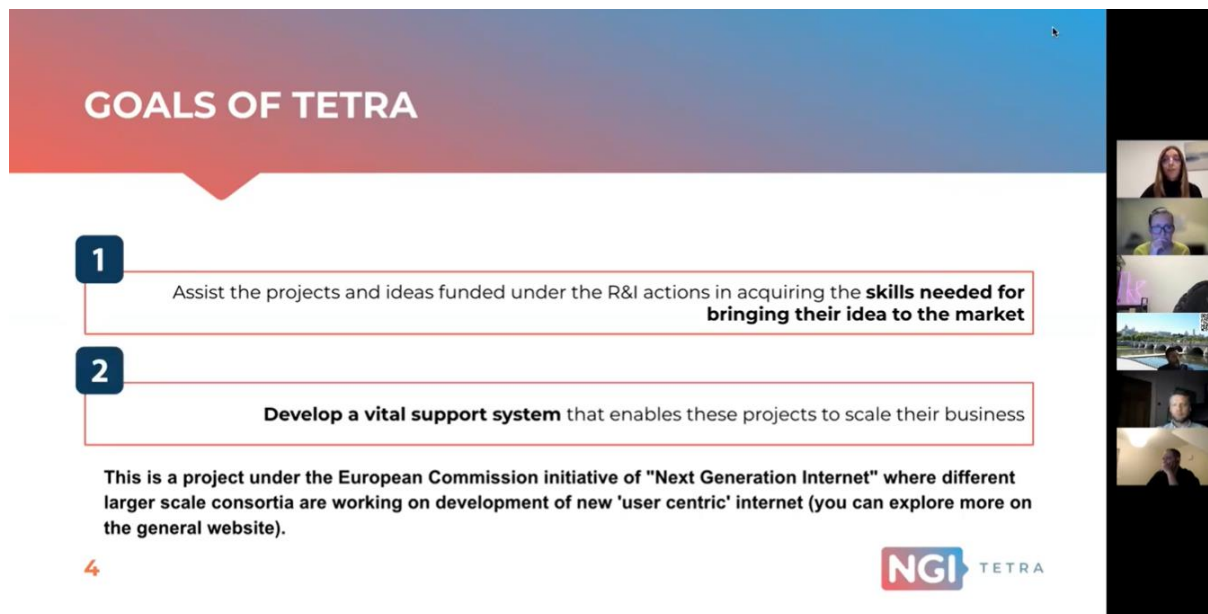
TABLE 6 4TH BATCH TEAMS AND ASSIGNED MENTORS

## 5.1. MENTORING SESSIONS

Like in previous batches, once the matching process of teams and mentors was completed, separate introductory sessions were organised for all mentors and Innovators to meet each other, set up objectives, expectations and overall guidelines for the mentoring programme.

### 5.1.1 Kick-off Events for Mentors and Teams

The mentor's Kick-off event took place on December 21, 2021. The event was hosted by Inga Baltaseviciute and Justina Ivanova (Startup Division). All selected mentors were invited to join.



**GOALS OF TETRA**

- 1 Assist the projects and ideas funded under the R&I actions in acquiring the **skills needed for bringing their idea to the market**
- 2 **Develop a vital support system** that enables these projects to scale their business

This is a project under the European Commission initiative of "Next Generation Internet" where different larger scale consortia are working on development of new 'user centric' internet (you can explore more on the general website).

NGI TETRA

FIGURE 8 MENTORS KICK OFF EVENT, DEC 21, 2021

During the kick-off event mentors were introduced to the TETRA project objectives and the services package to better understand the main ideas behind the initiative. General guidelines were given in the terms of time planning and engagement with the teams. Selected experts were also introduced to the mentorship monitoring process through continuous feedback collection. Furthermore, mentors were presented with the idea of progress tracking by using KPI's/Milestones and informed to set up and define these indicators during the first session with their respective teams.

This event was also a great opportunity for the mentors to meet each other and present themselves ahead of the programme to get more familiar with the project environment.



FIGURE 9 4TH BATCH MENTORS INTRODUCTIONS

Each of the mentors was asked to sign an agreement with the project partner organisation Startup Division. Among other topics discussed were administrative matters including payment procedures. Mentors were also able to ask questions throughout the entirety of the event.

The full list of agenda topics covered in the kick-off meeting is displayed below:

- TETRA objectives
- TETRA services package
- Mentoring services timeline
- Mentor introductions
- General guidelines and information
- Feedback collection
- KPIs and Milestones
- Communication tools to use
- Contract and payment procedures

Overall, the kick-off proved to be a great opportunity to align mentor's expectations to the project outlook.

Same type of event was hosted to meet the Innovators and offer the introduction to what TETRA has to offer. The event took place on the 23rd of December just after the introductory session with mentors. The kick off was hosted by Inga Baltaseviciute (SD) and Justina Ivanova (SD). Topics covered corresponded to the ones presented in the previous batch descriptions.



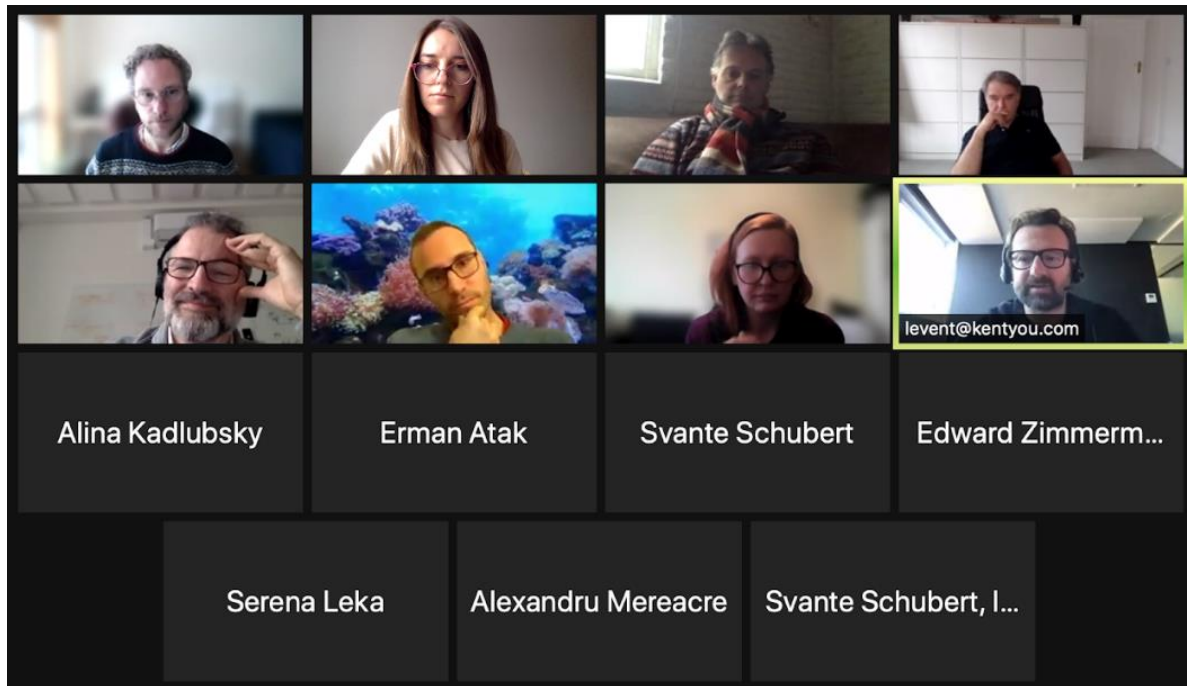


FIGURE 10 TEAMS KICK OFF EVENT, DEC 23RD, 2021

### 5.1.2. Mentorship Monitoring

First mentoring sessions started at the beginning of January 2022. As the usual length of the mentoring program is 20-24 weeks, the Innovators were encouraged to book more sessions each month so that mentorship can be concluded in time. During the onboarding time, all mentoring was expected to finish at the end of March. Fortunately, with a project extension received, the mentorship timeframe was extended so that teams and mentors could work at a more normal pace.

As described in the previous sections teams were expected to set up their KPIs and milestones with their mentors to be able to measure their success and progress throughout the mentorship period. Each of the participating startups was able to provide this information in the first feedback survey.

Surveys were distributed to monitor both mentors and the teams following the previously presented process. Not all Innovators spent all the time allocated to them but the mentoring programme coordinator encouraged almost all of them to have a closing meeting and offered a change of mentor. One team (Deriveum) had two mentors in the last batch, since they still had some unfinished work from the previous mentorship period they wanted to close with the old mentor, so the 20 hours were split between two different mentors - Zygimantas Zabieta (the old mentor) and Martin Gorosko (new mentor). In this case, it was possible to help the Innovator even further, aligning the mentor to the current needs of the Deriveum team.

## 6. EVALUATION AND LESSONS LEARNED

The following section will overview findings from the feedback received from the teams and mentors as well as provide some insights into programme evaluation, lessons learned and improvements towards the future development of the TETRA mentorship services.

### 6.1. FEEDBACK AND EVALUATION

The teams and mentors were asked to fill in interim feedback forms every month. Net Promoter Score (NPS) was used to measure the success of the mentoring sessions. NPS demonstrates the willingness of customers to recommend a company's products or services to others. The respondents were asked to rate the likelihood of recommending the TETRA mentoring programme to a start-up similar to their own on a scale of 1 (not all likely to recommend) and 10 (extremely likely to recommend). According to the NPS calculation method, the participants who rated the mentoring programme between 1 and 6 are considered to be "Detractors" or teams, who were not particularly thrilled by the service. Teams, who rated the service between 7 and 8 are somewhat satisfied but could easily switch to another programme given the opportunity, therefore they could be described as "Passives". The participants who loved the service and gave a rating of 9 to 10 are defined as "Promoters". The NPS is calculated by subtracting the percentage of "Detractors" from a percentage of "Promoters". Given the NPS range of -100 to +100, a positive score or NPS above 0 is considered "good," +50 is considered "excellent," and above 70 is considered "world-class." After a careful review the interim NPS for the TETRA mentorship programme in the **first two batches** has been **53**, which is considered a great result. Overall, the feedback has been positive, the teams were satisfied with the quality of support they received from the mentors. **3rd and 4th batch** (this reporting period) have a collective **NPS score of 62.5** as can be seen in the table below.

Ranges	1-6	7-8	9-10
Number of ratings	0	9	15
Percentage	0.00%	37.50%	62.50%
NPS			<b>62.5</b>

TABLE 7 NPS SCORE 3RD AND 4TH BATCH

These NPS scores show that TETRA mentorship services have been successful in meeting Innovators' needs in their commercialisation Journey and mentorship sessions by TETRA pool of mentors is something they would recommend.

A variety of topics were discussed during the mentorship sessions including business and product development:

- Product development and MVP
- Go-to-market strategies
- Customer discovery



- Value proposition development
- Fundraising
- Pitch techniques
- Product roadmap
- Business model development
- Use cases identification and validation
- Market research

“Customer discovery”, “Value proposition development” and “Pitching techniques” were among the most frequently discussed topics which are consistent with the low TRL level of the companies in the programme. The other topics outlined to a lesser extent included “Product development” and “Product development and MVP”.

As mentioned in the previous sections, participants were recommended to set their KPIs and milestones during the first session to be able to track their progress through the duration of the programme. However, according to the feedback survey results not all the teams made progress in this respect.

From the start-up mentors who have already provided bilaterally set KPIs as a way of measuring Innovators progress the following results could be established, few of the KPIs/Milestones are presented below. Due to the public dissemination level of this deliverable, innovator names have been removed.

KPIs/Milestones
To go the start-up ideation journey together to set up a viable business model: problem > ecosystem/stakeholders > solution > market definition > product market fit > pricing & business model > go to market strategy
Set the milestones at the roadmap and took 5 main KPIs to reach through our mentoring sessions. These are: precise roadmap design for the mentoring period; client segmentation; design of main customer personas; value proposition design; go-to-market strategy.
Set the roadmap for the 5-month period. The main goal is to help her to prepare and implement the big survey (around 100 participants), team is focused on. This will be the corner stone of the future business and maps down the main features that a potential client would like to see.
The team needs to onboard investors in the first half of 2022 and there are a lot of things that need to done before they can do it (Business model, team formation, traction, value proposition, client segmentation, proper investor pitch deck).
Have better understanding on investors relations.
Their main concern is preparing for a fundraising process in 2022 H1, so the main "lagging" goal would be closing a first round, and the "lagging" KPI would be to progress in the fundraising funnel. Leading goals and KPIs to reach there would be introduced gradually in the context of preparing the documentation kit for investors, which will help the mentor to

introduce different concepts, frameworks, and techniques that they hope will help the innovator mature on the market side. In particular they will try and focus on (1) Ensure strategic alignment, (2) Value chain analysis and Stakeholder mapping, and (3) Market driven roadmap for the development of their value-proposition.
<ol style="list-style-type: none"> <li>1. Strategic principles defined and agreed by founding team</li> <li>2. Put in place a process to ensure strategic alignment and measure progress (OKR)</li> <li>3. Stakeholders identification, mapping and engagement + process</li> <li>4. Value/supply chain formal description (possibly data pipeline perspective) + process</li> <li>5. Work out communication skills to avoid blocking situations</li> <li>6. Prepare a prioritised investor-friendly roadmap for fundraising stages.</li> </ol>
Completion of business model sketch and roadmap, making connections to selected partners, crafting of a simple story.
Sizing the market and defining use cases. use case 1: Low revenue high impact- securing journalists and activist in difficult countries, use case 2: secure environment for developers
6 months action plan, 12 months financial forecast, sales and marketing materials

TABLE 8 TEAM KPIS AND MILESTONES

Mentors as well as Innovators themselves provided some insights into what they are working on at the moment of filling in surveys. Quite a few mentors actually report, that setting KPIs is not easy in a very early stage of the Innovators solution. In that case, a more strategic and conceptual discussions were needed. Nevertheless, most teams were active and mentors were happy with the progress of the teams in terms of figuring out particularities of their business models. Some innovators moved very quickly, while others took their time with the mentorship process, some had already defined product, while others were in the early research phase so each Innovator's achievement is very different.

All things considered, NGI TETRA beneficiaries made great strides in achieving their goals within the scope of the mentorship program.

## 6.2. FEEDBACK FOR MASTERPLANS DEVELOPMENT AND TECH-TRANSFER SERVICES

Each mentorship instance, as explained in the previous sections, usually ended with a feedback and diagnosis session. Innovator, their mentor, mentoring programme coordinator representatives and an expert would join a single session (or two separate, if Innovator and Mentor are not available at the same time) where they share the current status of their NGI solution, what current struggles they are facing, what successes happened during the TETRA mentorship, and what kind of further support is needed. In addition to the opportunity to participate in the mentoring program as one of the TETRA Bootcamp best-performing teams, Innovators were also awarded a tailored masterplan (T2.3)

which includes specific recommendations for the project in one of the areas listed below depending on your most pressing needs (please note that the topics might slightly differ based on their specific situation):

- Business model canvas
- Sales strategy
- Market research
- Experimentation

During this joint meeting, one (or several, if need identified) topic were selected and potential assignment is provided to the Innovator to complete. After this optional assignment, a personally tailored masterplan was created and shared with the TETRA beneficiary.

Inside the said masterplan there are also two tables provided (in relation to T3.3), one for Innovator's local or target ecosystem, and one for the international support ecosystem. More detailed information about the ecosystem mapping and Tech Transfer to Digital Innovation Hubs is provided in D3.6, but to cover it shortly, 18 ecosystems (including an international one) were mapped, in relation to various start-up/SME support and investment/funding opportunities, other running NGI calls, DIHs, present. Depending on the geographical location of the solution or expressed needs during the Masterplans meeting, a specific ecosystem is targeted and that particular ecosystem is mapped and provided to the beneficiary, with descriptions of organisations and their contact details. An offer to make an introduction on behalf of the beneficiary is also provided by the mentoring programme coordinator. These organisations include, but are not limited to: incubators, accelerators, clusters, associations, governmental funding schemes, VCs, contests, mentoring service providers, research centres, communities, etc. These lists are prepared by the mentoring programme coordinator and also information about possible organisations to contact was also provided by some of the mentors in the optional survey we sent out during the mentorship period.

## 6.3. LESSONS LEARNED AND FEEDBACK RECEIVED

To better present the lessons learnt, they will be divided into several different areas and situations. Feedback from the mentors and innovators will also be presented at the end of this section.

**Lessons learned from the Mentors |** In regards to the lessons learned working with the Mentors, the biggest takeaway is to have enough time to do the administrative onboarding and contracting. Some contracts were very fast and easy to sign, especially with mentors Task Leader has worked with previously, while others required more back-and-forth between the Task Leader and the mentor to discuss and agree on terms well. Previous relationships with the mentors were a very positive factor, helping not only to speed up the process but also to receive the feedback forms and stay on top of the actual progress and potential issues. Mentors that programme coordinators worked with before knew how important communication is and quickly informed us of any missed sessions

or schedule misalignments between them and their mentees. Generally, apart from a few very rare and exceptional instances, communication with the mentors was incredibly smooth and all mentors showed nothing but professionalism and pleasant, effective cooperation. The mentors that have been engaged with through the mentoring programme could be highly recommended for any assignment and a warm contact will be kept with them for future collaborations.

**Lessons learned from the Innovators** | In regards to working with the teams, more deviations were experienced from the initial presented plan, which in turn affected the overall mentorship program timing and their work duration with the selected mentors. In some cases, teams were extremely motivated and responsive and mentors and teams had a fantastic collaboration. While in other instances it was needed to reach out to the teams multiple times, both from the programme coordinator's side and from the mentor's side. Several instances occurred where teams stopped the mentorship program due to internal shifts in focus with the solution and saw no more need for TETRA mentorship, as well as for personal reasons could not give any more time to the mentorship. Mentoring programme coordinator nevertheless tried scheduling closing feedback sessions with teams even if the participation in the mentorship program didn't reach the target of 20h spent with the mentor.

Another issue that was recorded while working with the Innovators was general responsiveness to the monthly monitoring surveys. A steady decline has been recorded in answers throughout each of the batches even with multiple reminders sent to the teams. That made it more difficult to track the progress and evaluate the fit between the mentor and the team. All these difficulties aside, TETRA managed to close the mentoring with a joint feedback session for most of the teams. Overall teams noted that mentorship was useful and helped them a lot. Several bigger achievements from batches 3 and 4 (in no particular order) are presented below:

Achievement(s)
<i>"Market segmentation and value proposition have been greatly improved thanks to (mentor)"</i>
<i>"We were able to present our actual business model and update at the final presentation :-)</i> <i>success"</i> <i>"We have pivoted into a more performative and achievable business model"</i>
<i>"We won the extra ONTOCHAIN Call #2 funding."</i> <i>"Also applied with Secure IT funding instrument, just received a message that they are in screening rounds. Survived first screening, good chance to get funding. "</i>
<i>"The draft pitch deck has already been shared with one potential investor."</i>
<i>"We released our first B2B prototype application!"</i>
<i>"Got selected to be part of Y Combinator 22Winter batch. "Thank you NGI Pointer and (mentor) for the great start you gave us"</i>

TABLE 9 INNOVATORS' ACHIEVEMENTS

Mentors as well recorded some great achievements from their and Innovators' cooperation.

Achievement(s)
<i>"Heavily populated Miro board, quite a decent level of homework (usually people just do not do it :) and (innovator) does most of it!), but the most important achievement, I believe, that the mentee has a much clearer definition and understanding of the true problem and its aspects."</i>
<i>"(Innovator) - roadmap is set and we have a clear vision of how to proceed with mentoring to achieve the goals that we set together. Now we are focusing on client and user interviews to better understand their needs. From that point on we will design main client personas that the team can use in the future."</i>
<i>"(Innovator) - we have set the roadmap, to list out all the thing we need to do during the months. We have discussed how to find and onboard potential lead developer or CTO who is missing from the team. We have started to go over the pitch deck structure."</i>
<i>"They have a deeper knowledge about Branding, sales, digital market and concepts like LTV, Client cost acquisition. I can see a lot of commitment, interest and progress with the founders in our sessions."</i>
<i>"2 customers are signed and pilots are introduced."</i>
<i>"Steep learning curve beyond the technical horizon: better understanding of the needs of listeners, readers, financiers"</i>
<i>"We have done so far an extensive review of market options and available/existing products/competitors"</i> <i>"(Innovator) has designed a business model that could be quite disruptive in the search engine landscape, generating a community that could provide funding connected to the search capabilities using blockchain and tokens."</i>
<i>"A first promising feedback has been obtained from a potential lead investor."</i> <i>"We have progressed in the investment funnel of Block Ventures, where the proposal has been elevated to the investment committee, and we expect to receive feedback during April."</i>

TABLE 10 MENTORS' ACHIEVEMENTS

In the monthly monitoring surveys, not only the achievements were recorded. Innovators mentioned positive and negative feedback to us as well. Important anonymised feedback to note (from any of the monthly surveys) is presented in the table below.

General Feedback
(+) <i>"That the mentor guided me through what I needed to do, not what I thought I wanted to</i>

<p>do.”</p> <p>“That he had a clear plan to guide me through and the sessions were very well structured”</p> <p>“The meeting with (mentor) were interesting. What I enjoyed the most is that he brings the perspective of an investor and looks a bit differently at the challenges.”</p> <p>“Both mentors were very helpful and I would like to recommend to people to use two. They have quite different styles and priorities they want to focus on, each of which is very helpful and important. What I liked is (1<sup>st</sup> mentor’s) structured and calm approach and (2<sup>nd</sup> mentor’s) hands-on emphasis.”</p>
<p>(+) “Very practical consulting that paid off a lot.”</p>
<p>(+) “It was just one session to be honest but the best part is that him understand the business and the problem of it. He is very helpful and we connected great.”</p> <p>(-) “Time, my fault because of traveling.”</p>
<p>(+) “We only had introductions on Friday, the 3rd of September - Super energetic!”</p> <p>“We just started with a meeting, on 4th February (due to sickness on innovator’s behalf, Covid). Very good indeed, especially the preparations prior to the meeting.”</p> <p>(-) “I hadn’t progressed well enough for my tasks (due to travelling), so a few points are left for the next meeting.”</p>
<p>(+) “(mentor) is a very genuine person, and he seems to be on top of the things related to business development, especially in the area of online marketing (which overlaps with our mission).”</p> <p>“(mentor) is a true expert in the digital marketing space and working with him has given me a lot of insights into processes and procedures that have to be followed to ensure customer satisfaction.”</p> <p>“(mentor) introduced me to a specialist in the influencer marketing space and I got a lot of valuable information about the business models.”</p> <p>“TETRA mentoring programme has been amazing.</p> <p>Used the time going through the 24 steps of making a start-up. Perfect mentor match.”</p> <p>(-) “There were no parts that I disliked about the mentoring session.”</p>
<p>(+) “Very good advices. Structuring the work remaining for the upcoming months.”</p>
<p>(+) “Very salient observations and good questions that we had not considered.”</p> <p>“Sessions have been really useful. Mentoring was best part of the programme”</p> <p>(-) “Scheduling was a bit challenging.</p> <p>Some of the answers I received were hard pills to swallow!”</p>
<p>(+) “Mentor’s amazing experience and clarity over presentation feedback.”</p> <p>“Expert focus on the key KPI’s for the start-up, team and pitch.”</p> <p>(-) “Not enough time :-)”</p> <p>“How far behind I seemed to be, not able to take full advantage of the mentor.”</p>
<p>(+) “To be able to discuss problems/views with an experienced fresh mind! :-)”</p>

<i>(-) "The hard homework - writing some business report, but honestly it was all worth it!"</i>
<i>(+) "Understanding and empathy allowing succinct advice and guidance."</i>
<i>(+) "His continuous pushing - and his knowledge"</i>
<i>(+) "(mentor) was an ideal mentor for us. Highly experienced, friendly, a true expert, and with strong coaching skills that made him an invaluable support for us. I am very thankful that you organised the mentoring sessions for us. You found an ideal match. The result was a highly positive impact on me and our team, now and in future."</i>

TABLE 11 FEEDBACK RECEIVED FROM THE INNOVATORS

From this collected feedback, it is visible that the overwhelming majority of teams were happy with their matches and had a great time together as well as very fruitful mentoring sessions.

Regarding the possible improvements or ideas for future mentorship programs under or beyond NGI:

- To provide beneficiaries with enough time for the mentorship process to bring forward actual results
- Organise experience sharing sessions between the beneficiaries themselves
- Utilise the learnings gathered from mentorship for future innovators
- Improve ways to receive feedback from the mentors and innovators to keep better track of the achievements and mentorship timeline.



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## 7. CONCLUSIONS

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To sum up the complete mentoring program under the NGI TETRA, consortium is proud and happy with the innovators and their achievements during the project's duration, innovators themselves also openly express the usefulness of the mentorship services provided by the TETRA mentors. Mentors as well were pleased to have collaborated with TETRA and are open to future opportunities in similar projects, organised by the consortium partners. There are lessons to be learned from this experience, like more experience sharing sessions or improving ways to collect the feedback from the innovators to get better insights and have a more efficient way of keeping track of the progress and catch issues with the teams' responsiveness earlier.

The way matchmaking was implemented was a success and together with the whole mentorship framework will be a stepping stone for future projects, aiming to support new and brave initiatives under different Horizon projects.

