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D2.1 BUSINESS NEEDS OF NGI PROJECTS: TETRA'S PRELIMINARY VALUE PROPOSITION

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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. In this context, the provision of services will be based on the actual needs of the third-party beneficiaries so as to shorten the gaps and facilitate the transfer and commercialisation of the solutions/tools they have developed or are developing. To this end, the current document aims to address the following objectives: - Conduct an exercise in order to map the business support services offered towards third-party beneficiaries funded by R&I Action and C&S Actions in the frame of NGI; - Identify complementarities in the business support service provision between TETRA and other NGI projects (NGI TRUST, NGI0 PET, NGI0 Discovery, LEDGER, NGI Forward, Think NEXUS, NGI Explorers) and - Identify the business support services that are offered uniquely by TETRA. In this context, the main aim of this document is to elaborate and present the preliminary value proposition of the TETRA project which is comprised by the identified complementarities and the business support services that are offered uniquely by TETRA.
Keywords	Next Generation Internet, TETRA, NGI Business Support Services Landscape, Preliminary Value Proposition of TETRA

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Type of deliverable

- *R: Document, report*

- *DEM: Demonstrator, pilot, prototype, plan designs*

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

- *OTHER: Software, technical diagram, etc.*

- *ETHICS: Ethics requirement*

- *ORDP: Open Research Data Pilot*

EXECUTIVE SUMMARY

This document maps and presents the **NGI business support services' landscape** as well as offers a **preliminary version of the TETRA value proposition** based on the services that will be provided to the third-party beneficiaries of the R&I Actions and C&S Actions projects funded under the H2020-ICT-24-2018-2019 and ICT-31-2018-2019 topics.

Acronym	Title	Sub-topic	Call	Type
Topic: ICT-24-2018-2019: Next Generation Internet - An Open Internet Initiative				
NGI_Trust	Partnership for innovative technological solutions to ensure privacy and enhance trust for the human-centric Internet	i) Privacy and trust enhancing technologies	2018	R&I Action
NGI0-PET	NGI0 - Privacy Enhancing Technologies	i) Privacy and trust enhancing technologies	2018	R&I Action
LEDGER	Decentralized data governance for next generation internet	ii) Decentralized data governance	2018	R&I Action
NGI0-Discovery	NGI0 Discovery	iii) Discovery and identification technologies	2018	R&I Action
NA*	NA*	i-b) Strengthening internet trustworthiness with electronic identities	2019	R&I Action
NA*	NA*	ii-b) Service and data portability	2019	R&I Action
NA*	NA*	iii-b) Open Internet architecture renovation	2019	R&I Action
NGI Forward	NGI Forward	iv) 'Technology Strategy & Policy'	2018	C&S Action
TETRA	Technology harvest & transfer for an Open Internet initiative	v) Technology Harvest & Transfer	2018	C&S Action
Topic: ICT-31-2018-2019: EU-US collaboration on NGI				

Think NEXUS	Think tank for the collaboration on Next Generation Internet between EU-US	Organise workshops and other support activities	2018	C&S Action
NGI Explorers	NGI Explorers	Fellowship programme	2018	C&S Action

* No information is available for the projects funded under the ICT-24-2019 topic is currently available

In this context, this report aims to:

- **Map and analyse** the **NGI business support services landscape** based on two components:

  (i) mapping and presentation of the business support services offered by TETRA in terms of content and beneficiaries targeted and

  (ii) mapping of the business support services offered by other NGI projects, including details on the procedures they follow to identify and select third-party beneficiaries.

- **Identify and document** the **complementarities** in the business support services' landscape of NGI, **between TETRA and the other R&I Actions and C&S Actions**. This will help project partners to fine-tune the NGI business support service offerings towards the third-party beneficiaries and better elaborate on their content, means of provision and timing. On top of that, third-party beneficiaries will have the chance to be introduced to a well-elaborated description of the NGI services, with a view to choose the business support services that fit their needs.

- **Identify and present TETRA unique selling points** namely, the business support services that are offered only by TETRA within the frame of NGI.

- **Present a preliminary value proposition of TETRA** by describing how the project enhances the vision of NGI as regards to business support services while also showcase TETRA suite of offerings towards the third-party beneficiaries.

In order to address these objectives, we followed a **four-step approach** which is comprised of (i) **input received** from TETRA partners, (ii) **input received** from the aforementioned NGI projects, (iii) **insights collected during a dedicated workshop** (held in Brussels, Belgium on 17th July 2019) and (iv) **feedback received from the NGI projects** regarding the identified complementarities in the service provision process as well as the validation and enrichment of the mapping phase.
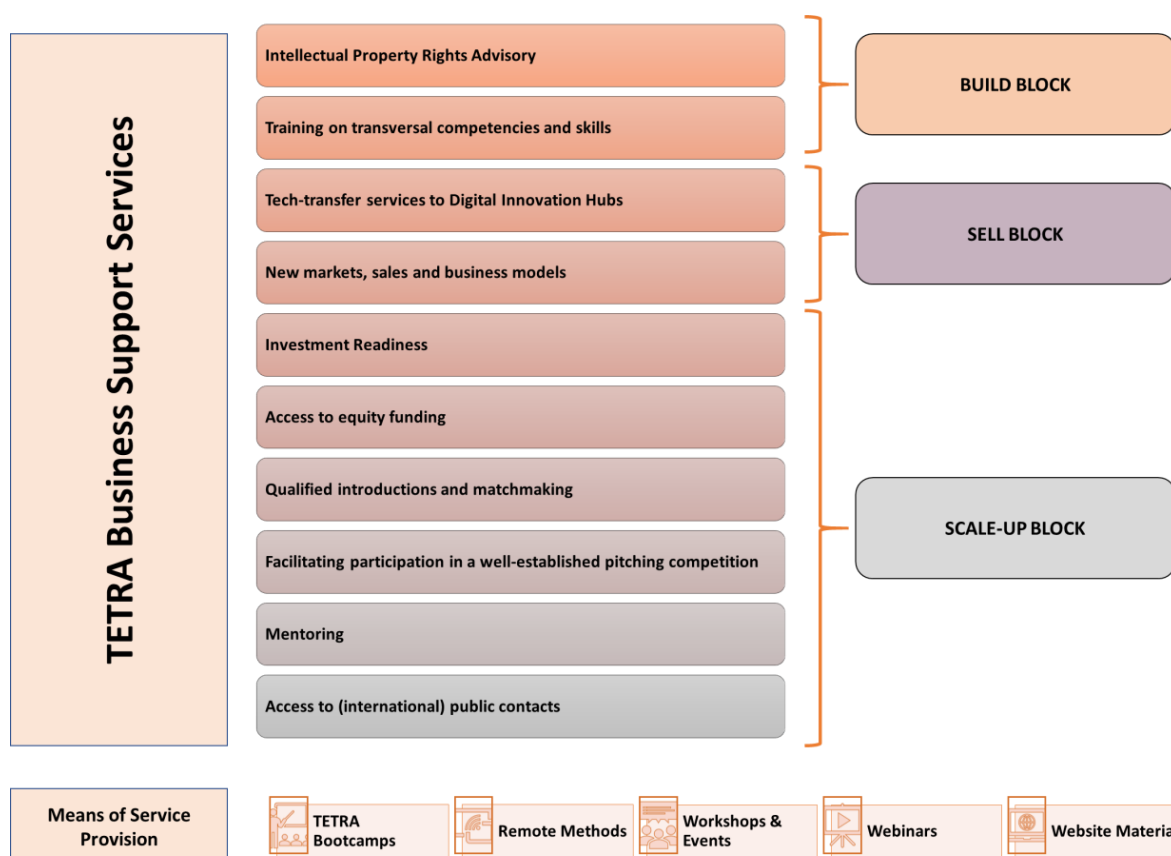
TETRA Business Support Services

Overall, the TETRA business support services cover a wide range of market-driven needs and are structured in three interconnected blocks:

- **BUILD block**: capacity building on managerial and entrepreneurial skills and soft skills.

- **SELL block**: capacity building training programme addressing business development strategy, IPR and access to public and private funding.

- **SCALE-UP block**: providing qualified introductions and matchmaking with the industry and facilitating the participation in well-established pitching competitions.

The corresponding **means of services** provision primarily include:

- **intensive bootcamps** (3-day training events – 6 bootcamps are foreseen);
- **remote methods** (individual sessions through phone calls, web-meetings, pitches, etc.);
- **workshops and events;**
- **webinars** and
- **material on the TETRA website** (videos, documents, presentations, etc.).

In this respect, the **type of business support services** that TETRA offers to the third-party beneficiaries include:

- **Mentoring & Coaching**: Mentoring corresponds to continuous individualised business support while coaching corresponds to a one-time action.

- **Training**: Training refers to skills development (transfer of business skills) addressing a broad spectrum of business topics.

Complementarities in Business Support Services

Regarding the identified complementarities between TETRA and the other NGI projects the analysis revealed that TETRA could complement the provision of the following services:

Intellectual Property Advisory	Training on transversal competences and soft skills	New markets, sales and business models	Investment readiness	Mentoring
LEDGER NGI TRUST NGI0 NGI Explorers	NGI0	LEDGER NGI TRUST	LEDGER	LEDGER NGI TRUST NGI0 NGI Explorers

Remark: *The means and the timings of the services that could be provided commonly by TETRA and other NGI projects will be determined during later stages based on a common framework of actions.*

TETRA Unique Selling Points

- Tech-transfer services to DIHs

- Access to equity funding

- Qualified introductions and matchmaking

- Facilitating participation in well-established pitching competitions

- Access to (international) public contacts

*Based on the above analysis, the **preliminary value proposition of TETRA** is comprised by (i) the **business support services offered uniquely by TETRA** and (ii) the **identified complementarities**, in other words, how TETRA complements the business support services already offered by other NGI projects.*

Important note: The underlying deliverable will fuel the elaboration of the final TETRA value proposition (expected by January 2020) as well as help TETRA partners showcase the initial planning of the projects activities to the third-party

beneficiaries of the NGI projects (R&I Actions and C&S Actions) and highlight any complementarities in the process of business support service provision.

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ABBREVIATIONS

AB	Advisory Board
BMC	Business Model Canvas
C&S Action	Coordination and Support Action
DHI	Digital Innovation Hub
EC	European Commission
IoT	Internet of Things
IPR	Intellectual Property Rights
MVP	Minimum Viable Product
NGI	Next Generation Internet
R&I Action	Research and Innovation Action
RRI	Responsible Research and Innovation
TC&S	Transversal Competences and Soft skills
TRL	Technology Readiness Level

1   INTRODUCTION

The Next Generation Internet (NGI) initiative aims at developing a more human-centric Internet supporting the values of openness, decentralisation, inclusiveness, and protection of privacy while also giving the control back to the end-users, in particular of their data, in order to increase trust in the Internet. This requires more transparent services, more intelligence, greater involvement and participation, leading towards an Internet that is more open, robust, more interoperable and more supportive of social innovation. In doing so, it is important to engage Internet's best innovators in addressing tech opportunities as well as validate and test relevant minimum viable products and services in real market conditions.

To achieve this objective, a dedicated topic is included in the H2020-ICT-2018-2020 work programme (ICT-24-2018-2019 "Next Generation Internet - An Open Internet Initiative") aiming to fund several projects (both R&I and C&S Actions) that will identify 'third-parties' (such as academic groups, researchers, innovators, high-tech start-ups and SMEs and technology developers) having the most promising ideas through short research cycles (open calls). The third-party beneficiaries will pursue specific objectives, while the NGI projects will provide the programme vision, financial/technical/ business support. In addition, 2 C&S Actions are funded under the topic ICT-31-2018-2019 "EU-US collaboration on NGI" aiming to reinforce EU-US cooperation and strategic partnerships in the area of Next Generation Internet.

A well-functioning ecosystem and services available for innovators are crucial in defining the intensity of the economic activity, survival and growth rate of the third-party beneficiaries financed by R&I Actions and C&S Actions. Therefore, third-party beneficiaries are in a need of advice, mentoring and tailored business support services in order to turn their research results into customised marketable products and prepare for success in the market. The Technology harvest & transfer for an Open Internet Initiative (TETRA) will design and deliver a wide spectrum of business support services in order to facilitate the commercialisation of the research results of the third-party beneficiaries of NGI projects.

TETRA is an EU-funded project under the Horizon 2020 Research and Innovation programme that aims to develop and implement a series of activities supporting the third-party beneficiaries to be identified and financially/technically supported by the NGI funded R&I and C&S Actions. More specifically, TETRA aims to address the business support service needs of the third-party beneficiaries of the following NGI projects (Table 1):

TABLE 1: LIST OF NGI PROJECTS (R&I ACTIONS AND C&S ACTIONS)

Acronym	Title	Sub-topic	Call	Type
Topic: ICT-24-2018-2019: Next Generation Internet - An Open Internet Initiative				

NGI_Trust	Partnership for innovative technological solutions to ensure privacy and enhance trust for the human-centric Internet	i) Privacy and trust enhancing technologies	2018	R&I Action
NGI0-PET	NGI0 - Privacy Enhancing Technologies	i) Privacy and trust enhancing technologies	2018	R&I Action
LEDGER	Decentralized data governance for next generation internet	ii) Decentralized data governance	2018	R&I Action
NGI0-Discovery	NGI0 Discovery	iii) Discovery and identification technologies	2018	R&I Action
NA*	NA*	i-b) Strengthening internet trustworthiness with electronic identities	2019	R&I Action
NA*	NA*	ii-b) Service and data portability	2019	R&I Action
NA*	NA*	iii-b) Open Internet architecture renovation	2019	R&I Action
NGI Forward	NGI Forward	iv) 'Technology Strategy & Policy'	2018	C&S Action
TETRA	Technology harvest & transfer for an Open Internet initiative	v) Technology Harvest & Transfer	2018	C&S Action
Topic: ICT-31-2018-2019: EU-US collaboration on NGI				
Think NEXUS	Think tank for the collaboration on Next Generation Internet between EU-US	Organise workshops and other support activities	2018	C&S Action
NGI Explorers	NGI Explorers	Fellowship programme	2018	C&S Action

No information is available for the projects funded under the ICT-24-2019 topic is currently available

In this context, TETRA will offer well-tailored business support services to academic research teams, Internet entrepreneurs and developers, hi-tech start-ups, SMEs,

etc. ensuring the best use of their outcomes. These business support services will be based on the actual needs of the third-party beneficiaries so as to enhance the marketability and facilitate the commercialisation of their innovations.

The **objectives** that are foreseen to be addressed **within the framework of TETRA** are to:

- Assist the third-party beneficiaries in acquiring the competencies needed to bring their innovation to the market through a capacity building programme;
- Develop a vital ecosystem enabling these agents (research teams, Internet entrepreneurs and developers, hi-tech start-ups, etc.) in scaling up their activities.

The current document constitutes the preliminary value proposition of TETRA and maps the NGI business support services that are foreseen to be provided to the third-party beneficiaries. Along these lines, **the objectives of the current document are:**

- Outline the **methodology and approach** applied in order to map the NGI business support services' landscape as well as identify any complementarities among them.
- Map the **business support services** that will be provided to the third-party beneficiaries both by TETRA as well as other NGI projects (R&I Actions and C&S Actions).
- Elaborate an **initial third-party beneficiaries' categorisation** in terms of their exploitation plan and legal form with a view to fuelling the development of the final value proposition of TETRA.
- **Depict any complementarities** in the provision of business support services between TETRA and the other NGI projects.
- Identify and present **the unique TETRA business services** in terms of content and means of service provision.
- Present the **preliminary TETRA value proposition** with respect on how the project enhances the vision of the NGI.

The **structure** of the underlying report is comprised of the following sections:

- **Section 2** describes the **approach and activities followed** in order to (i) conduct detailed mapping of the NGI business support services and (ii) identify the complementarities and characteristics of each service.
- **Section 3** provides a **detailed description** of the **TETRA business support services**, as well as an initial categorisation of the third-party beneficiaries in terms of exploitation plans and legal form.
- **Section 4** documents the **business support services**, details, timing of the calls and selection criteria of the **NGI projects** with a view to supporting the analysis of the NGI business support services' landscape.

- **Section 5** builds on the previous analysis and depicts the NGI business support services' landscape, identifying the **complementarities among TETRA and other NGI projects**. On top of that, the **unique selling points of TETRA** are also highlighted while the **initial value proposition** of the project is presented.

- **Section 6** presents the next steps foreseen for elaborating the final value proposition of TETRA.

Finally, the **Appendix** provides an illustration of the timing of the calls that are foreseen within the framework of the aforementioned R&I Actions and C&S Actions of the NGI.

*The current deliverable aims to provide a structured and timely input to other TETRA tasks as well as to serve as the **preliminary value proposition of TETRA** in order to present the complementarities and unique selling points regarding the business support services that will be offered to the third-party beneficiaries of the NGI projects (R&I Actions and C&S Actions). An elaborated description of the content, means of provision and time plan for the TETRA services will be available by the end of January 2020, where the final value proposition of TETRA will be developed.*

2 APPROACH

This section summarises the methodology that was implemented in order to (i) **map the NGI business support services' landscape** which comprises of the business support services offered by TETRA and those offered by other NGI projects, (ii) **identify the complementarities** that may exist between the business support services offered by TETRA and by other NGI projects, so as to develop a common understanding of the services that will be provided and fine-tune them, based on the needs of the third-party beneficiaries, (iii) **identify the TETRA unique selling points** which refer to the business support services offered uniquely by TETRA and (iv) present the **initial value proposition of TETRA** which is comprised by the identified complementarities and the project's unique selling points. Overall, we can separate the underlying approach into **four interconnected steps** that escalate as follows:

- **Step 1 – Overview of the foreseen TETRA business support services.** Each TETRA partner, who is responsible for a particular service, prepared a short document providing information on (June-July 2019):

  - **Description of the service (WHAT)** so as to elaborate on the scope and objectives of each service.

  - **Partner responsible (WHO)** for providing each of the TETRA business support services to the third-party beneficiaries.[1]

  - **Third-party beneficiaries targeted (TO WHOM)** who are foreseen to receive the underlying service, describing the categorisation of the targeted third-party beneficiaries based on different aspects such as exploitation plans, TRL status of their innovation, maturity level, etc.

  - **Means of service provision (HOW)**, namely the activities under which the TETRA business support services will be provided to the third-party beneficiaries.

- **Step 2 – Overview of the business support services** foreseen or already offered **by the other NGI projects** (R&I Actions and C&S Actions). The information was provided by the respective projects through a structured template in June-July 2019.

- **Step 3 – Open discussion on the NGI business support services** during a dedicated workshop (17 July 2019, Brussels, BE) where representatives from the NGI R&I Actions and C&S Actions attended. The aim was to share information on

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[1] Besides the TETRA partners, a pool of external experts will be created to support the provision of business support services based on the third-parties beneficiaries' specific needs.

the foreseen, under each project, business support services and **identify complementarities** with a view to establish a unified approach towards the third-party beneficiaries. Moreover, during the workshop, input for the identification of the unique TETRA selling points was also gathered.

- **Step 4 - Feedback, comments and input** received from the NGI projects (R&I Actions and C&S Actions) with a twofold aim: (i) **validate and enrich** the information collected during **the workshop** and (ii) **confirm and review** the identified **complementarities** with respect to the provision of business support services.

The described approach is illustrated in Figure 1.

Step 1 – Overview of the foreseen TETRA business support services
- Description of the service (WHAT)
- Partner responsible (WHO)
- Third-party beneficiaries targeted (TO WHOM)
- Means of service provision (HOW)

Step 2 – Overview of the business support services foreseen or already offered by other NGI Projects

Step 3 – Open discussion on the NGI business support services landscape during a dedicated workshop
- Identify complementarities between the business support services offered by TETRA and other NGI projects
- Reveal TETRA 'unique selling points' (business support services that are offered only under by TETRA

Step 4 - Feedback, comments and input received from the NGI projects regarding the preliminary value proposition of TETRA
- Validate and enrich the information collected during the mapping phase
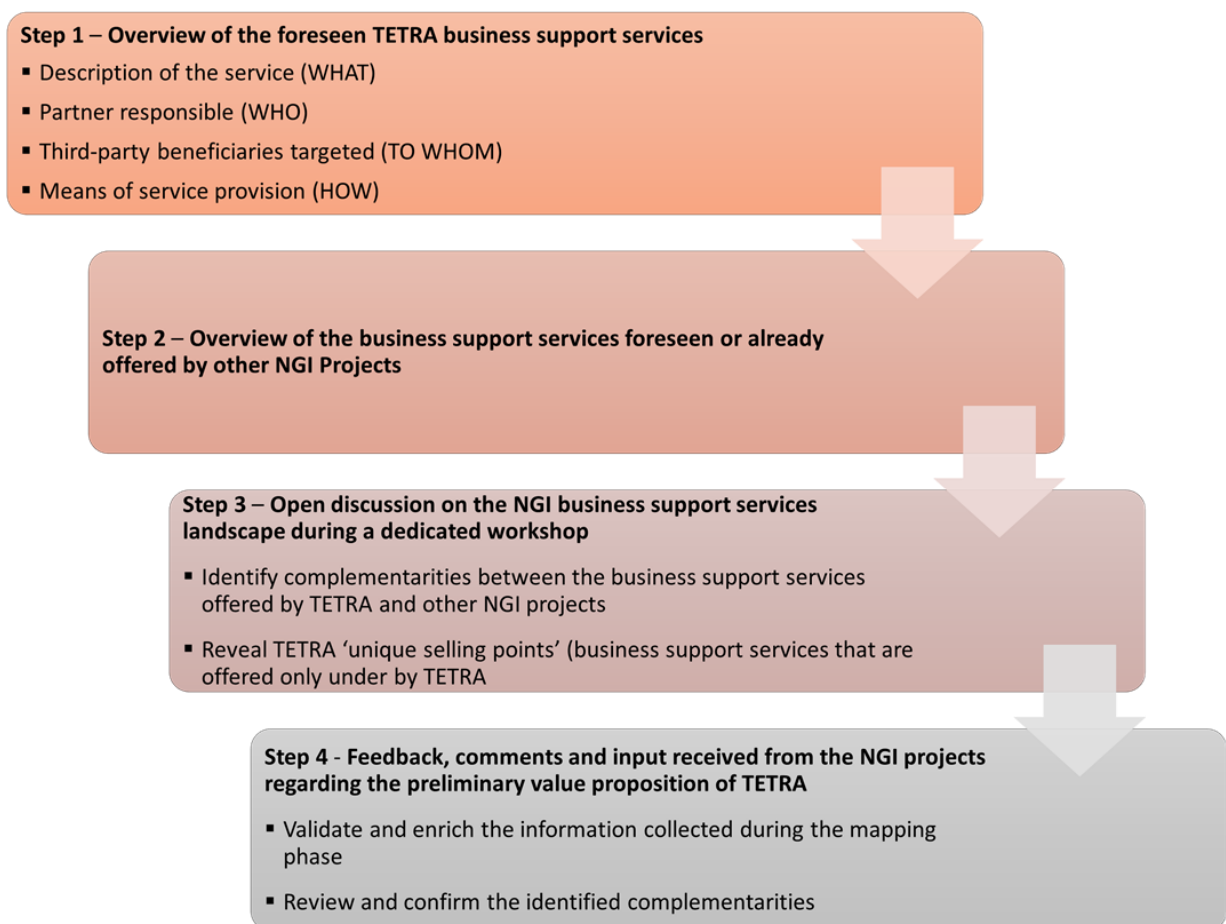- Review and confirm the identified complementarities

FIGURE 1: METHODOLOGICAL APPROACH FOR THE DEVELOPMENT OF THE PRELIMINARY VALUE PROPOSITION OF TETRA

3 OVERVIEW OF TETRA BUSINESS SUPPORT SERVICES

The TETRA business support services are structured into three interconnected blocks namely, the **BUILD block,** the **SELL block** and the **SCALE-UP block**.

- **BUILD block**: capacity building on managerial, entrepreneurial skills and soft skills as well as IPR issues.

- **SELL block**: capacity building training programme addressing business development strategy and tech-transfer to Digital Innovation Hubs (DIHs).

- **SCALE-UP block**: providing qualified introductions and matchmaking with the industry, facilitating the participation in well-established pitching competitions as well as providing training and mentoring on topics regarding access to public and private funding.

The foreseen means of provision for the TETRA business support services are comprised as per the following table.

TABLE 2: MEANS OF TETRA BUSINESS SUPPORT SERVICE PROVISION

Activity	Description
Bootcamps	Bootcamps are foreseen to be organised within the project's lifecycle, in order to offer a set of training sessions and coaching through a dedicated programme that will be adjusted to the needs, preferences and particularities of the third-party beneficiaries based on the TETRA business support services. The first bootcamp will aim to address third-party beneficiaries positioned at lower TRL (under 5) while the second will target higher TRL (above 5). Since there are three funding cycles the total number of the foreseen bootcamps is six.
Workshops / Events	TETRA will (co-)organise workshops and events, or participate in external ones, in order to offer a variety of business support services to the third-party beneficiaries.
Webinars	Several webinars are foreseen within TETRA in order for the third-party beneficiaries to be introduced to investment opportunities, on-line pitching competitions, etc.
Remote Methods	Alternative means of service provision are also foreseen, in order to host remote activities through i.e. on-line meetings, phone calls, etc.

Activity	Description
Material on TETRA website	Relevant material (i.e. videos, documents, presentations, etc.) will be uploaded on TETRA website in order to support the provision of business support services to third-party beneficiaries.

The above information is illustrated in the following figure, along with the underlying means of service provision that are foreseen within the project's lifetime.

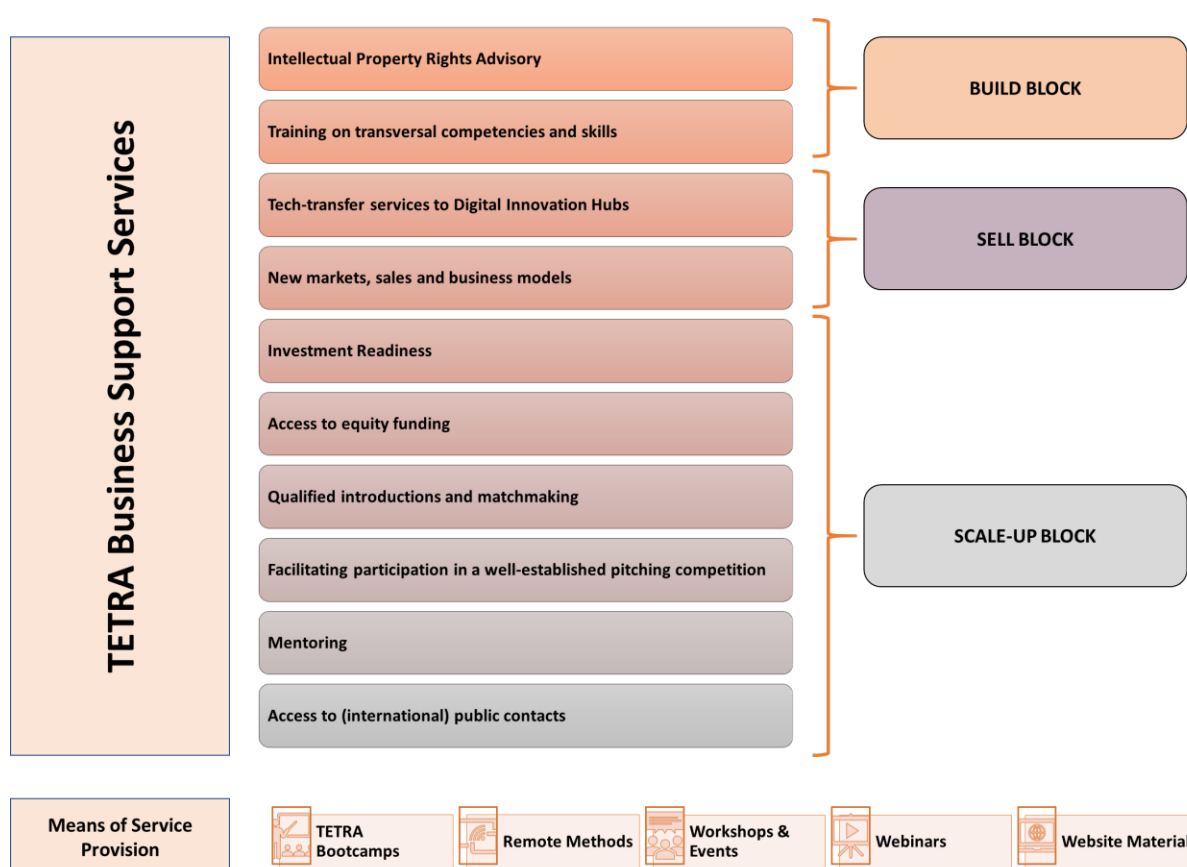FIGURE 2: TETRA BUSINESS SUPPORT SERVICES AND MEANS OF SERVICE PROVISION

The exact matching between the TETRA business support services and the underlying means of service provision will be elaborated at a later stage of the project, based on a plan adjusted to the needs, characteristics and availability of the third-party beneficiaries as well as the particularities of each type of service.

3.1 BUILD BLOCK

3.1.1 Intellectual Property Rights Advisory

Partner Responsible	INSTITUT DE LA PROPRIETE INTELLECTUELLE LUXEMBOURG
Description of the Service	One of the key aspects of successfully running an ICT project is to understand the vital role of developing a sound Intellectual Property (IP) management strategy during the project, including exploitation and dissemination of project's results in the market. However, many of the third-party beneficiaries are lacking IP management skills despite the fact that access to reliable and coherent information regarding IP issues is of utmost importance for them. To this end, TETRA offers first-line advisory on IPR which aims to ensure that the project teams will get their business model correct and help them in managing their projects efficiently and reaching successful commercialisation by considering IP aspects. The ultimate goal is to introduce to the third- party beneficiaries a set of IP management tools that can be utilised so as to adapt each project's approach based on the specificities of each use case. In this respect, the particularities of each project and the underlying business strategy will be meticulously considered. The core activities aim to: • Create awareness on IP issues (especially in the context of ICT projects); • Underline the IP specificities in projects; • Highlight the IP enforcement policies; • Accentuate the significance of IP in business management strategies; • Provide guidance on IP issues according to the national legislation (e.g. patenting/trademarks, etc.). On top of that, third-party beneficiary participants will be informed about relevant IP programmes and contacts in order to get individualised support and linkage to IP programmes, when needed.
Third-party Beneficiaries Targeted	The underlying sessions aim to adapt the IP business support that will be offered, depending on the project's maturity level to the market (TRL). In particular, early-stage projects with low maturity of their product (TRL < 5) will be introduced to the basic framework of IPR (patents, trademarks, designs, copyright). Projects with a higher level of maturity (TRL > 5), will be offered with business support services regarding the IP enforcement

	issues and IP management (e.g. open-source licensing, IP strategy, IP audit, etc.). The topics will be defined and structured according to the business needs of the third-party beneficiaries participants, suggestions from the R&I Actions and C&S Actions (service alignment will be ensured in order not to duplicate the services provided by the R&I Actions and C&S Actions), and the feedback received after each bootcamp.

3.1.2 Training on transversal competences and soft skills

Partner Responsible	FVA SAS DI LOUIS FERRINI & C
Description of the Service	One of the main challenges faced by technological start-ups is their ability to nurture an environment that creates conditions for people to innovate. Within the start-up landscape, procedures are horizontal while roadmaps are continuously redefined. Moreover, most of the newly established ICT projects and start-ups, lack the essential strategic and communication skills so as to find the right partners to work with, expand their network and ultimately enhance their negotiation and communication skills. Hence, TETRA will offer training on Transversal Competencies and Soft skills (TC&S) which will focus on addressing the specific needs of young researchers, outstanding academics, high tech start-ups and technology researching SMEs that constitute the third-party beneficiaries of the underlying NGI projects (R&I Actions and C&S Actions). The module will be composed by gamified, challenging and engaging learning experiences while it will transfer through learning experiences the NGI culture and values. The main topics that will be covered are: • Managerial and entrepreneurial skills; • Soft skills (i.e. leadership, change and innovation management, flexibility/adaptability, proactivity, self-management/self-organization, self-improvement, uncertainty management, critical thinking, full-stack competences, initiative resourcefulness, enthusiasm, curiosity); • Usability, acceptability, and integration of elements to ensure that the innovation is adopted and used; • NGI culture and value (RRI, social innovation, open innovation - Trust, security, respect of privacy - Participative design and bottom-up co-creation, personalized user experience, inclusiveness, and diversity - Ensuring stakeholders engagement). The gamified learning experiences of the TC&S module will be coordinated with other TETRA's training activities and will also serve as an exercise to measure the level of maturity for future mentoring activities.
Third-party Beneficiaries Targeted	Young researchers, outstanding academics, hi-tech start-ups, and technology researching SME's funded by the R&I Actions, independently from their TRL.

3.2 SELL BLOCK

3.2.1 Tech-transfer services to digital innovation hubs

Partner Responsible	VSI STARTUP DIVISION
Description of the Service	In the frame of this service, DIHs that are local to the third-party beneficiaries will be identified and involved in project activities so as to ensure the sustainability of the project teams. More specifically, DIHs help companies to become more competitive with regard to their business/production processes, products or services using digital technologies. Third parties will be able to get support in technological and business development services from DIHs during and after the end of the project. These DIHs are expected to provide at the regional level, among others, the following services: • Awareness-raising around digital technologies; • Innovation scouting; • Digital maturity assessment; • Business development services; • Matchmaking; • Access to finance; • Access to research infrastructure; • Access to collaborative research. In this context, both training sessions, as well as mentoring, is foreseen to be delivered to the third-party beneficiaries of the R&I Actions and C&S Actions.
Third-party Beneficiaries Targeted	The third-party beneficiaries that will receive the tech-transfer services to digital innovation hubs, will be comprised of all beneficiaries of each open call selected for bootcamps.

3.2.2 New markets, sales and business models

Partner Responsible	BIC BRATISLAVA SPOL SRO
Description of the Service	The majority of the third-party beneficiaries need market-driven solutions and services so as to enhance the exploitation potential of their results. To this end, TETRA will offer well-tailored business modelling services so as for third-party beneficiaries to effectively apply the methodology of the Business Model Canvas (BMC) in order to showcase their product. In particular, the foreseen services concern introduction to theory and practical issues of:

	• Business modelling; • New markets, sales, and marketing (market & competition analysis, going international, commercialisation strategy, sales and distribution networks, customer acquisition methods); • Other services based on the needs' analysis of third-party beneficiaries.
Third-party Beneficiaries Targeted	The third-party beneficiaries that will receive the access to equity funding service, will be comprised of all beneficiaries of each open call selected for bootcamps and individual mentoring.

3.3 SCALE-UP BLOCK

3.3.1 Investment Readiness

Partner Responsible	CIVITTA EESTI AS
Description of the Service	Access-to-finance is a well-known problem that hinders the business development and growth of many European SMEs, especially the innovative ones. In fact, most of the innovative projects might face barriers in attracting the required funding in order to scale-up their businesses. TETRA is offering a set of investment readiness business support services which will introduce the third-party beneficiaries of the NGI projects to various forms of external funding from the private and public market. In this way, each selected project will be supported in scaling its business activities and increase its investment readiness as well as facilitate connection with investments, technology transfer, and accelerator infrastructures. In this context, three categories of investment readiness services will be provided, namely: **Fundraising training** which aims to address early-stage projects and SMEs who can only present team and business concept to potential investors. Along these lines, funding options which are available will be outlined so as beneficiary projects will have the chance to attain an understanding of the expectations of private investors (Venture Capitals and Business Angels) and the benefits of involving private capital in their growth process. **Follow-up on investment opportunities** where the main target group consists of teams that are planning to raise follow-up investment from the private market. In this respect, targeted information will be provided on investment opportunities, actions, and documents as well as methods on facilitating contacts with relevant investment opportunities. This will include: • Developing investor pitch decks;

	• Pitching to investors;
	• Choosing the correct investor according to your company's development stage, understanding investor strategies;
	• Exit strategy sessions;
	• Investor reporting.
	Public funding where this service refers to the provision of information regarding various public funding opportunities such as:
	• Training on SME instrument proposal preparation;
	• Training on local opportunities, including European structural and investment funding;
	• Mapping and monitoring activities on main local funding programmes.
Third-party Beneficiaries Targeted	The third-party beneficiaries that will be targeted will be comprised of earlier stage companies, who can only present team and business concept to potential investors (fundraising training) as well as teams that are planning to raise follow-up investment from the private market (for the follow-up investment opportunities and the public funding services).

3.3.2 Access to Equity Funding

Partner Responsible	BIC BRATISLAVA SPOL SRO
Description of the Service	TETRA is offering a battery of theoretical and practical guidance to third-party beneficiaries including: • Basics of structuring equity; • Role of equity in financing structure; • Founders and investment agreement; • Financial portfolio preparation; • Legal issues. Moreover, based on the needs' analysis of the third-party beneficiaries, the underlying business support services will be fine-tuned based on the demand-driven needs of the third-party beneficiaries.
Third-party Beneficiaries Targeted	The third-party beneficiaries that will receive the access to equity funding service, will be comprised of beneficiaries of each open call that are selected for participating in the TETRA bootcamps and receive individual mentoring.

3.3.3 Qualified Introductions and Matchmaking

Partner Responsible	EUROPEAN STARTUP NETWORK
Description of the Service	Third-party beneficiaries might not always be able to identify the most appropriate corporates and investors who will eventually, provide them with adequate financing so as to encourage growth and business development. In the context of qualified introductions and matchmaking beneficiary parties will be able to scan and identify potential matches based on specific criteria, host 1 on 1 call with a view to facilitating common assessment and 2-way information exchange. Moreover, beneficiaries will be able to participate in the event in order to enhance matchmaking procedures with other relevant stakeholders.
Third-party Beneficiaries Targeted	Several of the selected third-party beneficiaries are foreseen to benefit from the qualified introductions and matchmaking service.

3.3.4 Facilitating participation in a well-established pitching competition

Partner Responsible	EUROPEAN STARTUP NETWORK
Description of the Service	TETRA has the expertise and experience to facilitate participation of beneficiaries in well-established pitching competitions. This service involves assisting the beneficiaries in preparing their pitches, acquire proper information and identify relevant competitions as well as liaise with event organisers. Via well-established competitions, third-party beneficiaries will receive key benefits including exposure, validation, and funding. Winners will often be rewarded with vital capital. In addition, if successful, this funding often comes without having to sacrifice equity or other limitations, giving it an added value when compared to other sources of funding. The track record of competition-winning start-ups is mixed. Winning alone is not a guarantee of success. But the early exposure and attention these companies achieve can be considered a viable path to success.
Third-party Beneficiaries Targeted	Several of the selected third-party beneficiaries are foreseen to be benefited from their participation in well-established pitching competitions.

3.3.5 Mentoring

Partner Responsible	VSI STARTUP DIVISION
Description of the Service	In the context of mentoring, 40 third-party beneficiaries will receive with personalised mentoring and coaching support. To this end, 25 mentors who are experts in innovation, business development and commercialisation from a variety of ICT-areas and areas benefitting from ICT will be selected. Each mentor is expected to cover on average 4 topics with the project team.
	Each project team is going to benefit from 20 hours of mentoring either face-to-face during the TETRA bootcamp or through individual coaching sessions which will be held through on-line means. There will be 3 types of mentorship: • Mentoring from senior entrepreneurs; • Reverse mentoring with corporate managers; • Ecosystem mentoring.

Third-party Beneficiaries Targeted	In the frame of the TETRA mentoring, 40 selected third-party beneficiaries of the R&I Actions and C&S Actions will receive mentoring.

3.3.6 Access to (international) public contacts

Partner Responsible	PEDAL CONSULTING SRO
Description of the Service	The third-party beneficiaries of the NGI projects will be able to receive training and mentoring regarding the identification and exploitation of public tenders. In particular, beneficiaries will be introduced on how to find suitable partners and tenders abroad, prepare their bids and set winning prices. In addition, evaluation and contracting will be part of the services offered. Procurement rules often vary depending on the country, legal environment, and nature of the entity. Parties interested in participating in tender-related to their activities often face the challenges since they cannot find a relevant tender, they do not speak the language, they do not understand the specifications, too much paperwork to fill in, they do not know the pool of their competitors. This course will help third-party beneficiaries to understand how to overcome these barriers when bidding for public contracts. The course consists of the following modules: - What is public procurement? Tendering abroad, why not? - How to search for public tenders; - Tenders: Am I eligible? - Finding a partner to a consortium; - Public procurement regulation and specifications; - Things to consider before preparing a bid-offer; - What to take into account when submitting the financial offer? - How to fill in tender documents? - What can you do when you run into language barriers? - Pros and cons of doing business with governments.
Third-party Beneficiaries Targeted	Beneficiaries of all the calls are welcomed. In the case of limited capacities, the preference will be given to the teams whose products or service reached higher TRL. If needed, the modules above will be grouped into two categories, according to the TRL achieved.

3.4 THIRD-PARTY BENEFICIARIES CATEGORIZATION

The initial analysis of third-parties revealed the substantial differences between the potential beneficiaries of TETRA services. The target groups of the R&I Actions and C&S Actions differ not only by their overall goals and targets but by their purpose and legal form too.

TETRA will provide **business support services** and a part of them might not be relevant to individuals or NGOs that are not seeking commercialization of their activities and have no business interest. Therefore, potential beneficiaries will be categorized by answering two questions:

1. Are you a business?

2. Would you like to become a business?

Based on the answers third-party beneficiaries will be categorized into three groups (see Table 3).

TABLE 3: THIRD-PARTY BENEFICIARIES CATEGORISATION

Categorization	Who?
Not a business and does not want to be business	Researcher, NGO, hobbyist, open-source contributor, freelancer, etc.
Not a business but wants to become business	Researcher, developer, entrepreneur, etc.
Is already a business	Startups and SMEs

Each categorized group will be offered with a customized list of TETRA services as a **tailored value proposition**.

4 BUSINESS SUPPORT SERVICES OFFERED BY OTHER NGI PROJECTS

This section summarises the business support services that are planned to be offered within the NGI landscape by the other NGI projects (R&I Actions and C&S Actions). In this respect, a description of the underlying business support services (when applicable) was provided by the respective project and elaborated individually covering the following aspects:

- Project description;

- Details and timings of the calls (see also the Figure 4 in Appendix);

- Selection criteria and third-party beneficiaries;

- Business support services that are foreseen.

4.1 NGI TRUST

Project Title	Partnership for innovative technological solutions to ensure privacy and enhance trust for the human-centric Internet
Topic / sub-topic	ICT-24-2018 - i) Privacy and trust enhancing technologies
Type of project	R&I Action
Project description	NGI TRUST aims to support the development of a human-centric Internet by developing a stronger European ecosystem of researchers, innovators, and technology developers in the field of privacy and trust enhancing technologies. In this respect, the four main objectives of NGI TRUST are: • Reinforce, structure and develop the community of researchers, innovators, and technology developers in the field of privacy and trust enhancing technologies; • Build on the state of the art in privacy and trust enhancing technologies: focusing support for third-party beneficiaries in a limited number of priority topics; • Improve user trust and acceptance of emerging technology: using applications and solutions to develop a more open and reliable Internet and strengthen Internet Governance; • Foster the exploitation and commercialisation of the results of selected third-party beneficiaries through a tailored process of coaching and mentoring. **Themes Addressed**

Project Title	Partnership for innovative technological solutions to ensure privacy and enhance trust for the human-centric Internet
	• Technical innovation in **privacy-enhancing technologies**, such as cryptography, federated identity, security and privacy for Internet of Things (IoT), distributed ledgers and privacy-enhancing data transports and data at rest; • **Ethical aspects**, such as ways to use AI/ML/neural networks to serve the user's interests, legal and best practices for policymakers to consider, impact of profiling and mass surveillance; • **Bootstrapping** trust at the protocol level, to maintain a decentralized Internet Infrastructure, for the establishment of trust, privacy (and security) between end-users and services; • Ways for **users to make more informed decisions** on the relevance of information that they are asked to disclose when accessing services.
Details and timing of the calls	In total, 3 different calls are foreseen where 18 beneficiaries will be funded under each call, making them 54 in total.[2] Already, 18 beneficiaries have been funded from the first call that closed in April 2019 while the expected start date of the projects is approximately in July 2019. Moreover, the second call is scheduled to be opened in October 2019 and be closed on November 2019 while the third call will be closed by April 2020. The duration of the projects will be up to 12 months and the maximum award to any single third-party beneficiary will be €200,000 over the lifetime of the NGI TRUST project.
Selection of the third-party beneficiaries	NGI TRUST calls are open to individuals or organisations such as: • Researchers and developers (holding a master's degree or higher) employed in third-level education institutes, research infrastructures, non-profit organisations and charitable (scientific) foundations and public research centres; • Internet technologists and innovators, privacy and trust specialists and action groups; • Organisations/companies with relevant privacy and trust cases or concerns in specific sectors or 'verticals' (fields such as health, etc.); • Micro, small and medium-sized enterprises working on Internet or and other related technologies.

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[2] It is worth noting that every third-party applicant is at a different stage of business maturity while NGI TRUST has a small idea of the 3rd party's exploitation plan (after the end of the funding).

Project Title	Partnership for innovative technological solutions to ensure privacy and enhance trust for the human-centric Internet
Business support services foreseen	• **Technical coaching**: The consortium provides technical coaching to the selected projects by accompanying them in the solution concept validation and development processes. NGI Trust assists in the incorporation of interdisciplinary expertise in the entirety of development. NGI Trust also provides projects with software supported interdisciplinary development tool that will assist them in attending to socio-economic, usability, and security needs. • **Mentoring for results exploitation**: NGI Trust will help projects define the needed exploitation activity KPIs to ensure constant progress and sense of direction. The mentoring will guide them in how to better define the business models of the solution, e.g. using the Osterwalder Business Canvas. Further, brokerage event possibilities searching for investment opportunities will also be brought to the projects. • IPR **management and advice**: The consortium will develop a guidance note to projects on IPR protection for Internet-based products and services and deliver dedicated webinars on IPR practice and methods. The webinars will cover a number of topics such as developing an effective IP protection process when operating in a research-intensive environment or how to adopt an IP perspective for innovators. • **Project cluster learning workshops**: The cluster learning workshops will bring together small groups of projects (5-10) working on similar or inter-related topics to explore opportunities for joint development work or future follow-on projects or exploitation. The exact activities for the provision of business support services, within the umbrella of NGI TRUST, are not known exactly currently, thus, TETRA will be in close communication with the project so as to map the underlying activities.

4.2 NGI0 PET

Project Title	NGI0- Privacy Enhancing Technologies
Topic / sub-topic	ICT-24-2018 - i) Privacy and trust enhancing technologies
Type of project	R&I Action
Project description	NGI0 provides grants to individual researchers and developers as well as small teams to work on important new ideas and technologies that contribute to the establishment of the NGI. Within the Next Generation Internet initiative, NGI0 coordinates several NGI R&I Actions. Notably, NGI0 Discovery (Next Generation Search and Discovery) and NGI0 PET (Privacy & trust enhancing technologies). Mostly, the NGI0 umbrella of provided services emphasises nurturing some technical aspects of the projects such as accessibility, secure software best practices, security scan, software packaging and standardisation among others. __Themes Addressed__ • Privacy protection; • Personal data governance; • Trustworthy technology; • Granular disclosure control; • Empowerment; • Need for confidentiality.
Details and timing of the calls	As of now, 63 projects have been funded under the NGI0 PET scheme. NGI0 PET aims to address third-party beneficiaries that seek between €5.000 and €50.000 - with the potential to scale them up if there is proven potential. By 2021, NGI0 PET and NGI0 Discovery will award €5.6 million each in small to medium-size R&D grants towards __privacy and trust enhancing technologies__ and improving search and discovery respectively. The calls that have completed so far, are as follows: • 1st call: February 1st – April 1st 2019, 32 beneficiaries selected. • 2nd call: April 1st – June 1st 2019, 23 beneficiaries selected. • 3rd call: June 1st – August 1st 2019, 8 beneficiaries selected so far.
Selection of the third-party beneficiaries	There are no categorical exclusions of persons who may not receive support from NGI0. TRL criteria are not taken into account regarding the selection of the beneficiaries. Releasing software, hardware and content under open licenses, and the application of open standards where possible are transversal

Project Title	NGI0- Privacy Enhancing Technologies
	requirements for all of the underlying projects. The selection criteria for the projects are as follows: • Technical excellence/feasibility (30%); • Relevance/Impact/Strategic Potential (40%); • Cost-Effectiveness/Value for Money (30%).
Business support services foreseen	• **Mentoring** (1 of 2 mentor organisations to be selected by third-party): This service will target all selected beneficiaries. It will help third-party beneficiaries to make connections inside/outside NGI ecosystem, build communities and become more sustainable while mainly remote means of provision are foreseen.

4.3   NGI0 DISCOVERY

Project Title	NGI0 Discovery
Topic / sub-topic	ICT-24-2018 - iii) Discovery and identification technologies
Type of project	R&I Action
Project description	NGI0 provides grants to individual researchers and developers as well as small teams to work on important new ideas and technologies that contribute to the establishment of the NGI. Within the Next Generation Internet initiative, NGI0 coordinates several NGI R&I Actions. Notably, NGI0 Discovery (Next Generation Search and Discovery) and NGI0 PET (Privacy & trust enhancing technologies). Mostly, the NGI0 umbrella of provided services emphasises nurturing some technical aspects of the projects such as accessibility, secure software best practices, security scan, software packaging and standardisation among others. Themes Addressed • Transparency; • Information control; • Openness; • Autonomy; • Resilience; • Community building; • Privacy protection.

Project Title	NGI0 Discovery
Details and timing of the calls	As of now, 37 beneficiaries have received financial support 37 from NGI0 Discovery. Both NGI0 PET and NGI0 Discovery aim to address third-party beneficiaries that seek between €5.000 and €50.000 - with the potential to scale them up if there is proven potential. The calls that have completed so far, are as follows: • 1st call: February 1st – April 1st 2019, 20 beneficiaries selected. • 2nd call: April 1st – June 1st 2019, 10 beneficiaries selected. • 3rd call: June 1st – August 1st 2019, 7 beneficiaries selected so far.
Selection of the third-party beneficiaries	There are no categorical exclusions of persons who may not receive support from NGI0. TRL criteria are not taken into account regarding the selection of the beneficiaries. Releasing software, hardware and content under open licenses, and the application of open standards where possible are transversal requirements for all of the underlying projects. The selection criteria for the projects are as follows: • Technical excellence/feasibility (30%); • Relevance/Impact/Strategic Potential (40%); • Cost-Effectiveness/Value for Money (30%).
Business support services foreseen	• **Mentoring** (1 of 2 mentor organisations to be selected by third-party): This service will target all selected beneficiaries. It will help third-party beneficiaries to make connections inside/outside NGI ecosystem, build communities and become more sustainable while mainly remote means of provision are foreseen.

4.4 LEDGER

Project Title	Decentralized data governance for next generation internet
Topic / sub-topic	ICT-24-2018 - ii) Decentralized data governance
Type of project	R&I Action
Project description	LEDGER is an EU-funded project which empowers third-party beneficiaries to solve problems using decentralized technologies such as blockchain, peer to peer or distributed ledger technologies. Its goal is to make data a common good owned by citizens where the wealth created by data-driven platforms is equally distributed. To achieve this, LEDGER promotes and supports the creation of Minimum Viable Products (MVPs) where privacy by design, openness, and data governance are at the core of their proposition. The themes addressed are the following: • Human-centric solutions; • Open Source; • Data Sovereignty; • Privacy by Design; • Reliability; • Trustworthiness.
Details and timing of the calls	Within the framework of LEDGER, 32 third-party beneficiaries, in total, are expected to receive funding while business support towards them is foreseen for one year. So far, 16 third-party beneficiaries have been selected from the 1st LEDGER open call that opened in February 2019 and closed in April of the same year. Another 16 third-party beneficiaries are expected to receive funding in the context of the 2nd LEDGER open call, which is foreseen to open on November 2020 and close on January 2020. In its first open call, the project selected 16 proposals in the domains of: • Human-centric Solutions for the Health Sector; • Decentralized Data Governance for the Real Economy; • Decentralized Mobility as a Service; • Technological Sovereignty to Enhance the Quality of Public Services; • The Internet of Energy and Sustainability to Structurally Respect the Environment; • Open Innovative Projects for Decentralized Data Governance. The selected companies will go through a 9-month customised venture builder programme receiving up to €150K in funding,

Project Title	Decentralized data governance for next generation internet
	and the best 8 will be offered an additional €50K and will get in a business-focused programme of 3 months.
Selection of the third-party beneficiaries	The proposals can be composed of either 1 to 2 legal persons (SMEs, research organisations and foundations) with a team comprised of at least 3 profiles (researcher, developer, business/development entrepreneur) or minimum 3 natural persons (at least a researcher, developer and business development/entrepreneur). All teams must be legally established in an EU member state or in Associated Countries. On top of that, beneficiaries shall develop technology transfer experiments that have to be based in research components, relevant for the topic of Privacy-by-Design, Distributed Data Governance and consisting in development, test and validation of technical and economic viability of MVP or Service. The results of these bottom-up projects should be compliant with Open Licences while the targeted projects will be positioned in a mid-range TRL maturity (varying from 4 – 6).
Business support services foreseen	• **Business mentoring** so as to prepare an outline and framework for each company to develop from inception to offering a viable product on the market; • **Research in residence services** for supporting selected teams throughout the programme where continuous technical support will be provided; • **Business ignition and fundraising support** to raise further investments for the best teams in the class. In this context, LEDGER aims also to provide business & fundraising mentoring as well as validation of the business plans of the third-party beneficiaries; • **Exploitation and sustainability support services**, to develop ways to ensure the LEDGER project can continue beyond the EC funding, and the projects can operate independently; • **External experts' voucher**, where the beneficiaries can access a pool of selected experts with a wide range of expertise to support their projects.

4.5 NGI FORWARD

Project Title	NGI Forward
Topic / sub-topic	ICT-24-2019 - iv) 'Technology Strategy & Policy'

Project Title	NGI Forward
Type of project	C&S Action
Project description	NGI Forward, a three-year project under NGI which commenced on January 2019, is tasked with helping the European Commission to set out a strategy, as well as a policy and research agenda for the years ahead. NGI Forward's work focuses on four key areas of activity, which together will form the 'engine' of the project: the identification of key topics, consultation, policy and research, and stakeholder engagement. The focus areas of the NGI Forward are comprised of: • Continuous identification of key topics and stakeholders; • Developing research and policy roadmaps; • Harnessing collective intelligence through consultation and semantic social media analysis; • Stakeholder engagement.
Details and timing of the calls	No open calls are foreseen in the frame of NGI Forward.
Selection of the third-party beneficiaries	No open calls are foreseen in the frame of NGI Forward.
Business support services foreseen	-

4.6 THINK NEXUS

Project Title	Think tank for the collaboration on Next Generation Internet between EU-US
Topic / sub-topic	ICT-31-2018 - Organise workshops and other support activities
Type of project	C&S Action
Project description	Think NEXUS aims to reinforce EU-US collaboration, through its dedicated Think Tank, involving major stakeholders (researchers, entrepreneurs, policymakers) from both sides of the Atlantic on NGI-related thematic in three Focus Areas: Science and Technology, Innovation and Entrepreneurship and Policy. Its mission is to become an important and lasting entity, involving stakeholders and disseminating NGI visions in a collaborative approach for tackling NGI challenges, and benefit society at large. More specifically, Think NEXUS is expected to **boost the strategic research**, **industrial partnerships** and **policy compliances** among the respective communities of the NGI areas and thus, result in substantial socio-economic benefits in both the EU and US regions.
Details and timing of the calls	No open calls are foreseen in the frame of Think NEXUS.
Selection of the third-party beneficiaries	No open calls are foreseen in the frame of Think NEXUS.
Business support services foreseen	-

4.7 NGI EXPLORERS

Project Title	NGI Explorers
Topic / sub-topic	ICT-31-2018 - Fellowship programme

Project Title	NGI Explorers
Type of project	C&S Action
Project description	NGI Explorers is a program to launch Europe's best Internet talent into expeditions to the US. It provides the means that will support EU Explorers – top researchers and innovators – to gain the skills, build the networks and find the sustainability necessary to catalyse the impact of their disruptive ideas, NGI concepts or product-oriented research activities. The Program will invest US$ 1+M to spur 40+ top-notch European Explorers over a 3-year period (January 2019 – December 2021). The programme brings the opportunity to connect with an unrivalled environment of excellence, and a flourishing community of Explorers with multiple backgrounds and the potential to become drivers of change for the NGI, and the opportunity to create synergies with other like-minded participants to share experiences, collaborate and even create new partnerships. The programme will address the following focus areas: • Artificial Intelligence; • Blockchain; • Big Data; • Internet of Things; • 5G; • Cybersecurity; • Cloud/Edge Computing; • Interactive Technology; • Future Hyper-Connectivity; • Human-centric Internet.
Details and timing of the calls	The project will offer over €1 million to support 40+ 'explorers' throughout 3 years, where 3 calls are foreseen in total. The first call will be closed by July 2019 and the evaluation of the third-party beneficiaries will take place until September 2019 while their immersion is expected by the end of November 2019. The expedition of the third-party beneficiaries to the US will be conducted in January 2020. The second call of the NGI Explorers project is foreseen to be closed by March 2020 while the third by November 2020. In addition, the total number of third-party beneficiaries that are foreseen in the context of NGI Explorers are approximately 35 – 45 (10-15 per open call).
Selection of the third-party beneficiaries	For researchers and innovators who are specialised in working on NGI topics. More specifically, the program supports two candidate profiles:

Project Title	NGI Explorers
	• **Researchers**: Holding a master's degree or higher who are employed in third-level education institutes, research infrastructures, non-profit organisations, scientific foundations and public research centres. • **Innovators**: Internet technologists representing high-tech start-ups, SMEs, mid-cap businesses working on Internet and other related technologies. The selected applicants (Explorers) for the 1st open call must be employees of an entity of one of the following types: • **Universities**: Tertiary education and research institutions. • **Research centres**: Public and private institutions for basic and applied research. • **Mid-caps**: Middle capitalisation companies (between 250 and 3,000 employees). • **SMEs**: Small and medium-sized enterprises established in an EU Member state or H2020 associated country • **Start-ups**: When there is not a constituted SME, the applicant may belong to a group of 2 to 4 individuals, legally established in an H2020 eligible country. Applicants can participate in the program through 3 different approaches namely open ideas, challenge and paired teams.
Business support services foreseen	• **Mentoring**: Explorers will be assigned a coach to give direct support and spur them throughout their expeditions. This Mentor will be the direct link between the Explorer and the Programme and will have the responsibility to guide, provide feedback, motivate, understand and challenge the Explorer. • **Technology transfer insights**: Support on technology protection and training on marketing initiatives to facilitate the adoption and market uptake of the Explorers expedition results. • **NGI Explorers Alumni Program**: A close-knit community of past and present Explorers, providing an on-line meeting environment and dedicated communication tools for networking, discussion, and knowledge transfer. • **Training and coaching**: Topics will include the NGI vision, introduction to business development and modelling, Lean start-up methodology, marketing communication, agile methodologies, business model canvas and pitch training. • **Fund-raising**: Prospection of public and private funding sources, due-diligence, metrics and connections with investors (corporates, VCs). Opportunities for public and private funding schemes and business development will be analysed for the most promising ideas.

Project Title	NGI Explorers
	• **NGI Explorers ecosystem**: Access to the NGI Explorers ecosystem of partner organizations, researchers, innovators and other key stakeholders from research, academia and the corporate world via the NGI Explorers Consortium's own contact network and the NGI global communication and dissemination framework.

4.8   POTENTIAL BENEFICIARIES OF THE TETRA BUSINESS SUPPORT SERVICES

Based on the selection criteria of NGI R&I Actions and C&S Actions regarding the corresponding third-party beneficiaries as well as the analysis of the target groups to be funded, the following table outlines the potential "clients" of the TETRA business support services. In this respect, the service provision of TETRA will try being well-tailored and fine-tuned so as to take into account the needs and particularities of the underlying segments of third-party beneficiaries.

TABLE 4: POTENTIAL BENEFICIARIES OF THE TETRA BUSINESS SUPPORT SERVICES

Beneficiaries / NGI Project	Natural Persons				Legal Persons				
	Researchers	Developers	Entrepreneurs	Internet Technologists/Innovat	Research Organisations/Centres .Foundations	Universities	SMEs (startups, scaleups, etc.)	Mid-cap Businesses	Organisations/Compa nies (Other not specified)
LEDGER	✔	✔	✔		✔		✔		
NGI TRUST		✔		✔	✔		✔		✔
NGI0 PET	There are no categorical exclusions of persons who may receive support from NGI0-PEDT and NGI0 DISCOVERY								
NGI0 DISCOVERY									
NGI EXPLORERS	✔			✔	✔	✔	✔	✔	

Note: In the context of NGI Forward and Think NEXUS, financial support towards third-party beneficiaries is out of scope of the projects and therefore, there is no information on a specific categorisation of their third-party beneficiaries.

5 NGI BUSINESS SUPPORT SERVICES MAPPING

5.1 OVERALL LANDSCAPE

This section outlines the business support services that will be offered the third-party beneficiaries, within the umbrella of the NGI, serving a twofold scope: (i) To **map and analyse the existing complementarities** between TETRA and the rest of the NGI projects and (ii) To **identify and present the TETRA unique selling points** in terms of business support services with a view to develop and bullet-proof the initial TETRA value proposition.

The vision of the NGI and TETRA initial value proposition

The vision of the NGI initiative is to shape the future Internet as an interoperable ecosystem that embodies the values of openness, inclusivity, transparency, privacy, cooperation and protection of data. In doing so, NGI offers:

- Funding to support the involvement of the best Internet researchers and innovators to address technological opportunities;
- Technical support as well as business support services, with a view to nurturing and commercialising the innovation that will be created.

To this end, based on the detailed mapping of the business support services carried out under TETRA, Table 5 summarises the business support services that are offered by TETRA and the other NGI projects along with the corresponding mean of service provision (bootcamps, remote methods, workshops, etc.). This serves the following goals:

1. **Showcase the added value** stemming from TETRA to the NGI business support services' landscape.

2. Provide the grounds to **fine-tune TETRA services**, with the business support services already offered by other NGI projects.

3. **Inform third-party beneficiaries** of the various activities that will be provided by the NGI projects along with the corresponding **means of service provision** (bootcamps, remote methods, workshops, etc.).

4. **Identify the complementarities** (Section 5.2) and the **unique selling points** of TETRA (Section 5.3) when it comes to business support services.

TABLE 5: MAPPING OF THE NGI BUSINESS SUPPORT SERVICES' LANDSCAPE

HOW / WHAT	Training events (Bootcamps, etc.)	Remote methods*	Workshops/Events	Mentoring Sessions**	In-Residence Support
IPR Advisory	TETRA NGI Explorers	TETRA NGI TRUST NGI0	-	-	LEDGER
Training on transversal competences and soft skills	TETRA NGI0***	TETRA NGI0***	TETRA	-	-
Tech-transfer services to DIHs	TETRA	-	TETRA	TETRA	-
Access to equity funding	TETRA	TETRA	-	TETRA	-
New markets, sales and business models	TETRA NGI TRUST***	TETRA LEDGER NGI TRUST	-	TETRA	-
Fundraising training	TETRA	TETRA LEDGER	-	-	-
Follow-up investment opportunities	TETRA	TETRA LEDGER	-	-	-
Public Funding	TETRA	TETRA LEDGER	-	-	-
Qualified Introductions and Matchmaking	-	TETRA	TETRA	-	-
Facilitating participation in well-established pitching competitions	-	-	TETRA	-	-
Mentoring	TETRA LEDGER	TETRA LEDGER NGI0	-	TETRA LEDGER NGI TRUST NGI Explorers	-

HOW / WHAT	Training events (Bootcamps, etc.)	Remote methods*	Workshops/Events	Mentoring Sessions**	In-Residence Support
Access to (international) public contracts	TETRA	TETRA	-	TETRA	-

* Several activities are foreseen such as webinars, individual sessions through phone calls, web-meetings, developing on-line materials, pitches, etc.
**Could be delivered through on-line means.
*** Means of service provision not known yet.

The preliminary value proposition of TETRA is comprised by two interconnected elements: (a) the business support services that are uniquely offered by TETRA, as well as (b) the identified complementarities in the business support services of NGI. The following figure illustrates the derivation of the TETRA preliminary value proposition.

(a) TETRA Unique selling points
Business support services offered uniquely by TETRA

(b) Complementarities
How TETRA complements the business support services already offered by other NGI projects

Preliminary Value Proposition of TETRA
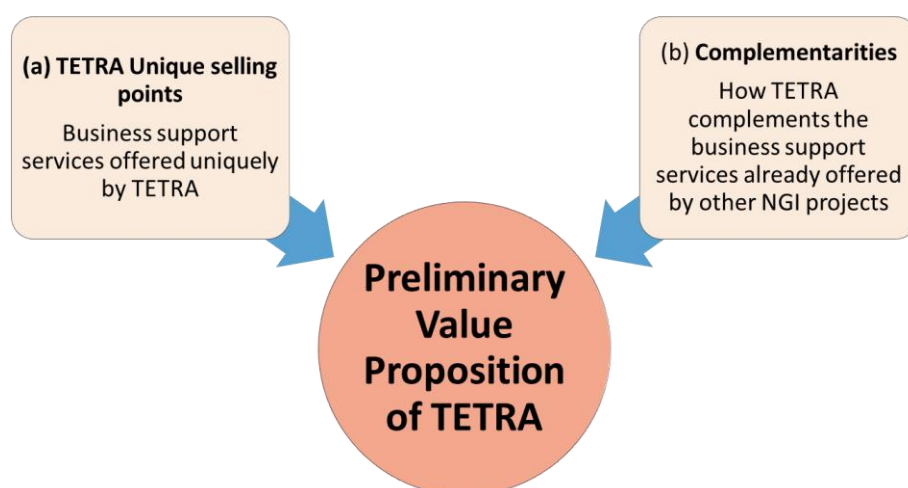
FIGURE 3: DERIVATION OF THE PRELIMINARY VALUE PROPOSITION OF TETRA

*Along these lines, the TETRA value proposition is comprised of a set of **dedicated business support services that are uniquely offered** to the third-party beneficiaries under the umbrella of the NGI R&I Actions and C&S Actions. These services will **fill in the gaps** that are existing **in the NGI business support services' landscape**. On top of that, TETRA supports complementary business support services to the third-party beneficiaries, which are jointly offered to with the NGI R&I Actions and C&S Actions.*

5.2 IDENTIFIED COMPLEMENTARITIES IN BUSINESS SUPPORT SERVICES

5.2.1 IP Advisory

	Service Provision	Complementarity with TETRA services
LEDGER	IP guidance is offered by LEDGER to its third-party beneficiaries through the means of in-residence support.	Beneficiaries of the LEDGER projects can participate to TETRA bootcamps to enrich their IP skills in addition to the IP guidance provided by LEDGER. In case that the third-party beneficiaries need individual and direct advisory on IPR, TETRA could constitute part of the external actors that will provide this service. Also, a mutual support service cooperation can be foreseen between TETRA and LEDGER when elaborating the service.
NGI TRUST	Within the framework of NGI TRUST, guidance on IPR issues is provided through 1 on 1 meetings (where utilisation of remote methods will be employed).	TETRA can complement the services already provided by NGI TRUST (e.g. through remote sessions on IP issues or through the TETRA bootcamps), and offer an enhanced IPR advisory scheme to their third-party beneficiaries
NGI0 (PET/Discovery)	NGI0 provides introductory modules on IPR to its third-party beneficiaries through 1 on 1 meetings (through remote methods)	Mutual cooperation on NGI0's development of introductory modules and TETRA bootcamp training program can be foreseen. Beneficiaries of the NGI0 projects can participate in TETRA bootcamps and benefit from TETRA remote services when needed
NGI Explorers	The NGI Explorers project lacks expertise on IP issues (although it provides IP training to its third-party beneficiaries), thus business support services from TETRA would be needed in order to enhance the	Beneficiaries of NGI Explorers could participate to the TETRA bootcamps (6 in total) in order to receive training regarding IPR issues and/or individual remote sessions can be organised.

	services that are offered to the third parties	

5.2.2 Training on transversal competences and soft skills

	Service Provision	Complementarity with TETRA services
NGI0 (PET/Discovery)	NGI0 provides complementary activities to their third-party beneficiaries regarding transversal competences and skills while the means of provision are not currently known. In this framework, TETRA could enhance the business services that will be offered.	TETRA could complement the Transversal competences and soft skills offered by NGI0 though training sessions during the TETRA bootcamps as well as through utilisation of remote methods.

5.2.3 New markets, sales and business models

	Service Provision	Complementarity with TETRA services
LEDGER	In the context of LEDGER, business model mentoring is offered through an individualised plan based on monthly meetings with the 16 third-party beneficiaries (another 16 are foreseen at later stages of the project). LEDGER provides business services to its third-party beneficiaries, through individualised plans which utilise remote methods.	In the context of LEDGER, business model mentoring is offered through an individualised plan based on monthly meetings with the 16 third-party beneficiaries (another 16 are foreseen at later stages of the project). LEDGER provides business services to its third-party beneficiaries, through individualised plans which utilise remote methods.
NGI TRUST	NGI TRUST plans to offer business modelling services to the underlying third-party beneficiaries but the exact content is not known yet.	TETRA could support the implementation of the underlying services based on a common collaboration framework. After close communication between TETRA and NGI TRUST, a common action plan can be established.

5.2.4 Investment Readiness

	Service Provision	Complementarity with TETRA services
LEDGER	LEDGER provides a tailored approach of investment readiness services, adjusted to the needs of its third-party beneficiaries through 1 on 1 sessions. In this context, TETRA and LEDGER can collaborate in order to fine-tune and enhance the provision of the underlying service. In the frame of TETRA, investment readiness services are foreseen to be provided through training sessions.	TETRA could offer training on investment readiness topics through a dedicated and complementary plan based on utilisation of remote methods (1 on 1 session). The content and timing of this plan will be commonly decided by TETRA and LEDGER.

5.2.5 Mentoring

	Service Provision	Complementarity with TETRA services
LEDGER	In the frame of LEDGER, mentoring sessions are offered to the third-party beneficiaries for preparing an outline and framework for each company to develop from inception to	In this context, mentoring can be provided to the third-party beneficiaries of LEGDER during the TETRA bootcamps. On top of that, mentoring through the utilisation of on-line means could also be provided,

	Service Provision	Complementarity with TETRA services
	offering a viable product on the market. Therefore, TETRA could complement the provision of mentoring to those third-party beneficiaries through a common framework of collaboration and fine-tuning of the services to be provided.	in order to complement the mentoring offered by LEDGER.
NGI TRUST	Based on the description of the services that will be provided, NGI TRUST will provide mentoring to its third-party beneficiaries and thus, TETRA could complement these activities.	Mentoring could be offered by TETRA to the third-party beneficiaries of NGI TRUST, through dedicated sessions.
NGI0 (PET/Discovery)	NGI0 project will provide to the third-party beneficiaries of its counterparts (NGI0 PET & NGI0 Discovery) mentoring (20 allocated hours) in order to help them make connections and build communities. Mentoring will also help third-party beneficiaries more sustainable. It will be provided mainly through remote methods (intake phone meeting, bi-monthly check).	The TETRA mentoring and coaching business services will be offered through complementary sessions, setting on the premises of the mentoring already offered by NGI0 through remote means.
NGI Explorers	Based on the description of the services that will be provided, NGI Explorers will provide mentoring to its third-party beneficiaries and thus, TETRA could complement these activities.	Mentoring could be offered by TETRA to the third-party beneficiaries of NGI Explorers, through dedicated sessions.

5.3 TETRA UNIQUE SELLING POINTS

After analysing the complementarities that exist in business support services' provision between TETRA and the other NGI projects, we can identify the NGI business support services that are offered uniquely by TETRA. Within this framework, TETRA aims to fill in the identified gaps in the provision of business support services to the third-party beneficiaries with a view to nurture the innovations created under the context of NGI as well as promote their deployment and commercialisation, through 'on the market' solutions. Table 6 summarises the **TETRA unique selling points** along with a short description of their content and an initial mapping of the means of service provision.

TABLE 6: TETRA UNIQUE SELLING POINTS

Service Provided	Short Description	Means of Service Provision
Tech-transfer services to DIHs	• Awareness-raising around digital technologies • Innovation scouting • Digital maturity assessment • Business development services • Matchmaking • Access to finance, research infrastructure and collaborative research	• Mentoring • Training Sessions
Access to equity funding	• A set of theoretical and practical guidance including: • Basics of structuring equity • Role of equity in financing structure; • Founders and investment agreement; • Financial portfolio preparation; • Legal issues.	• Training (during the 6 TETRA bootcamps) • Mentoring • Relevant material on the TETRA website
Qualified introductions and matchmaking*	Beneficiaries will be able to scan and identify potential matches based on specific criteria, in order to facilitate 2-way information exchange.	• 1:1 calls (assessment and 2-way information exchange) • Invitation to events
Facilitating participation in well-established pitching competitions	This service involves assisting the project teams in preparing their pitches, acquire proper information and identify relevant competitions as well as liaise with event organisers.	• Through participation in relevant events

Service Provided	Short Description	Means of Service Provision
Access to (international) public contacts	Projects will be introduced on how to find suitable partners and tenders abroad, prepare their bids and set winning prices. In addition, evaluation and contracting will be part of the services offered.	• Training (Face-to-face) • On-line courses • Mentoring (On-line methods) • Access to blog on public tenders
*TETRA could offer matchmaking services to the third-party beneficiaries of Think NEXUS (businesses and researchers) who are looking for collaboration with US stakeholders. Since Think NEXUS is in touch with various agencies, clusters, etc., relevant contacts of US stakeholders can be shared with TETRA in order for the selected third-party beneficiaries to have access to matchmaking services with US cases. The provision of the underlying service of TETRA can be offered to identified cases where the third-party beneficiaries of Think NEXUS need interaction with US stakeholders so as to enhance their development.		

6 CONCLUSIONS

The current document constitutes the preliminary value proposition of TETRA and aims to present how TETRA enhances the NGI business support services landscape through the documentation of its preliminary value proposition. A mapping exercise is included about the NGI business support services, based on input from TETRA partners and other R&I Actions and C&S Actions as well as the insights received during a dedicated workshop. The detailed portrait of the TETRA business support services was illustrated along with an initial analysis of the underlying complementarities among the NGI projects business support service canvas. In this context, the preliminary value proposition of TETRA is comprised of the identified complementarities with the other NGI projects and the business support services that are uniquely offered by TETRA.

The final value proposition of TETRA, which will be based on the needs of the third-party beneficiaries of the other NGI projects (LEDGER, NGI0, NGI TRUST, NGI Explorers, NGI Forward and Think NEXUS as well as projects that will be funded under the ICT-24-2019 topic), will be offered by the end of January 2020 (D2.2). To this end, the current document sets the premises for the documentation of the whole NGI business support services package, with view to informing and activating the NGI third-party beneficiaries, on the one hand, and to develop an initial mapping of the NGI services' landscape which will fuel the effective cooperation among the NGI projects and fine-tune their business support service provision, on the other. This mapping exercise along with the preliminary value proposition of TETRA will serve as a point of reference for the project when it comes to its positioning within the NGI business support services landscape. Having said that, the next steps involve:

- **Collection of information** regarding the third-party beneficiaries' **needs, interests and exploitation plans** in order to finalise the TETRA value proposition through employing the following means:

  - **Interviews with the respective R&I Actions and C&S Actions** regarding the perceived needs and particularities of their third-party beneficiaries where a structured questionnaire and relevant guidelines will be developed.

  - **Launch an on-line survey** so that the third-party beneficiaries express their interest in TETRA services as well as reveal their needs when it comes to commercialising their product/services in the marketplace. This on-line survey is aimed to be hosted on the TETRA website.

  - **Interviews with interested third-party beneficiaries** in order to study in-depth their particularities and needs as well as their preferences in the TETRA business support services. Due to a large number of third-party beneficiaries of the NGI projects (approximately 100 as of now) we will interview a number of interested parties as we cannot contact all of them.

- Design **personalised action plans** for the third-party beneficiaries, after categorising them into relevant segments;

- Enhance the TETRA's value proposition with the information from the R&I Actions to be funded under ICT-24-2019 topic.

The aforementioned methodological steps will pave the way in order to elaborate further the preliminary value proposition of TETRA and develop the final value proposition of the project through D2.2 (by the end of January) which will meticulously take into account the needs and particularities of the third-party beneficiaries if the NGI projects.

APPENDIX – TIMING OF THE OPEN CALLS

Project	2019												2020												2020											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NGI_TRUST				1st call						2nd call					3rd call			Implementation of 1st call projects - 18 beneficiaries →																		
																Implementation of 2nd call projects - 18 beneficiaries →																			
																	Implementation of 3rd call projects - 18 beneficiaries →																	
NGI0-PET			1st call			2nd call	3rd cal l			Calls are launched every 2 months - duration of each project ranges from few months up to one year																										
					Implementation of 1st call projects - 32 beneficiaries →																														
						Implementation of 2nd call projects - 23 beneficiaries →																													
							Implementation of 3rd call projects - 8 beneficiaries →																												
LEDGER			1st call							2nd call			Implementation of 1st call projects - 16 beneficiaries →																							
																	Implementation of 2nd call projects - 16 beneficiaries →																
NGI0-Discovery			1st call			2nd call	3rd call			Calls are launched every 2 months - duration of each project ranges from few months up to one year																										
					Implementation of 1st call projects - 20 beneficiaries →																														
						Implementation of 2nd call projects - 10 beneficiaries →																													
							Implementation of 3rd call projects - 7 beneficiaries →																												
NGI Forward													No Open Calls are Foreseen																							
Think NEXUS													No Open Calls are Foreseen																							
NGI Explorers						1st call							2nd call						Expedition to the US for 3-6 months (2nd call) →																3rd call
													Expedition to the US for 3-6 months (1st Call) →																							

FIGURE 4: NGI PROJECTS' TIMING OF THE OPEN CALLS