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## D2.2 BUSINESS NEEDS OF NGI PROJECTS: TETRA'S VALUE PROPOSITION – final version

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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



	<p>beneficiaries of the R&amp;I Actions and the C&amp;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.</p> <p>To this end, the current document aims to describe the final value proposition of the TETRA project by:</p> <ul style="list-style-type: none"> <li>- Highlighting the factors hindering the market exploitation of innovative products and solutions, especially in high-tech businesses and innovators, as well possible measures to address them;</li> <li>- Providing details of the TETRA business support services, outlining their goal, the learning method to be followed and the topics to be covered, as well as the expected knowledge and skills the NGI beneficiaries will acquire;</li> <li>- Analysing the current status and future plans (both in terms of technical development, competencies and interests to exploit their results) of NGI beneficiaries; and</li> <li>- Outlining the TETRA service provision strategy, namely the means of service delivery (activities to be deployed) and their scope and structure.</li> </ul>
Keywords	Next Generation Internet, TETRA, NGI Business Support Services Landscape, Final Value Proposition of TETRA

## Document Revision History

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V0.2	26/01/2020	Complete version incorporating the partners' input and the analysis of the online survey feedback	Q-PLAN, ESN, SD, CE
V0.3	30/01/2020	Final version following quality control	Q-PLAN, CE

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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
- ORDIP: Open Research Data Pilot

## EXECUTIVE SUMMARY

The current document constitutes the **final version of TETRA value proposition** outlining the consortium's strategy to deploy a wide variety of business support services to NGI beneficiaries, namely academic groups, researchers, innovators, high-tech start-ups and SMEs and technology developers that will be funded under R&I and C&S Actions under the H2020-ICT-24-2018-2019 and ICT-31-2018-2019 topics.

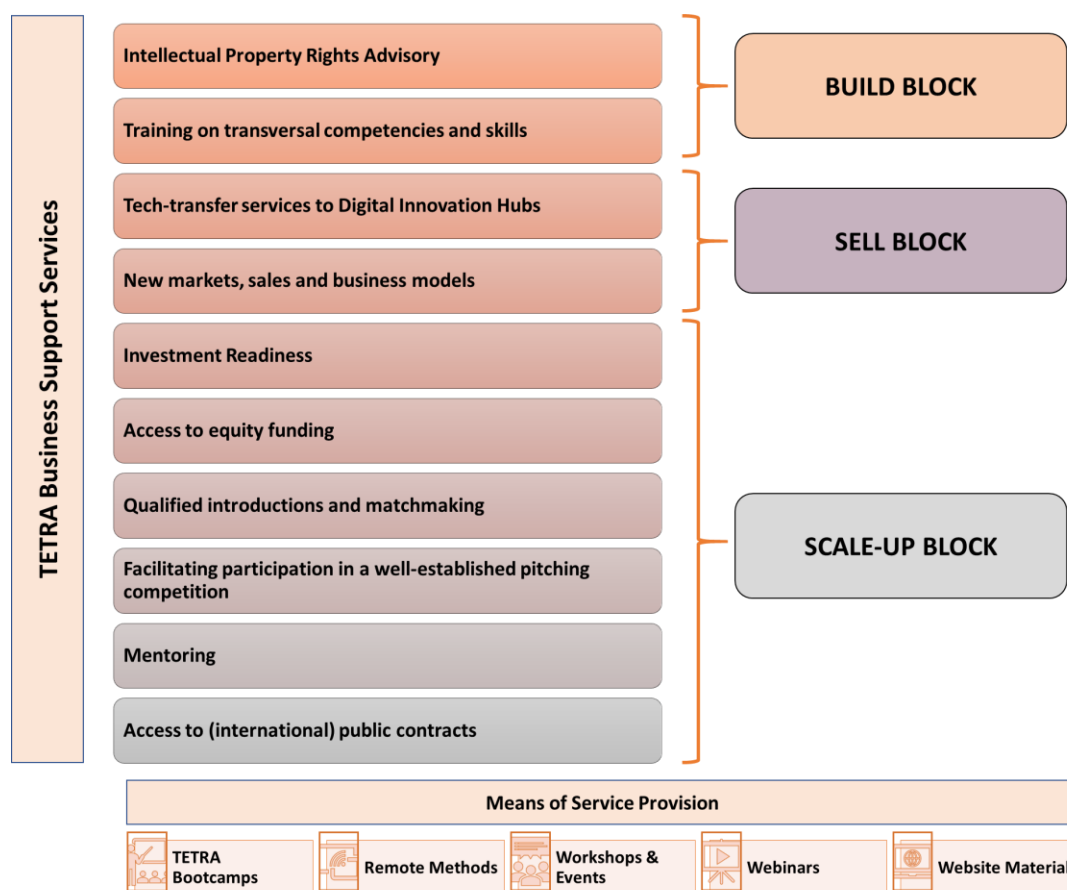
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NGIO-Discovery	NGIO Discovery	iii) Discovery and identification technologies	2018	R&I Action
eSSIF-Lab	European Self Sovereign Identity Framework Laboratory	i-b) Strengthening internet trustworthiness with electronic identities	2019	R&I Action
DAPSI	Data Portability and Services Incubator	ii-b) Service and data portability	2019	R&I Action
NGI-POINTER	NGI Program for Open INternet Renovation	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
<b>Topic: ICT-31-2018-2019: EU-US collaboration on NGI</b>				



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

In this context, this report:

- Highlights the **factors that hinder the market exploitation of innovative products and solutions** developed by ICT enterprises and innovators, as well possible measures to address them, namely:
  - Guidance regarding the **innovation management process**, namely improving **innovation ownership (IPR) skills** and knowledge for the **development of business plans and market studies**. Provision of business support services towards that direction can facilitate the commercialisation process of an innovation.
  - Enhancing **management skills and social competencies**, including training in skills and procedures necessary for the effective commercialisation of research results. This aspect can contribute to the expansion of innovators' business activities to more markets and the creation of partnerships with other companies.
  - **Access to funding**; the information asymmetries can be alleviated through provision of training on **pitching** entrepreneurs' ideas to investors and **investment readiness** training, while access to more funding sources can be enhanced through **networking activities** and establishing **contacts with relevant actors** (e.g. business angels, venture capitals, family offices, etc.).
- Details the TETRA business support services, outlining their goal, the learning method to be followed and the topics to be covered, as well as the expected knowledge and skills the NGI beneficiaries will acquire. 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.



- Outlines the current status and future plans (both in terms of technical development, competencies and interests to exploit their results) of NGI beneficiaries based on the information collected through an online survey (December 2019 - January 2020). The analysis of the responses of 30 NGI beneficiaries, the vast majority of which are very small 'entities' (1-3 developers and/or companies) (90%), revealed that:
  - they already have working prototypes while in many cases there are complete solutions ready to enter the market (above TRL6);
  - market-oriented activities are a key concern (in more than 50% of the responders) and they already implement several activities to raise further funding to support their introduction to the market (approx. 60% of the responders); but
  - they need further guidance, knowledge and skills to make the transition from "R&D stage" to "Go-To Market stage" and be able to enter new markets, prepare sustainable business plans, get into contact with potential investors and access to alternatives sources of funding, etc.

Overall, the TETRA support services will be deployed in 3 annual rounds, having as a starting and ending point the organisation of an intensive 3-days bootcamp, while a series of webinars will be organised in between covering a wide range of topics.

In addition, personalised mentoring and coaching support will be offered by experts in innovation, business development and commercialisation from a variety of ICT-areas and areas benefitting from ICT will be selected.



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## ABBREVIATIONS

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AB	Advisory Board
BMC	Business Model Canvas
C&S Action	Coordination and Support Action
DIH	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

## 1.1 RATIONALE

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' (*NGI beneficiaries*), 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 and C&S Actions. Therefore, NGI 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 NGI beneficiaries.

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 NGI 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
<b>Topic: ICT-24-2018-2019: Next Generation Internet - An Open Internet Initiative</b>				
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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 NGI 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 NGI 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.

## 1.2 SCOPE AND OBJECTIVES

The current document constitutes the final version of TETRA's value proposition and outlines the consortium strategy for the delivery of business support services to NGI beneficiaries adjusted to their support needs and interests. More specifically, this document:

- Outlines the methodological approach followed in order to identify the technical and market readiness of the NGI beneficiaries and properly adjust TETRA's service provision strategy (**section 2**);
- Highlights the key factors that hinder the market exploitation of innovative products and solutions, especially in high-tech businesses and innovators, as well possible measures to address them (**section 3**);
- Provides an updated description of the TETRA business support services, outlining their goal, the learning method to be followed and the topics to be covered, as well as the expected knowledge and skills the NGI beneficiaries will acquire (**section 4**);
- Highlights the current status and future plans (both in terms of technical development, competencies and interests to exploit their results) of NGI beneficiaries, based on their they provided through an online survey (**section 5**); and
- Outlines the TETRA service provision strategy, namely the means of service delivery (activities to be deployed) and their scope and structure (**section 6**).

### Remark

The initial version of TETRA's value proposition ([deliverable D2.1](#)) focused on mapping the NGI business support services landscape by analysing the foreseen services to be offered to NGI beneficiaries under all R&I and C&S Actions funded under the ICT-24 topic. The analysis focused at 'NGI project' level aiming to reveal the complementarities among TETRA and other NGI projects, while highlight TETRA unique selling points (i.e. 'unique' services to be offered only by TETRA).

The current (final) version of the TETRA value proposition focuses on the interests and needs of the actual NGI beneficiaries, namely TETRA's target. Following a different methodology, deliverable D2.2 provides further details on the foreseen TETRA services and maps them to the actual needs and maturity of the potential beneficiaries. This analysis will continue throughout the project implementation, in an attempt to capture the needs of future NGI beneficiaries (i.e. those that will be funded under future Open Calls) and properly adjust TETRA's services thus maximising its impact.



## 2 METHODOLOGICAL APPROACH

This section summarises the methodology that we followed in order to develop the final version of TETRA's value proposition. It is comprised of a logical sequence of 4 interconnected steps. Overall, relevant information about the NGI beneficiaries were collected, so as to understand and analyse their particularities and business support needs. The methodological approach is illustrated in the figure below.

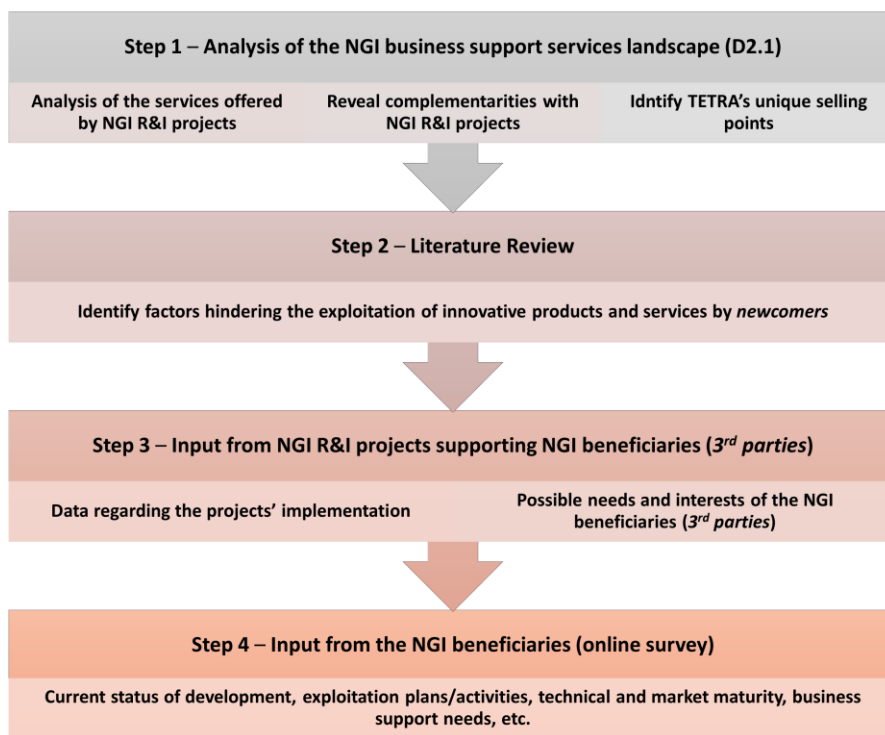


FIGURE 1: METHODOLOGY FOR THE DEVELOPMENT OF TETRA FINAL VALUE PROPOSITION

The methodological steps escalate as follows:

- **Step 1** - We build on the preliminary value proposition of TETRA that was elaborated during the first phase of the project in close collaboration with the NGI funded R&I actions aiming to: (i) map the NGI business support service landscape, (ii) reveal complementarities that may exist between the business support services offered by TETRA and by other NGI projects and (iii) identify TETRA's unique selling points.
- **Step 2** - A literature review was conducted, with a view to identify the barriers hindering the market exploitation of innovative products and solutions aiming to properly adjust TETRA business support services and offer NGI beneficiaries the necessary knowledge and skills to overcome those barriers.
- **Step 3** – A survey towards the NGI R&I actions was contacted (via a structured questionnaire – see ANNEX I), to collect information about the NGI beneficiaries they support regarding "typical project data" (contact person(s), start/end date,

etc.), possible support needs and interests and project implementation data (e.g. objectives, final outcome, exploitation plans, etc.).

- **Step 4** – Being the TETRA target group, it is of outmost importance to understand the actual support needs and interests of the NGI beneficiaries. Therefore, an [online survey](#) was launched inviting all NGI beneficiaries to provide details regarding their final outcome, fields of application, possible exploitation routes and actions planned/taken already, interest in TETRA services, market and technical maturity of their result/solution, etc. (see ANNEX II).

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## 3 LITERATURE REVIEW

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What type of support could have the most positive impact on a company's/project's innovation activities? Addressing successfully business needs of innovative project teams, SMEs and start-ups can enhance the capitalisation of research results and spur growth episodes among their ecosystem. Therefore, it is of key importance to recognise and analyse, in a systematic way, the barriers that may occur regarding a particular technology development and to offer solutions, so as to weakening or eliminating them. **Provision of business support services for the commercialisation of innovative goods and services could set the premises for their market exploitation.**

In general, if organisations and individuals create value for themselves then, **positive economic effects also are fuelled to the European economy** as a whole. Nevertheless, only one to three out of ten newly born businesses in Europe succeed to survive after ten years. Businesses that survived created between seven to seventeen new job positions in a decade, while also they recorded an average growth rate 3% - 7,5% [1]. A disturbing fact is that the chance of a new business to grow and scale-up is only 0,5% [2]. Although scale-ups constitute a small proportion of the total European business landscape, they offer significant contributions to the European economy as they drive job creation, enhance productivity in terms of turnover per employee and generate knowledge spill-overs within their ecosystem.

In order to overcome the so-called “valley of death”<sup>1</sup>, **innovative projects and businesses need tailored support, in terms of advice, mentoring and training**, so as to transform their results into marketable products and services. The importance of providing developers, researchers and innovators with skills in technology, entrepreneurship and commercialisation is increasing, especially after considering the speed at which technological innovations happen and market conditions change.

A review of various reports and studies revealed **the challenges and barriers** faced by innovative projects/project teams, innovators and tech-driven enterprises when it comes to **innovation commercialisation** (*i.e. the ‘transformation’ of the results*

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<sup>1</sup> The term is used to show the reduction in an enterprises' cash flow, during the period where research is transformed into marketable products, services or processes. This period endangers technologies, innovations and often the existence of enterprises.

*produced during the research stage into products, services, processes available to the market*) as well as their **needs to support market exploitation** (i.e. the process where research outcomes have commercial objective, with a view to gaining economic value) of their innovations, the **common problems** faced in the **commercialisation process** of a technological idea, product or service. The scope of this exercise was to dive into the current literature and identify the core business support service needs of the NGI third party beneficiaries, with a view to **adapting TETRA's business support services** to them.

High-tech businesses and innovators represent significant drivers for growth, innovation and industrial competitiveness, holding critical importance for the EU Research, Development and Innovation (R&I) environment. Meanwhile, many highly innovative companies need financing to support their R&D and growth-related activities. Small and medium enterprises (SMEs) are champions of EU research programmes; they deliver 41% of the high potential innovations generated in ICT-related EU-funded research and innovation projects, despite accounting for a mere 14% of the total funding. The main barriers and challenges that innovative project teams and innovators phase are as follows.

There are several factors that affect the market-oriented exploitation, as well as growth prospects of a product or service developed by an innovative project team or a start-up, thus determining the success or failure of their commercialisation, including **management knowledge and structure, market knowledge and awareness (market pull), dissemination of results**, among others [3].

**Greater focus on technology than on business strategies is one of the main bottlenecks** when it comes to getting these innovations to the market [4]. **Reaching the market is not a smooth process** for innovators and innovative project teams; a quarter of already mature innovations are not being exploited yet. In this respect, one of the main barriers to market commercialisation is that the projects' focus on technology aspects is often at the expense of developing a market strategy.

**Innovation management is in need for further improvement.** In particular, in order to increase the market uptake of a tech-driven project, **organisations shall deal with issues regarding innovation ownership**, as well as better **elaboration of business plans and market studies (market readiness)**. Based on the study of Innovation Radar [4], of those innovative projects planned for commercialisation only 30% have or will produce a market study, while a business plan is on the agenda for only 27% of the projects. However, only a minor portion of the ICT enterprises and projects that have received funding by the European Commission are willing to elaborate a business plan [4]. This is why the European Commission targets at improving links between innovators in EU-funded research projects and services that help such innovators prepare to "reach the market".

**Inadequate management abilities can also hinder the commercialisation process.** Inadequate management skills usually translate into biased estimation of expected revenues, misunderstanding of the product/service's real market



potential, wrong assessment of the state of the market (*market maturity*), invalid business plans, unclear competition analyses and poor team management.

**Social factors can affect growth prospects too.** In this frame, in order for a start-up to scale there are several social factors that can potentially contribute to a start-up's scaling process; **participation in competitions, networking with investors and business partners and attending matchmaking events**, so as to pitch their ideas and products/services and establish connections with potential collaborators and finance providers [1].

**Innovative projects and SMEs face barriers also in access-to-finance;** 41,9% of ICT innovators are lacking the **access to funding sources** which are imperative to exploit and commercialise their innovative product or service [4]. Financing of tech-driven companies and projects is mainly influenced by a variety of factors such as the inherent characteristics of an entity, the type of innovation that is channelled to the market and the stage of a company's development [5]. In this respect, **equity funding** constitutes the main financing mechanism of SME primarily during the early phases where business angels and venture capitals act as the main sources of funding provision. As the maturity level increases, SMEs rely more on institutional investors and banks in order to acquire the adequate level of funds with a view to supporting their business expansion [6].

Nevertheless, the presence of alternative sources of finance is not always enough to alleviate the barriers faced, as access-to-finance is still a challenge for a vast number of tech-driven enterprises and individual innovators. In general, the underlying problem mostly revolves around the **information asymmetry issue**. This aspect results in a clear difficulty for investors and lenders to understand and assess the potential of the business idea under focus (e.g. due to limited market knowledge, lack of expertise on the technology under focus, etc.). Therefore, improving the **information flow between innovators and investors** can relieve the financing and evaluation challenges faced by these two groups. Challenges in obtaining the desired amount of external financing also depend on the **inability of the SMEs to provide investors with the information they require** (such as information on the commercialisation know-how, on the market potential, on the competitive environment, etc.).

Tech-driven SMEs and innovators should **introduce business related elements to their activities**, on top of technological ones, since innovators should understand the importance of focusing on business related aspects of their innovation. Also, they should **engage with external specialised actors** (i.e. business coaches, mentors, etc.) [4].

The identified challenges and barriers pinpoint the need for the provision of business support services so as to **promote the market uptake of an innovation** (training in accessing new markets and developing sustainable business models, etc.), **alleviate access-to-finance barriers** (access to external sources of funding, investment readiness, pitching of ideas to investors), as well as **provide the personal and social attributes needed** in the process of commercialisation (networking skills, power of persuasion and ability to sell innovations, transversal



competencies, etc.). Overall, these actions will nurture the exploitation and commercialisation process of an innovative product/service.

In a nutshell, common needs of the ICT enterprises and innovators include:

- Guidance regarding the **innovation management process**, namely improving **innovation ownership (IPR) skills** and knowledge for the **development of business plans and market studies**. Provision of business support services towards that direction can facilitate the commercialisation process of an innovation.
- Enhancing **management skills and social competencies**, including training in skills and procedures necessary for the effective commercialisation of research results. This aspect can contribute to the expansion of innovators' business activities to more markets and the creation of partnerships with other companies.
- **Access to funding**; the information asymmetries can be alleviated through provision of training on **pitching** entrepreneurs' ideas to investors and **investment readiness** training, while access to more funding sources can be enhanced through **networking activities** and establishing **contacts with relevant actors** (e.g. business angels, venture capitals, family offices, etc.).

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## 4 TETRA BUSINESS SUPPORT SERVICES (UPDATED)

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TETRA business support services aim at helping the transition from “*R&D stage*” to “*Go-To Market stage*”. A wide range of business support activities will be deployed, assisting them turn their results into marketable products and services while also preparing them for success in the marketplace by:

- Ensuring the best use of their outcomes through **specific exploitation strategies**; and
- Supporting their **uptake** at local, regional, national and international level.

Based on the actual **needs and interests** of the NGI beneficiaries, individual development plans will be developed, including capacity building trainings and services that will follow a growth path structured into **three main blocks**:

- **BUILD BLOCK**– trainings on the fundamentals of start-ups that tackle intellectual property rights and management, importance of the team and good leadership.
- **SELL BLOCK** – trainings that help you enter new markets and develop a marketing and sales strategy. We will connect you with networks of mentors and innovation hubs who will assist you in further developing your business.
- **SCALE BLOCK**– connecting you with investors and corporates to help you establish connections, raise investments and skyrocket your business.

The TETRA **business accelerator services** are illustrated in the following figure, along with the underlying means of service provision that are foreseen within the project's lifetime.

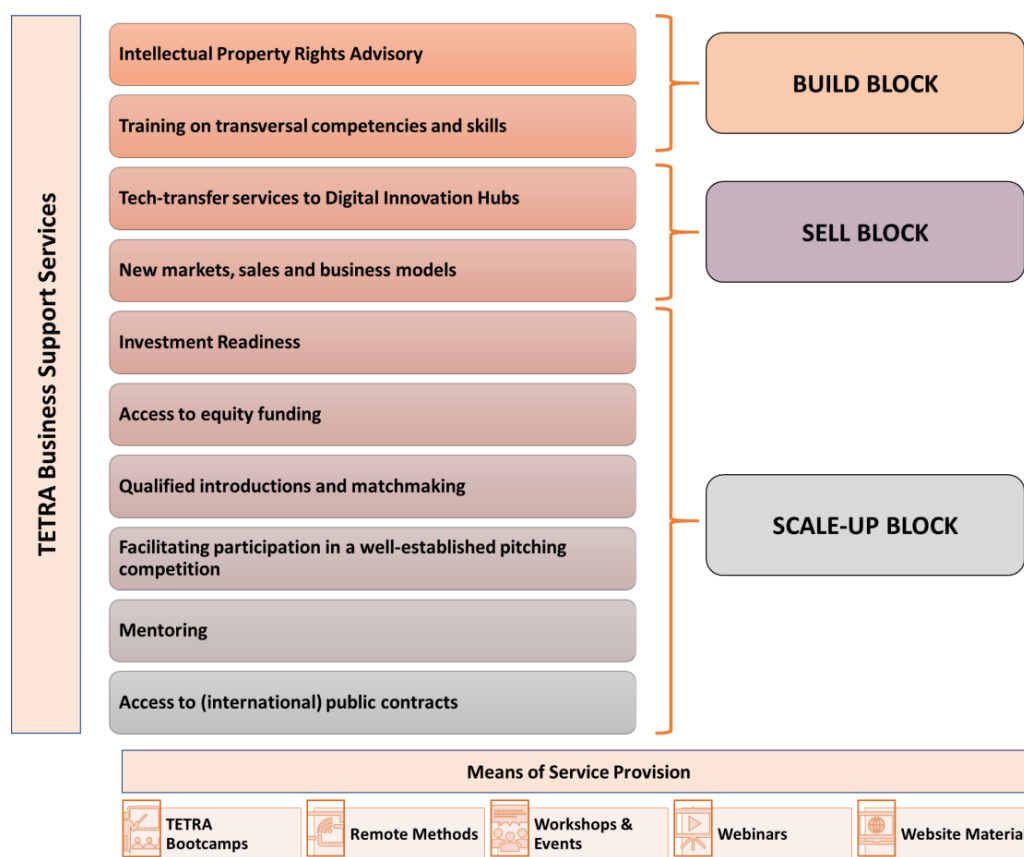


FIGURE 2: TETRA BUSINESS SUPPORT SERVICES AND MEANS OF SERVICE PROVISION

## 4.1 BUILD BLOCK

### 4.1.1 Intellectual Property Rights Advisory

Partner Responsible	Intellectual Property Institute Luxembourg
Goal	To raise awareness and inform the participants about the importance of IPR in their businesses and provide them relevant knowledge about how to secure their assets.
Description of the Service	<p>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 companies are lacking IP management skills despite the fact that access to reliable and coherent information regarding IP issues is of utmost importance for them.</p> <p>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</p>

	<p>successful commercialisation by considering IP aspects. The aim is to introduce to NGI 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 considering the particularities of each project and the underlying business strategy, namely to:</p> <ul style="list-style-type: none"> <li>• Create awareness on IP issues (especially in the context of ICT projects);</li> <li>• Underline the IP specificities in projects;</li> <li>• Highlight the IP enforcement policies;</li> <li>• Accentuate the significance of IP in business management strategies;</li> <li>• Provide guidance on IP issues according to the national legislation (e.g. patenting/trademarks, etc.).</li> </ul> <p>On top of that, NGI beneficiaries will be informed about relevant IP programmes and contacts in order to get individualised support and linkage to IP programmes, when needed.</p>
<b>Learning objective</b>	The participants will have understood the IP issues in their field of activity, and the main tools to be used to secure their IP.
<b>Learning method</b>	Training presentation with small workshop-type games for interactivity, as well as individual consultation to address specific questions during the bootcamps, ideally to be scheduled via pre-arranged appointments.
<b>Topics to be covered</b>	<p>The training will be delivered in two blocks:</p> <ul style="list-style-type: none"> <li>• IP basics (patents, trademarks, designs, copyright, introduction to licensing);</li> <li>• How to secure IP in projects (non-disclosure, introduction to IP management).</li> </ul>

#### 4.1.2 Training on transversal competences and soft skills

Partner Responsible	FVA New Media Research
Goal	To improve the participant's soft skills, with a special focus on the ones needed in the context of START-UPS and small business.
Description of the Service	<p>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.</p> <p>Hence, TETRA will offer training on Transversal Competencies and Soft skills (TC&amp;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&amp;I Actions and C&amp;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.</p> <p>The gamified learning experiences of the TC&amp;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.</p>
Learning objectives	<p>The participants will have a better overview and awareness of the soft skills they need to develop for their business, in terms of:</p> <ul style="list-style-type: none"> <li>• Individual transversal competences and skills;</li> <li>• NGI culture and values in projects' organizations;</li> <li>• Team related transversal competences and skills;</li> <li>• Business management transversal competences and skills.</li> </ul> <p>They will also acquire some methods, tools and resources to improve their soft skills.</p>
Learning method	Training, experiential learning, gamified approaches, self-reflection
Topics to be covered	<p>The training will touch the following topics:</p> <ul style="list-style-type: none"> <li>• Critical thinking, problem solving, reasoning, analysis, interpretation, synthesizing information</li> <li>• Creativity, artistry, curiosity, imagination, innovation</li> </ul>

	<ul style="list-style-type: none"> <li>• Flexibility/adaptability, uncertainty management and innovation management</li> <li>• Full stack competences</li> <li>• Initiative, proactivity, enthusiasm</li> <li>• Perseverance, self-direction, planning, self-discipline</li> <li>• Communication, public speaking and presenting</li> <li>• Leadership, teamwork, collaboration, cooperation</li> </ul>
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## 4.2 SELL BLOCK

### 4.2.1 Tech-transfer services to digital innovation hubs

Partner Responsible	Startup Division
Goal	The goal of Tech-transfer services to digital innovation hubs (DIHs) is to provide tailored support to 3 <sup>rd</sup> parties selected for mentorship by matching them to local, regional or specialised DIHs.
Description of the Service	<p>In the frame of this service, DIHs that are local to the NGI 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. NGI beneficiaries, selected for mentorship will be able to get support in technological and business development services from DIHs during and after the end of the project. Digital Innovation Hubs are envisioned to be the one-stop-shop at regional level providing NGI beneficiaries with access to:</p> <ul style="list-style-type: none"> <li>• Investors;</li> <li>• Accelerators and Incubators;</li> <li>• ICT researchers;</li> <li>• SMEs, large companies and start-ups;</li> <li>• Industry association and policymakers.</li> </ul>
Learning objectives	To ensure NGI beneficiaries projects' sustainability by providing them with tailored matchmaking services with local and regional DIHs.
Learning method	Startup Division will carry out the initial needs assessment of the beneficiary selected for mentorship services. It will identify local DIH or the one that correspond to the needs of the beneficiary the best.

	<p>One virtual meetings with DIHs representatives (if meeting if possible) will be arranged to match the beneficiary with companies within the DIH that can correspond to the identified needs and provide necessary services.</p>
<b>Topics to be covered</b>	<p>DIHs are expected to provide at the regional level, among others, the following services:</p> <ul style="list-style-type: none"> <li>• Awareness-raising around digital technologies;</li> <li>• Innovation scouting;</li> <li>• Digital maturity assessment;</li> <li>• Business development services;</li> <li>• Matchmaking;</li> <li>• Access to finance;</li> <li>• Access to research infrastructure;</li> <li>• Access to collaborative research.</li> </ul>

#### 4.2.2 New markets, sales and business models

<b>Partner Responsible</b>	<b>Business and Innovation Centre Bratislava</b>
<b>Goal</b>	<p>To provide knowledge on business modelling, new markets and sales with emphasis on practical utilization of business model incl. market research and sales projection in respective stages of business development (start-up vs scale-up).</p>
<b>Description of the Service</b>	<p>The majority of the SMEs and start-ups 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 NGI 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:</p> <ul style="list-style-type: none"> <li>• Business modelling;</li> <li>• New markets, sales, and marketing (market &amp; competition analysis, going international, commercialisation strategy, sales and distribution networks, customer acquisition methods);</li> <li>• Other services based on the needs' analysis of third-party beneficiaries.</li> </ul>
<b>Learning objective</b>	<p>At the end of the session, the participants will have clear idea on importance of business model and its specific parts/issues covered from different perspectives:</p>

	<ul style="list-style-type: none"> <li>• creation of value proposition for potential clients,</li> <li>• tool for communication between founders/partners,</li> <li>• tool for communication with equity/finance providers – investors, banks,</li> <li>• reference for action</li> </ul>
<b>Learning method</b>	Training presentation with group work on practical exercises, as well as individual consultation for specific questions during the bootcamps.
<b>Topics to be covered</b>	<ul style="list-style-type: none"> <li>• <b>Topic 1 – Business modelling:</b> Basics of the value proposition, key activities and resources, key partners and value chains, customer segmentation, structuring costs and revenues</li> <li>• <b>Topic 2 – New markets, Sales &amp; Marketing:</b> Design and operation on market uptake strategies and tactics, including: market &amp; competition analysis, internationalization &amp; resources planning, recruiting. Overall company and commercialisation strategy, analyse your value chain and distribution network, different customer acquisition methods, commercial partnerships and products portfolio.</li> </ul>



## 4.3 SCALE-UP BLOCK

### 4.3.1 Investment Readiness

*Note: the service (i.e. the level of detailed information) will be adjusted to the technical maturity of the NGI beneficiaries' product or service as well as the market readiness of the team.*

Partner Responsible	CIVITTA Estonia
Basic Fundraising training – TRL 1-5	
Goal	<p><b>Basic Fundraising training (TRL 1-5)</b> - To raise awareness and educate the participants about investments and investors and help them get ready for their first investment.</p> <p><b>Follow-up investment training (TRL 5-9)</b> – To get the participants ready for follow-up investment.</p>
Description of the Service	<p>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 NGI beneficiaries 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:</p> <p><b>Fundraising training</b> 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.</p> <p><b>Follow-up on investment opportunities</b> 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:</p> <ul style="list-style-type: none"> <li>• Developing investor pitch decks;</li> <li>• Pitching to investors;</li> </ul>

	<ul style="list-style-type: none"> <li>• Choosing the correct investor according to your company's development stage, understanding investor strategies;</li> <li>• Exit strategy sessions;</li> <li>• Investor reporting.</li> </ul> <p><b>Public funding</b> where this service refers to the provision of information regarding various public funding opportunities such as:</p> <ul style="list-style-type: none"> <li>• Training on SME instrument proposal preparation;</li> <li>• Training on local opportunities, including European structural and investment funding;</li> <li>• Mapping and monitoring activities on main local funding programmes.</li> </ul>
Learning objectives	<p>At the end of the bootcamp session, the participants should:</p> <p><b>Basic Fundraising training (TRL 1-5)</b></p> <ul style="list-style-type: none"> <li>• understand what available options are for raising funds;</li> <li>• know whether raising equity funding is the right option for them;</li> <li>• have developed an understanding of investors;</li> <li>• know the benefits of involving private capital;</li> <li>• have an understanding how to present an early stage company to investors.</li> </ul> <p><b>Follow-up investment training (TRL 5-9)</b></p> <ul style="list-style-type: none"> <li>• understand the materials needed for investment round;</li> <li>• be able to develop their pitch deck;</li> <li>• be able to choose the right investor and understand investor strategies;</li> <li>• understand investors' exit strategies.</li> </ul>
Learning method	<p><b>Basic Fundraising training (TRL 1-5)</b> - Presentation by an investor integrated with interactive Q&amp;A session.</p> <p><b>Follow-up investment training (TRL 5-9)</b> - Presentation by an investor integrated with interactive Q&amp;A session, plus individual online mentoring after the workshop via Skype or email.</p>
Topics to be covered	<ul style="list-style-type: none"> <li>• Understanding investors <ul style="list-style-type: none"> <li>• Investors by type;</li> <li>• Investment strategies.</li> </ul> </li> <li>• Raising funds. The mechanics; <ul style="list-style-type: none"> <li>• Investor long list/short list</li> <li>• Reaching out to investors</li> <li>• Investment instruments</li> <li>• Benefits of private capital</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Valuation</li> <li>• Investment round materials (will be covered in more detail in TRL 5-9 bootcamp, but introduced to the teams already in TRL1-5 bootcamp) <ul style="list-style-type: none"> <li>• Term sheet</li> <li>• Pitch deck and pitch</li> <li>• Investment agreement</li> <li>• Shareholders agreement</li> </ul> </li> <li>• Exit strategies (only in TRL 5-9)</li> </ul>
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#### 4.3.2 Access to Equity Funding

Partner Responsible	Business and Innovation Centre Bratislava
Goal	To raise awareness on theoretical basics on company financing, place of equity in financial structure, impact of equity on business issues, to provide practical view on resources of equity
Description of the Service	<p>TETRA will offer theoretical and practical guidance to NGI beneficiaries including:</p> <ul style="list-style-type: none"> <li>• Basics of structuring equity;</li> <li>• Role of equity in financing structure;</li> <li>• Founders and investment agreement;</li> <li>• Financial portfolio preparation;</li> <li>• Legal issues.</li> </ul> <p>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.</p>
Learning objectives	At the end of the session, the participants will have draft idea of financial portfolio as an integral part of their business plan.
Learning method	Training presentation with group work exercise.

Topics to be covered	<ul style="list-style-type: none"> <li>• Introduction to company financing</li> <li>• Equity as an integral part of financial portfolio</li> <li>• Impact of financial portfolio on business issues</li> <li>• Resources of equity</li> <li>• Founders and investment agreement, term sheet</li> <li>• External investment as an important resource of equity incl. lifecycle of investment</li> <li>• Basics of legal and accounting issues</li> </ul>
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#### 4.3.3 Qualified Introductions and Matchmaking

Partner Responsible	European Startup Network
Goal	The goal is to boost the growth of projects by exposing them to concrete strategic opportunities.
Description of the Service	<p>TETRA will provide project teams with qualified introductions and matchmaking, namely:</p> <ul style="list-style-type: none"> <li>• Scanning and identifying matches on specific criteria;</li> <li>• 1:1 calls (assessment and 2-way information exchange);</li> <li>• Invitation to events;</li> <li>• Strong matchmaking.</li> </ul>
Learning objectives	For project teams, connecting with corporates and investors facilitates knowledge exchange as well as access to networking & financing.
Learning method	<p><u>Profiling</u>: TETRA profiles project fitting the corporates' and investors' needs based on specific criteria;</p> <ul style="list-style-type: none"> <li>• 1:1 calls: TETRA organises one-on-one calls to better understand the needs and expectations of each project team;</li> <li>• Invitation to events: once selected, the project team is invited to join the event;</li> </ul> <p><u>Matchmaking</u>: TETRA organizes closely monitored one-on-one sessions for the project team and connects it with corporates and key stakeholders of investment funds.</p>
Topics to be covered	<ul style="list-style-type: none"> <li>• Growth needs and expectations of project teams;</li> <li>• Investor readiness: preparing teams to questions they could get from investors;</li> <li>• Inside the mind of an investor: preparing teams to "think like an investor", understand why investors take certain decisions.</li> </ul>

#### 4.3.4 Facilitating participation in a well-established pitching competition

Partner Responsible	European Startup Network
Goal	The goal is to provide project teams with early exposure and attention by facilitating their participation in well-established pitching competitions.
Description of the Service	<p>TETRA has the expertise and experience to facilitate participation of beneficiaries in well-established pitching competitions. The service involves:</p> <ul style="list-style-type: none"> <li>• Informing the project teams;</li> <li>• Identifying the competitions;</li> <li>• Assisting the project teams in preparing their pitches;</li> <li>• Liaise with event organizers.</li> </ul>
Learning objectives	Via well-established competitions, project teams will learn by getting access to key benefits including exposure, validation and funding.
Learning method	<ul style="list-style-type: none"> <li>• Sessions within TETRA bootcamps: these sessions will cover both workshops and individual coaching to identify opportunities and compile concrete action plans;</li> <li>• 4 webinars involving experienced investors and entrepreneurs;</li> <li>• Personal online sessions via Skype and email.</li> </ul>
Topics to be covered	<ul style="list-style-type: none"> <li>• How to build an effective pitch;</li> <li>• How to deliver a pitch in well-established pitching competitions.</li> </ul>

#### 4.3.5 Mentoring

Partner Responsible	Startup Division
Goal	To increase the investment readiness of 40 selected NGI beneficiaries working 1on1 with professional business mentor.

<b>Description of the Service</b>	<p>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.</p> <p>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.</p>
<b>Learning objectives</b>	The mentor will help the project to set up a master plan for the definition of the personalised capacity building programme.
<b>Learning method</b>	1on1 virtual meetings, individual coaching sessions or f2f sessions (whenever possible), 20 hours of mentoring per project in total.
<b>Topics to be covered</b>	Investment readiness, startup essentials, business model and business plan, product development roadmap, sales and marketing strategy, master plans, matchmaking

#### 4.3.6 Access to (international) public contacts

<b>Partner Responsible</b>	<b>PEDAL Consulting</b>
<b>Goal</b>	To make the participants aware that governments and international public organisations can be perceived as their strategic customer segment
<b>Description of the Service</b>	<p>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.</p> <p>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:</p>

	<ul style="list-style-type: none"> <li>• What is public procurement? Tendering abroad, why not?</li> <li>• How to search for public tenders;</li> <li>• Tenders: Am I eligible?</li> <li>• Finding a partner to a consortium;</li> <li>• Public procurement regulation and specifications;</li> <li>• Things to consider before preparing a bid-offer;</li> <li>• What to take into account when submitting the financial offer?</li> <li>• How to fill in tender documents?</li> <li>• What can you do when you run into language barriers?</li> <li>• Pros and cons of doing business with governments.</li> </ul>
<b>Learning objectives</b>	<p>At the end of the session, the participants will have understood how to:</p> <ul style="list-style-type: none"> <li>• Search for relevant business opportunity (tender) abroad;</li> <li>• Find a partner and form a consortium.</li> <li>• Fill in tender documents</li> <li>• Set the winning financial offer</li> <li>• Differentiate their bid from competitors</li> </ul>
<b>Learning method</b>	<p>Training presentation with small workshop-type games for interactivity, as well as Individual consultation on specific questions during the bootcamp.</p>
<b>Topics to be covered</b>	<ul style="list-style-type: none"> <li>• What is public procurement?</li> <li>• How to find a right opportunity (deadline, language, budget, track record)</li> <li>• Am I eligible?</li> <li>• Finding a right business (consortium) partner abroad</li> </ul>

## 4.4 TETRA UNIQUE SELLING POINTS

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.



A detailed mapping of the business support services carried out under TETRA, revealed the complementarities between TETRA and other NGI projects (ANNEX III) with a view to:

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 NGI beneficiaries** of the various activities that will be provided by along with the corresponding **means of service provision** (bootcamps, remote methods, workshops, etc.).
4. Highlight TETRA's **unique selling points** when it comes to business support services (table 2).

TABLE 2: TETRA UNIQUE SELLING POINTS

Service Provided	Short Description	Means of Service Provision
<b>Tech-transfer services to DIHs</b>	<ul style="list-style-type: none"> <li>• Awareness-raising around digital technologies</li> <li>• Innovation scouting</li> <li>• Digital maturity assessment</li> <li>• Business development services</li> <li>• Matchmaking</li> <li>• Access to finance, research infrastructure and collaborative research</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Training Sessions</li> </ul>
<b>Access to equity funding</b>	<ul style="list-style-type: none"> <li>• A set of theoretical and practical guidance including:</li> <li>• Basics of structuring equity</li> <li>• Role of equity in financing structure;</li> <li>• Founders and investment agreement;</li> <li>• Financial portfolio preparation;</li> <li>• Legal issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Training (during the 6 TETRA bootcamps)</li> <li>• Mentoring</li> <li>• Relevant material on the TETRA website</li> </ul>
<b>Qualified introductions and matchmaking</b>	Beneficiaries will be able to scan and identify potential matches based on specific criteria, in order to facilitate 2-way information exchange.	<ul style="list-style-type: none"> <li>• 1:1 calls (assessment and 2-way information exchange)</li> <li>• Invitation to events</li> </ul>



Service Provided	Short Description	Means of Service Provision
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.	<ul style="list-style-type: none"> <li>• Through participation in relevant events</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Training (Face-to-face)</li> <li>• On-line courses</li> <li>• Mentoring (On-line methods)</li> <li>• Access to blog on public tenders</li> </ul>

## 5 ANALYSIS OF NGI BENEFICIARIES (ONLINE SURVEY)

The online survey was launched on December 2019 through the project's webportal (<https://business.ngi.eu/online-resources-/survey-on-your-needs/>) targeting the NGI beneficiaries (both ongoing and completed projects) that are funded under NGI ZERO PET, NGI ZERO DISCOVERY, NGI TRUST, LEDGER and NGI EXPLORERS. The aim was to collect information directly from the actual beneficiaries of TETRA services regarding their:

- **Interests** (self-declared interest) – what type of support they would like to receive; and
- **Needs** (based on TETRA partners' expertise) – what type of support they (potentially) need in order to exploit their results.

*Note: at this stage, the survey focused on the NGI beneficiaries that receive funding during the 2018-2019 Open Calls of the R&I actions started within 2018 under the ICT-24-2018 call, namely NGI ZERO PET, NGI ZERO DISCOVERY, NGI TRUST, LEDGER and NGI EXPLORERS. However, the survey will be updated in necessary and will be launched periodically to capture the support needs and interests of the future NGI beneficiaries that will emerge under the Open Calls of:*

- a) the (on-going) ICT-24-2018 R&I Actions; and*
- b) the 3 additional R&I Actions that started in 2020 (ICT-24-2019 Call), namely eSSIF-Lab, DAPSi and NGI-POINTER.*

The questionnaire (see ANNEX II) aimed to collect information regarding:

- the project to better understand the size of the 'consortium' as well as the type of the 'partners';
- the project implementation, namely its objectives and expected final outcome(s), the field(s) of application to understand the market orientation of each project and its (current and expected at the end of the project funding) *technical maturity (readiness)* to enter the market;
- the exploitation plans as well as the actions taken/planned to enter the market;
- their interest on TETRA services, with special focus on the *market readiness* of the consortium;
- the potential impact those products/solutions are aiming at.

The invitation to complete the questionnaire was communicated to the NGI beneficiaries through the respective R&I actions they receive funding from, along with an explanatory letter outlining the scope and objectives of the requested

information. Overall, until mid of January 2020, **30 NGI beneficiaries completed the questionnaire**, the vast majority of them being very small 'entities' (figure 3).

TABLE 3: LIST OF NGI BENEFICIARIES COMPLETED THE SURVEY

Funded under NGI TRUST (6)		
PY - Protect Yourself	CAP-A	CASPER
b-smart	"Context" - Decentralized messaging based on decentralized identity	EUACTiVe
Funded under LEDGER (8)		
Unified Science	iGive2	Food Data Market - FDM
Decentralized Science	Heimdall	Synergy
Project Aiur	ECP (The Energy Commons Protocol) / PROSUME	
Funded under NGI ZERO DISCOVERY (3)		
Plaudit	neuropil	IPFS Search
Funded under NGI ZERO PET (11)		
Sensifai	Offen	Sylk Suite
Vita	ValOS Cryptographic Content Security project	Verifpal
Nitrokey	EteSync - iOS Application	CryptPad Teams
node-Tor	VFRAME - Privacy Tools for Computer Vision	
Funded under NGI EXPLORERS (2)		
Asad	Exchange Valet	

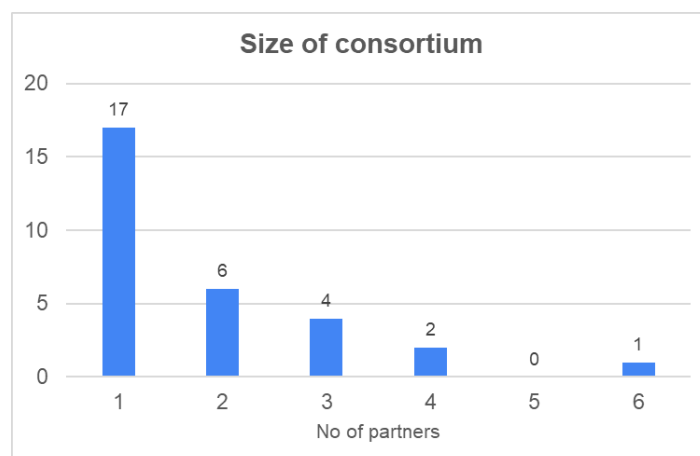


FIGURE 3: SIZE OF NGHI BENEFICIARIES (NO OF RESPONSES=30)

The analysis of the questionnaires revealed that:

**Technical maturity** - In most cases and based on the provided information, the NGI beneficiaries aim to develop working prototypes and demonstration systems, which will be ready (and in some cases are already) to be tested in operational environment or be embedded in large-scale platforms.

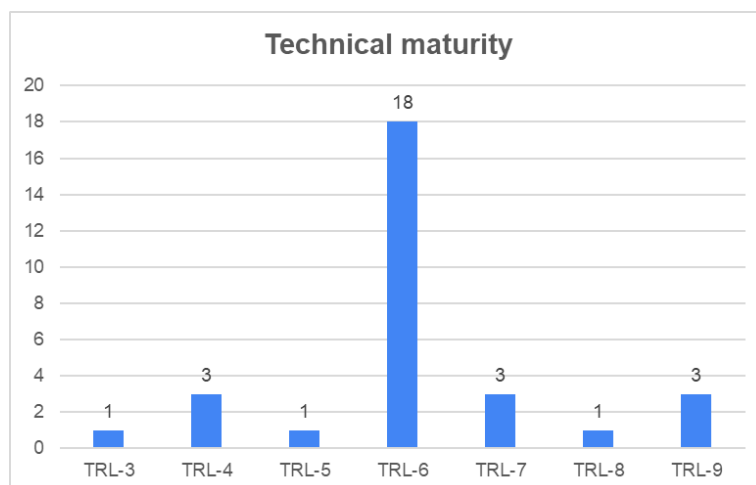


FIGURE 4: TECHNICAL MATURITY OF THE PROJECTS (NO OF RESPONSES=30)

**Market maturity (readiness)** – Market-oriented activities is a main concern of most of the responders. Initial exploitation plans are already prepared, including the elaboration of feasibility studies, market analysis, etc., while contact with potential investors are planned/taken (e.g. fund raising) (figure 5).

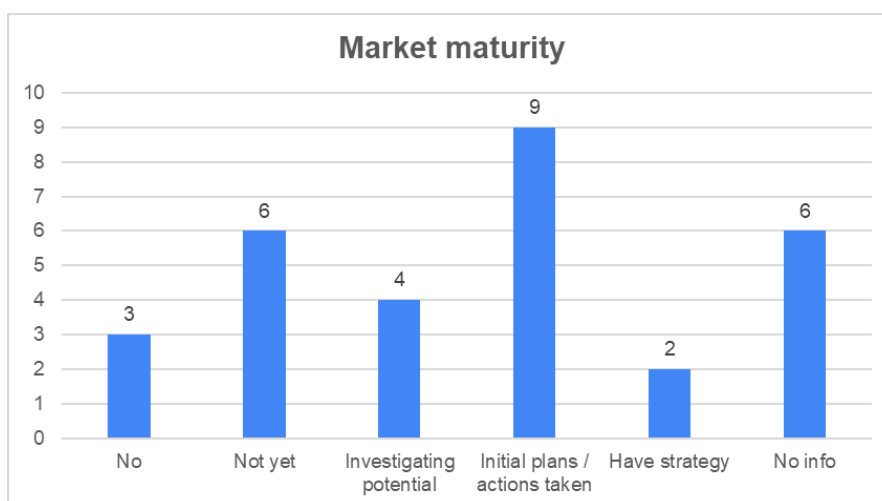


FIGURE 5: MARKET MATURITY (READINESS) (NO OF RESPONSES=30)

More than half of the interviewed NGI beneficiaries stated that they already raised funding (figure 6), while possess necessary knowledge to enter the market (figure 7).

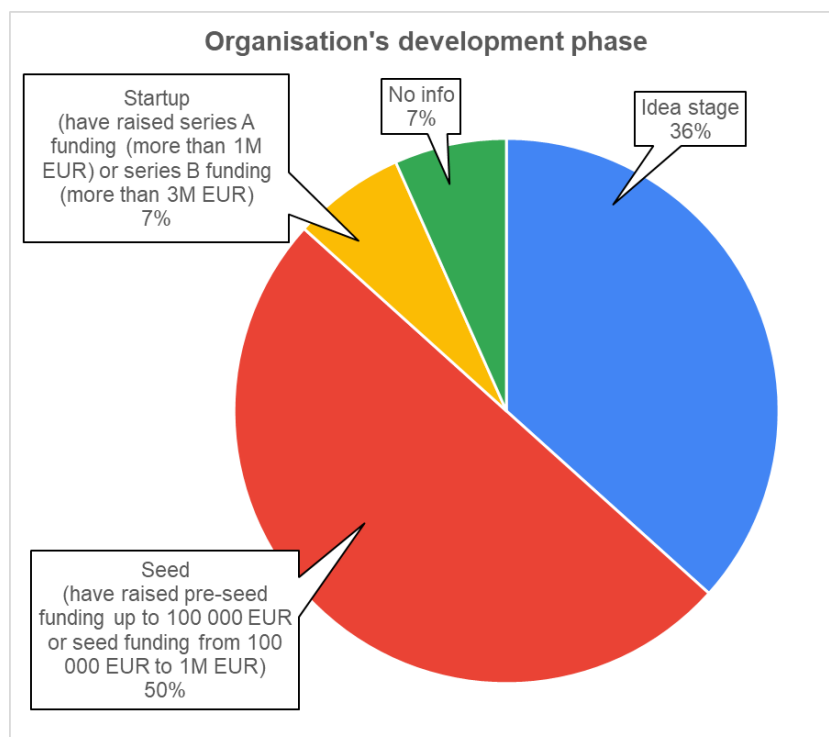


FIGURE 6: ORGANISATION'S DEVELOPMENT PHASE (NO OF RESPONSES=30)

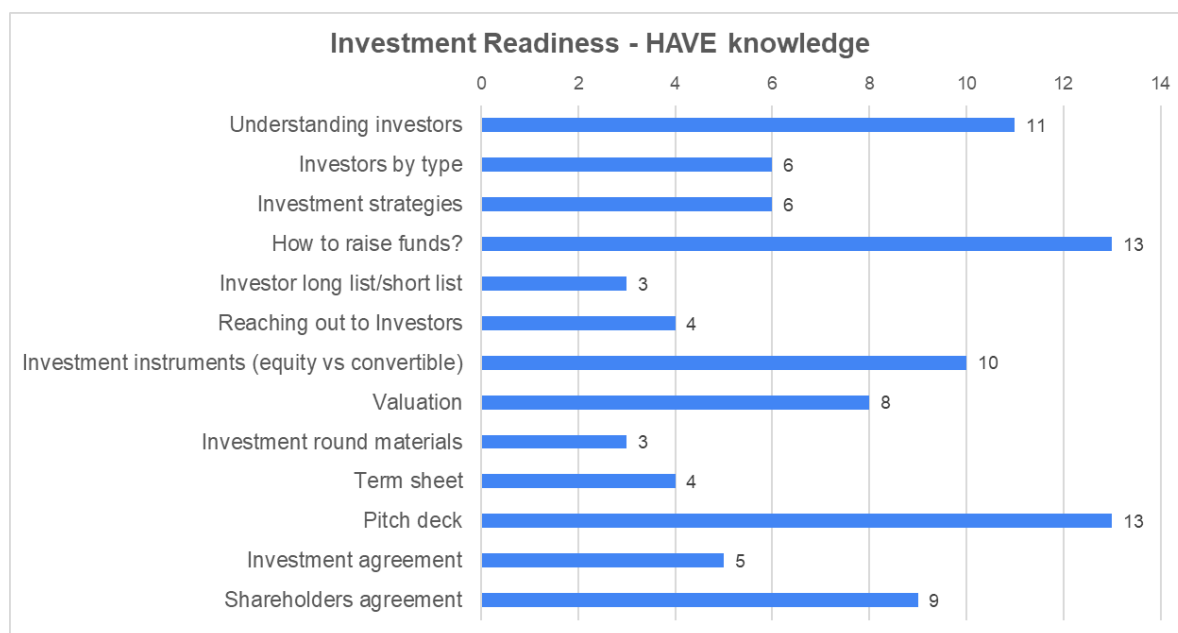


FIGURE 7: INVESTMENT READINESS – HAVE KNOWLEDGE (NO OF RESPONSES=30)

This was also evident by their (claimed) interest in certain TETRA services that will allow them to better understand how to enter new markets and prepare sustainable business plans, get into contact with potential investors and access to alternatives sources of funding, etc. (figures 8 and 9)

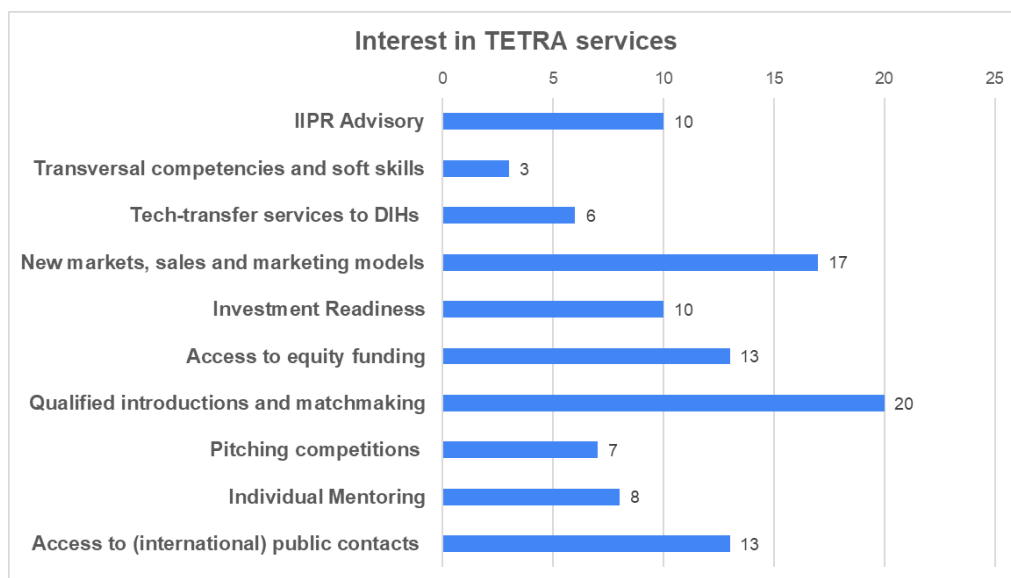


FIGURE 8: INTEREST IN TETRA SERVICES (NO OF RESPONSES=30)

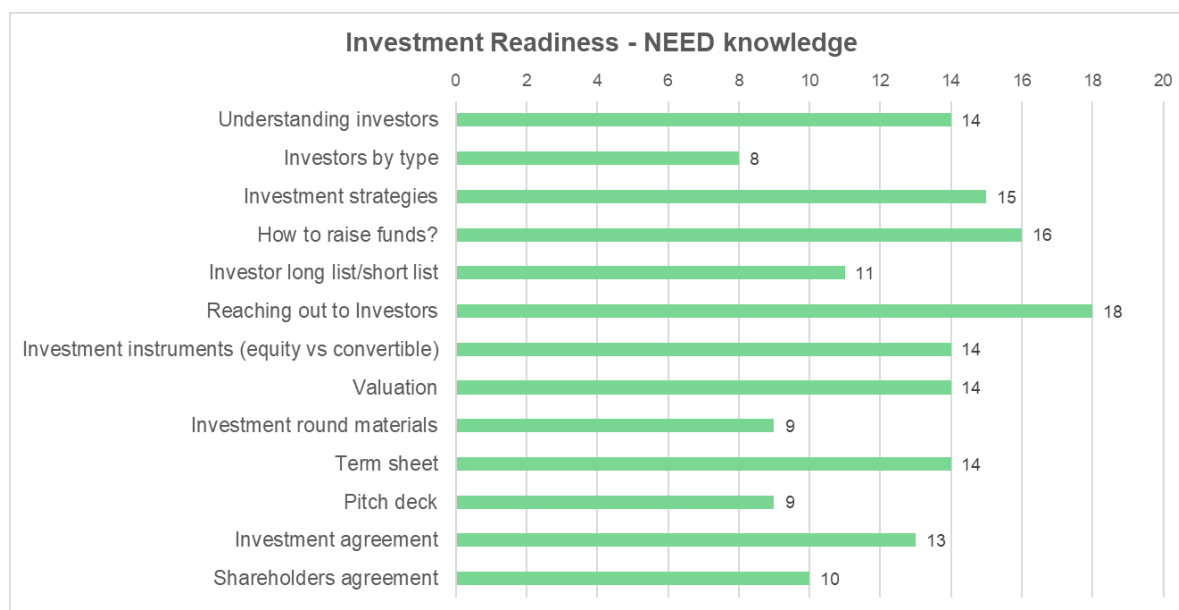


FIGURE 9: INVESTMENT READINESS – NEED KNOWLEDGE (NO OF RESPONSES=30)

**Expected impact**– The main focus of the (current) NGI beneficiaries is to contribute in making the internet a) more resilient by enhancing cyber security and the quality of the available infrastructures to secure online interactions (figure 10), b) more democratic, increasing control of internet users over their own data, so regaining data sovereignty (figure 11), and c) more inclusive by improving access and safety to all European citizens (figure 12).

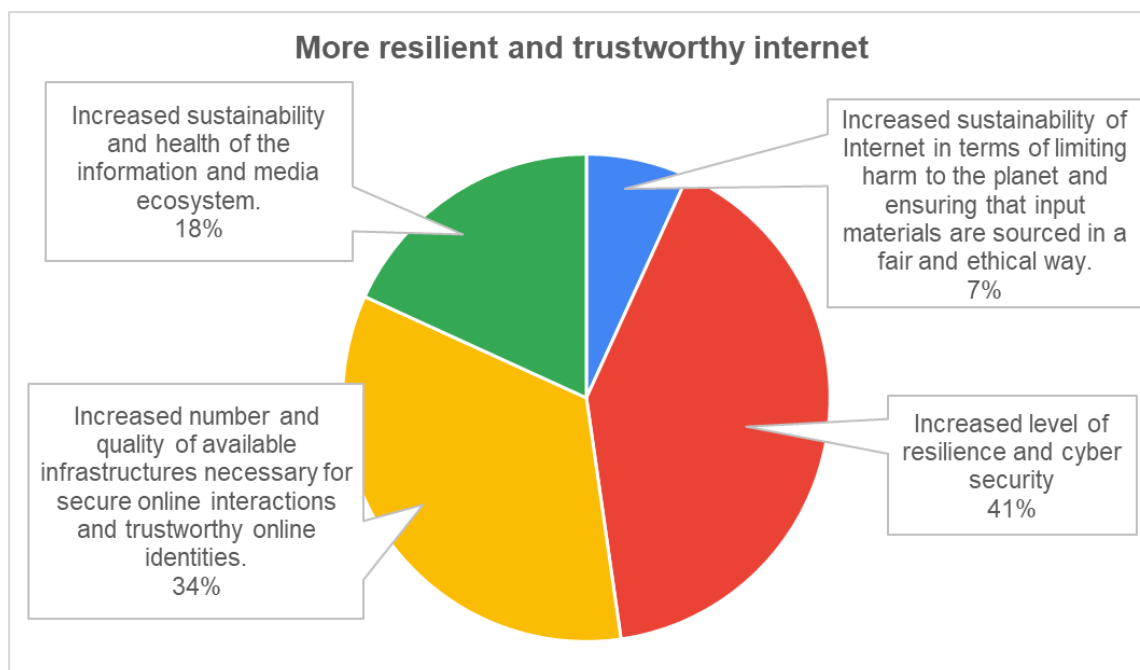


FIGURE 10: RESILIENT AND TRUSTWORTHY INTERNET (NO OF RESPONSES=30)

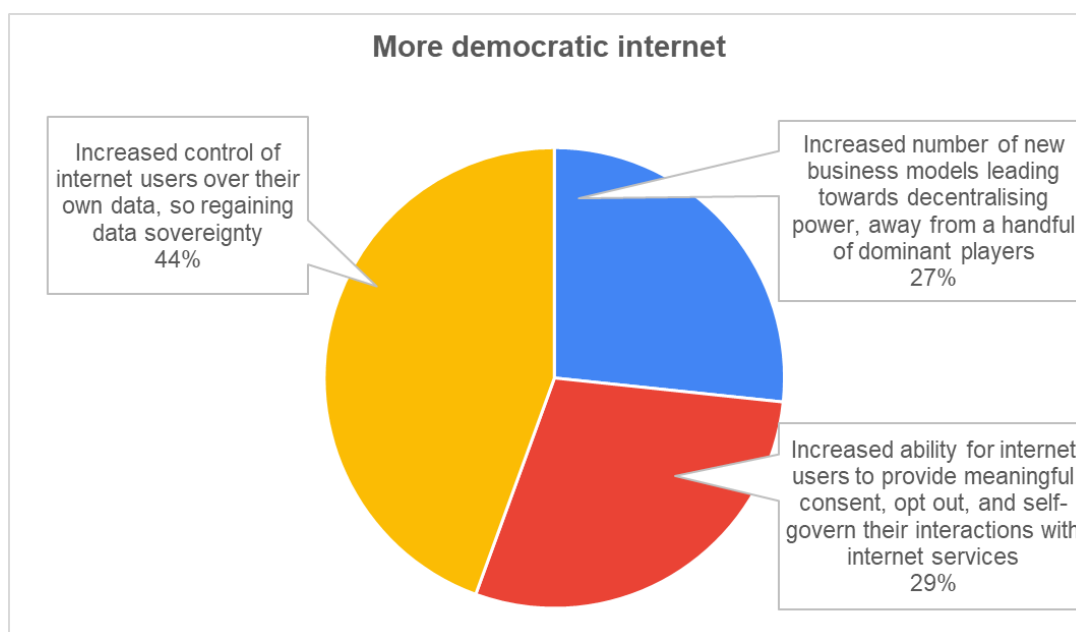


FIGURE 11: MORE DEMOCRATIC INTERNET (NO OF RESPONSES=30)

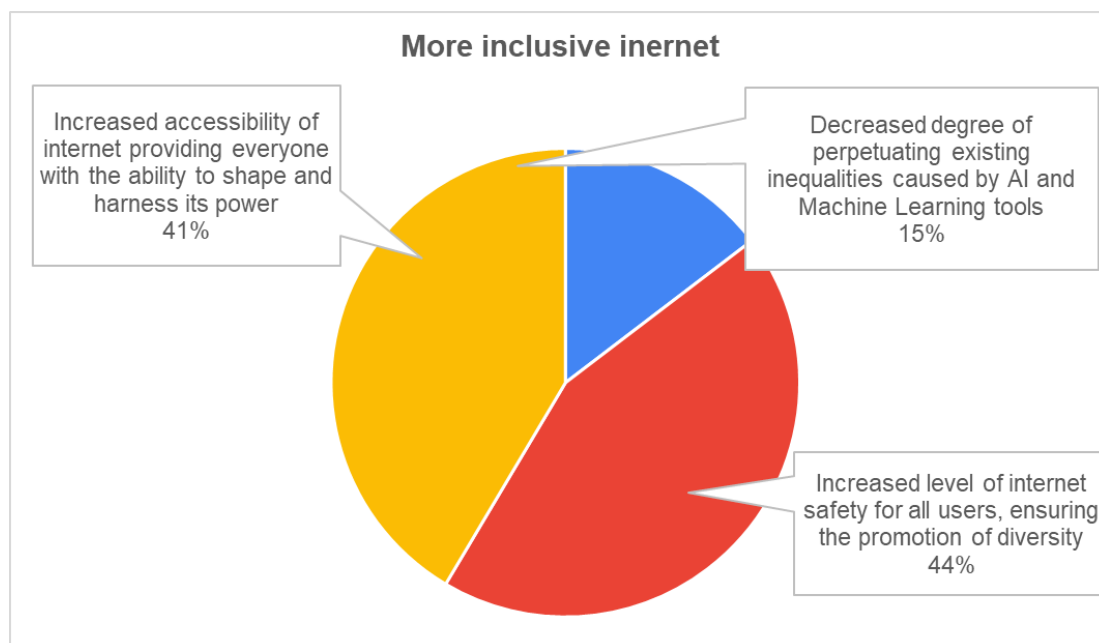


FIGURE 12: MORE INCLUSIVE INERNET (NO OF RESPONSES=30)



## 6 TETRA'S APPROACH FOR SERVICE PROVISION

### 6.1 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 NGI beneficiaries as well as the analysis of the target groups to be funded, the following table outlines the potential beneficiaries 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/Innovator	Research Organisations/Centres, Foundations	Universities	SMEs (startups, scaleups, etc.)	Mid-cap Businesses	Organisations/Companies (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.

## Third-Party Beneficiaries Categorization

The initial analysis of NGI beneficiaries 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 NGI beneficiaries will be categorized into three groups.

TABLE 5: 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**.

## 6.2 SERVICE PROVISION STRATEGY

The TETRA services will be deployed in 3 annual rounds, having as a starting and ending point the organisation of an intensive 3-days bootcamp, while a series of webinars will be organised in between covering a wide range of topics. In addition, personalised mentoring and coaching support will be offered by experts in innovation, business development and commercialisation from a variety of ICT-areas and areas benefitting from ICT will be selected. The following figure represents the concept of the TETRA service provision strategy:

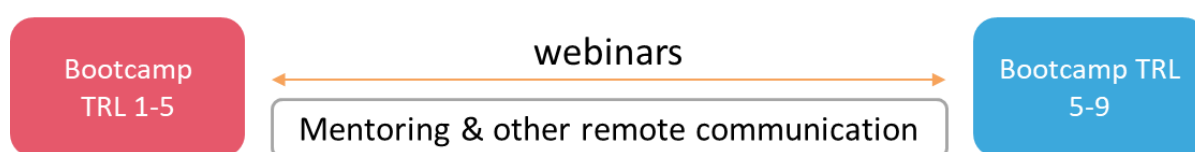


FIGURE 13: TETRASTRATEGY FOR BUSINESS SUPPORT PROVISION

## 6.2.1 Intensive 3-days 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 NGI beneficiaries based on the TETRA business support services.

The overall bootcamp concept allows us to structure the activities in three groups (1) value creation, (2) value capture and (3) value delivery.

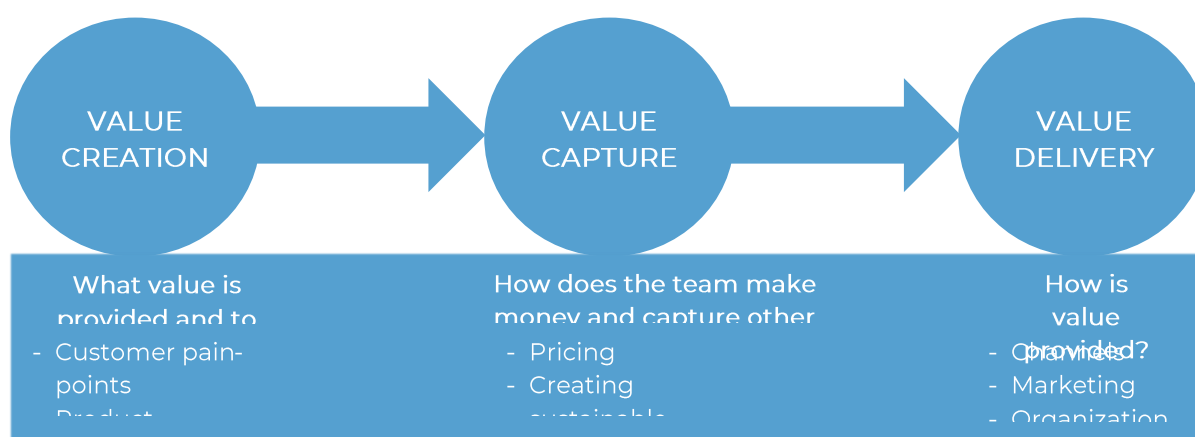


FIGURE 14: TETRA BOOTCAMPS' CONCEPT

The first bootcamp will aim to address NGI beneficiaries positioned at lower TRL (under 5) while the second will target higher TRL (above 5). Projects at different TRL level have different needs, therefore it is important to distinct the ones that are at early stage of idea or product development (TRL 1-5) from those that already have a working MVP and are testing it at lab or real-life environment, or are ready for scaling up (TRL 5-9).

The business sustainability of an innovation is defined by its ability to pass the development phases described as "Valleys of Death". During the transition between TRL 4 and 5, and TRL 6 and 7 startups are extremely vulnerable and need most support. That is not only in the context of financial contribution, but also in terms of advice, mentoring and tailored support in order to turn their research results into customised marketable products and preparing for success in the marketplace. Therefore, despite the same logical composition of **value creation**, **value capture** and **value delivery**, both bootcamps will address the topics at different levels of complexity. The low TRL bootcamp will focus on basic concepts, such as value propositioning and introduction to fundraising, while high TRL bootcamp will focus on advanced level topics, such as sales, advanced IP, etc. The (indicative) structure of each bootcamp as well as its objectives is presented below. *Note: the final agendas will be adjusted to the NGI beneficiaries that will attend each bootcamp.*

### [Bootcamp for low TRL projects](#)

Day1 “Value creation” - The first day starts with an introduction to TETRA and to the outline of the boot camp. Each project will present their ideas and get familiarised with others. The second part of the day is dedicated to value proposition, transversal skills development, understanding NGI culture and scoping the market size.

Day1 “Value creation – (indicative) agenda	
08:30 – 09:30	Introduction (Who is who)
09:30 – 10:00	Intro to pitching (Explain your idea)
10:00 – 10:30	Coffee break
10:30 – 12:00	Present your idea (in groups)
12:00 – 13:00	Lunch
13:00 – 15:00	Understanding your customer & Value propositioning
15:00 – 15:30	Coffee break
15:30 – 16:30	Team related transversal competences and skills
16:30 – 17:30	NGI culture and values in projects' organizations
17:30 – 18:00	Exercise / Break
18:00 – 19:00	Scoping Market size
19:00 – 22:00	Dinner & networking

Day 2 “Value capture” – The second day is dedicated to help participants to capture the value. The day will start with a workshop on business model canvas. The frame of business model canvas for each type of participant (researcher, developer or a startup) will be different. Projects then will participate in interactive sessions on basics of intellectual property and introduction to public tenders. The second part of the day will be dedicated to pitching practice and speed mentoring that will be done in two groups, followed by a seminar delivered by a business angel.

Day 2 “Value capture” – (indicative) agenda		
08:30 – 10:30	Business Model Canvas	
10:30 – 11:00	Coffee break	
11:00 – 12:30	IP - Basic	
12:30 – 13:30	Lunch	
13:30 – 15:00	Introduction to the world of public tenders	
15:00 – 15:30	Coffee break	
15:30 – 16:30	Pitch practice (group 1)	Speed mentoring (group 2)
16:30 – 17:00	Exercise / Break	
17:00 – 18:00	Speed mentoring (group 1)	Pitch practice (group 2)
18:00 – 19:00	What does an Angel expect?	

19:00 – 22:00	Dinner & networking
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Day 3 “Value delivery” – The last day of the programme will start with fundraising training. After the training projects will get to practice their pitch and get ready for the pinnacle of the three-day programme and the final pitch event. Even though there will be no prize, each pitch will be evaluated by the jury. Projects will get short feedback reports after the boot camp.

Day 3 “Value delivery” – (indicative) agenda	
08:30 – 10:00	Fundraising training
10:00 – 10:30	Coffee break
10:30 – 11:30	Fundraising training
11:30 – 12:30	Practice pitch
12:30 – 13:30	Lunch
13:30 – 15:30	Final pitch
15:30 – 22:00	Departure

### [Bootcamp for high TRL projects](#)

Day 1 “value creation” - The first day starts with an introduction to TETRA and an outline of the boot camp. Each project will present their ideas and get familiarised with others. The second part of the day is dedicated to learning about unique selling point, sales and business management transversal skills.

Day 1 “Value creation: - (indicative) agenda	
08:30 – 09:30	Introduction (Who is who)
09:30 – 10:00	Intro to pitching (Explain your idea)
10:00 – 10:30	Coffee break
10:30 – 12:00	Present your idea (in groups)
12:00 – 13:00	Lunch
13:00 – 15:00	Unique Selling Point – What is it and how to formulate it?
15:00 – 15:30	Coffee break
15:30 – 17:30	Sales
17:30 – 18:00	Exercise / Break
18:00 – 19:00	Business management transversal competences and skills
19:00 – 22:00	Dinner & networking

Day 2 “Value capture” - The second day is dedicated to help participants to capture the value. The day will start with a workshop on business model canvas. Projects then will participate in an advanced level interactive session on intellectual

property and public tenders. The second part of the day will be dedicated to pitching practice and speed mentoring that will be done in two groups, followed by a seminar delivered by a VC investor.

DAY2 - VALUE CAPTURE		
08:30 – 10:30	Business Model Canvas	
10:30 – 11:00	Coffee break	
11:00 – 12:30	IP - Advanced	
12:30 – 13:30	Lunch	
13:30 – 15:00	How to write an international public tender	
15:00 – 15:30	Coffee break	
15:30 – 16:30	Pitch practice (group 1)	Speed mentoring (group 2)
16:30 – 17:00	Exercise / Break	
17:00 – 18:00	Speed mentoring (group 1)	Pitch practice (group 2)
18:00 – 19:00	What does a VC expect?	
19:00 – 22:00	Dinner & networking	

Day 3 “Value delivery” - The last day of the programme will start with fundraising training. After the training projects will get to practice their pitch and get ready for the pinnacle of the three-day programme and the final pitch event. Even though there will be no prize, each pitch will be evaluated by the jury. Projects will get short feedback reports after the boot camp.

DAY3 - VALUE DELIVERY	
08:30 – 10:00	Fundraising training
10:00 – 10:30	Coffee break
10:30 – 11:30	Fundraising training
11:30 – 12:30	Practice pitch
12:30 – 13:30	Lunch
13:30 – 15:30	Final pitch
15:30 – 22:00	Departure

## 6.2.2 Online webinars

In general, a webinar is an online session of up to 90 minutes facilitated by a dedicated coach provided real-time on a scheduled date. Typically, the webinar shall contain of up to 60 minutes session working directly with the coach and 30 minutes of QA and peer-to-peer learning. The coach shall provide theoretical knowledge in a form of a lecture, presented in PowerPoint slides, and practical

advice in an interactive form. Each specific webinar can be organised in a different manner depending on a coach or specificity of a content.

There are two sets of webinars planned in the project. The first set of webinars is dedicated specifically to bootcamp participants and other webinars are dedicated to all NGI beneficiaries.

The participants of the bootcamp for low TRL projects will be invited to follow-up webinars dedicated to help the projects grow and reach higher TRL to attend the second bootcamp. Both bootcamps, for low TRL projects and the one for high TRL projects are connected to each other with a series of consecutive webinars. During these webinars, projects will be able to fill in the gaps uncovered during the first bootcamp, improve their pitching, and learn more about business models, equity funding and other topics.

The second set of webinars will be accessible not only for bootcamp participants, but for other NGI beneficiaries too. These webinars will be not directly related to the content of the bootcamps and will cover the topics of IP basics, NGI culture, international tenders, and other topics.

The calendar of webinars will be accessible in the project's website. The exact date and time of each webinar will be announced at least one month prior to the webinar. Due to the limited number of available spots for the webinar, an online registration form will be published for NGI beneficiaries to register.

### 6.2.3 Mentoring

During the bootcamp for low TRL projects, the participating NGI beneficiaries will be assessed for eligibility for mentoring services and the selected ones will be matched with dedicated mentors. In total, **40 NGI beneficiaries** will be selected from the three bootcamps for low TRL projects for personalised mentoring and coaching support. The overall goal of the mentorship is to provide guidance for the project to grow and to reach the higher TRL level to be eligible to attend the bootcamp for high TRL projects. The mentor will work together with the project to set up a master plan for the definition of the personalised capacity building programme.

The mentorship will be provided via online communication tools and in face-to-face meetings whenever possible. One mentor shall dedicate up to 20 hours of his or her time per team.

After the matching, mentor and a project will have a planning session to identify the needs and set up a master plan. Later, the mentor will follow-up with the project regularly.

It is expected that the mentor will provide guidance rather than directions. The role of a mentor is to ask the right questions and keep the project on track. Overall, mentoring services will include topics of investment readiness, startup essentials,

business model and business plan, product development roadmap, sales and marketing strategy.



## 7 NEXT STEPS

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The strategy for the provision of TETRA business support services has been developed and it is based on the deployment of a wide variety of activities in 3 annual rounds. In fact, a detailed plan has been prepared and includes:

- The organisation of the 1<sup>st</sup> bootcamp by end of May 2020 in Tallinn, EE (partner responsible: CIVITTA Estonia). A preliminary is elaborated but it will be finalised in the coming period taking into consideration the (technical/market) status and interests of the actual participants. In fact, the bootcamp will target not only those who responded to the current online survey, but all NGI beneficiaries including the *newcomers* that will be funded under the future Open Calls of all NGI R&I actions (incl. the newly started ones). The recruitment of participants will start in the coming period in order to assess their availability and motivation and properly adjust the structure, scope and level of detail of the 3-days activities.
- During the interaction with the bootcamp participants, the context of the webinars to follow will be finalised. The aim is to 'guide' the participants and enhance their knowledge and skills towards the 2<sup>nd</sup> bootcamp, planned to be organised by the end of November / beginning of December 2020 in Brussels, BE (partner responsible: European Startup Network).
- Moreover, during the 1<sup>st</sup> bootcamp, a number of highly motivated NGI beneficiaries will be selected and introduced to business mentors in order to receive in-depth personalised guidance.

The entire content and structure of the TETRA activities will be closely monitored, evaluated and properly adjusted to meet the actual needs of NGI beneficiaries. As well as the market megatrends and characteristics.

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## 8 REFERENCES

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- [6] Vasilescu L. (2014). Accessing Finance for innovative EU SMEs – Key Drivers and Challenges. Economic Review – Journal of Economics and Business, Vol. XII, Issue 2.

## ANNEX I: QUESTIONNAIRE FOR NGI R&I ACTIONS

Project data			
Project acronym:			
Start/end date:	From mm/yyyy until mm/yyyy In principle, we are targeting ALL 3 <sup>rd</sup> parties regardless if they will still be 'active' or not by the time the TETRA services will be deployed. Even if a project is ended, the respective beneficiaries may need further support/advice in order to exploit their work.		
Contact details:	Name(s), email(s) of people involved in the project implementation, who will be contacted to be invited in TETRA activities		
Project Implementation			
Expected final outcome(s):	Outline why they asked for funding - what will be their final 'deliverable', e.g. <ul style="list-style-type: none"> <li>• develop / test / validate a software</li> <li>• develop a methodology</li> <li>• pilot a solution/product</li> <li>• ...</li> </ul>		
(possible) Exploitation of results			
Business support needs (TETRA services)	Based on your expertise and/or interaction with them, which of the TETRA services would be beneficial for them? <i>(select all that apply)</i>		
	Intellectual Property Rights (IPR) Advisory		Access to equity funding
	Training on transversal competencies and skills		Qualified introductions and matchmaking
	Tech-transfer services to Digital Innovation Hubs		Facilitating participation in a well-established pitching competition
	New markets, sales and business models		Mentoring
	Investment Readiness		Access to (international) public contacts
	Other (please specify): .....		

	<p><u>Note</u>: further details are included in the document “D2.1 Business needs of NGI projects: TETRA's Preliminary value proposition” (Sep 2019)</p> <p><a href="https://business.ngi.eu/online-resources-/public-results-/d21-business-needs-of-ngi-projects-tetras-preliminary-value-proposition-/">https://business.ngi.eu/online-resources-/public-results-/d21-business-needs-of-ngi-projects-tetras-preliminary-value-proposition-/</a></p>
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## ANNEX II: QUESTIONNAIRE FOR NGI BENEFICIARIES

Project data	
Project acronym:	
Start/end date:	From mm/yyyy until mm/yyyy
Contact details:	Name(s), email(s) of people involved in the project implementation
Size of the consortium:	Mention the number of 'entities' involved in your project
Type of consortium partners:	<p>Please specify the type of partners in the project, e.g.</p> <ul style="list-style-type: none"> <li>• xx individuals (e.g. freelancers, developers, researchers, etc.),</li> <li>• xx Organisations/companies</li> <li>• xx Micro, small and medium-sized enterprises, start-ups, etc.</li> <li>• xx Researchers and developers</li> <li>• .....</li> </ul>
Project Implementation	
Objectives:	Mention in 2-3 lines which is/are the problem(s) you are addressing
Expected final outcome(s):	<p>Outline in a couple of lines what will be your final 'deliverable', e.g.</p> <ul style="list-style-type: none"> <li>• develop / test / validate a software</li> <li>• develop a methodology</li> <li>• pilot a solution/product</li> <li>• ...</li> </ul>
Field(s) of application:	<p>Outline the potential application areas where your results can be applied, e.g.</p> <ul style="list-style-type: none"> <li>• online communication tools</li> <li>• health/finance/education/... applications</li> <li>• ...</li> </ul>
Expected level of maturity at the end of the funding period:	<p>What will be the 'market maturity' of your final results? (if applicable). E.g.</p> <ul style="list-style-type: none"> <li>• ready to be embedded in existing solutions</li> <li>• ready to be tested</li> <li>• working prototype</li> <li>• complete solution</li> </ul>

<b>Current status of implementation:</b>	What is the current development status?			
<b>(possible) Exploitation of results</b>				
<b>Exploitation plan:</b>	<p>What are their exploitation plans after the funding period? have you considered any possible exploitation route? E.g.</p> <ul style="list-style-type: none"> <li>• have it publicly available as open source module/solution/...</li> <li>• embedded it in existing applications</li> <li>• enter the market as a new product/solution</li> <li>• ...</li> </ul>			
<b>Market / business oriented activities taken / planned:</b>	Have you carried out any 'exploitation' activities carried out or planned to during the funding period? If yes, please outline them (in bullet points)			
<b>Business support needs (TETRA services)</b>	What type of business support would you like to receive? Please check the all TETRA services that apply			
	Intellectual Property Rights (IPR) Advisory	<input type="checkbox"/>	Access to equity funding	<input type="checkbox"/>
	Training on transversal competencies and skills	<input type="checkbox"/>	Qualified introductions and matchmaking	<input type="checkbox"/>
	Tech-transfer services to Digital Innovation Hubs	<input type="checkbox"/>	Facilitating participation in a well-established pitching competition	<input type="checkbox"/>
	New markets, sales and business models	<input type="checkbox"/>	Mentoring	<input type="checkbox"/>
	Investment Readiness	<input type="checkbox"/>	Access to (international) public contacts	<input type="checkbox"/>
	Other (please specify):.....			
<i>(If you clicked <u>IPR advisory</u> in the above question)</i>				
<b>Need of support in intellectual property rights (IPR)</b>			Do you need support?	
			YES	NO
	Patents		<input type="checkbox"/>	<input type="checkbox"/>

	Trademarks			
	Designs			
	Copyright			
	IP management in collaborative projects (e.g. EU projects)			
	IP in business (IP strategy, IP policy, etc.)			
	IP commercialisation (e.g. licensing, assignments)			
	Other (please mention your needs)			
Level of knowledge in intellectual property rights (IPR)	If you need support, your current level of knowledge?			
		Excellent	Moderate	Low
	Patents			
	Trademarks			
	Designs			
	Copyright			
	IP management in collaborative projects (e.g. EU projects)			
	IP in business (IP strategy, IP policy, etc.)			
	IP commercialisation (e.g. licensing, assignments)			
	Other (please mention your needs)			
(If you clicked <u>Investment Readiness</u> in the above question)				
Need of support and level of knowledge in Investment Readiness	<ul style="list-style-type: none"> <li>What is your company's development phase? (select one) <ul style="list-style-type: none"> <li>Idea stage</li> <li>Seed (you have raised pre-seed funding up to 100 000 EUR or seed funding from 100 000 EUR to 1M EUR)</li> <li>Startup (you have raised series A funding (more than 1M EUR) or series B funding (more than 3M EUR))</li> </ul> </li> <li>Have you ever raised money from investors? If yes, how much?</li> </ul>			

	<ul style="list-style-type: none"> <li>• How many founders do you have?</li> <li>• How many team members do you have?</li> <li>• How old are you and your team members?</li> <li>• What is the forecasted sales revenue of your company in 2019 from its core business field?</li> <li>• Which of the following topics you already have knowledge of? (select multiple) <ul style="list-style-type: none"> <li>- Understanding investors</li> <li>- Investors by type</li> <li>- Investment strategies</li> <li>- How to raise funds?</li> <li>- Investor long list/short list</li> <li>- Reaching out to investors</li> <li>- Investment instruments (equity vs convertible)</li> <li>- Valuation</li> <li>- Investment round materials</li> <li>- Term sheet</li> <li>- Pitch deck</li> <li>- Investment agreement</li> <li>- Shareholders agreement</li> </ul> </li> <li>• Which of the following topics you would like to know more of? (select multiple) <ul style="list-style-type: none"> <li>- Understanding investors</li> <li>- Investors by type</li> <li>- Investment strategies</li> <li>- How to raise funds?</li> <li>- Investor long list/short list</li> <li>- Reaching out to investors</li> <li>- Investment instruments (equity vs convertible)</li> <li>- Valuation</li> <li>- Investment round materials</li> <li>- Term sheet</li> <li>- Pitch deck</li> <li>- Investment agreement</li> <li>- Shareholders agreement</li> </ul> </li> </ul>
<b>Impact Assessment</b>	
<b>Impact assessment questions</b>	<p>Which NGI strategic goals is your project contributing to? (Please select all those that apply.)</p> <p><b>Making Internet more resilient and trustworthy</b></p>



	<ul style="list-style-type: none"> <li>• Increased sustainability of Internet in terms of limiting harm to the planet and ensuring that input materials are sourced in a fair and ethical way.</li> <li>• Increased level of resilience and cyber security</li> <li>• Increased number and quality of available infrastructures necessary for secure online interactions and trustworthy online identities.</li> <li>• Increased sustainability and health of the information and media ecosystem.</li> </ul> <p><b>Making Internet more democratic</b></p> <ul style="list-style-type: none"> <li>• Increased number of new business models leading towards decentralising power, away from a handful of dominant players.</li> <li>• Increased ability for internet users to provide meaningful consent, opt out, and self-govern their interactions with internet services.</li> <li>• Increased control of internet users over their own data, so regaining data sovereignty.</li> </ul> <p><b>Making Internet more inclusive</b></p> <ul style="list-style-type: none"> <li>• Decreased degree of perpetuating existing inequalities caused by AI and Machine Learning tools</li> <li>• Increased level of internet safety for all users, ensuring the promotion of diversity</li> <li>• Increased accessibility of internet providing everyone with the ability to shape and harness its power.</li> </ul>
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## ANNEX III: IDENTIFIED COMPLEMENTARITIES IN BUSINESS SUPPORT SERVICES

TABLE 6: MAPPING OF THE NGI BUSINESS SUPPORT SERVICES' LANDSCAPE

WHAT \ HOW	Training events (Bootcamps, etc.)	Remote methods*	Workshops/Events	Mentoring Sessions**	In-Residence Support
IPR Advisory	TETRA NGI Explorers	TETRA NGI TRUST NGIO	-	-	LEDGER
Training on transversal competences and soft skills	TETRA NGIO***	TETRA NGIO***	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 NGIO	-	TETRA LEDGER NGI TRUST NGI Explorers	-

WHAT \ HOW	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.

### III.1 “Intellectual Property Advisory” service

	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
NGIO (PET/Discovery)	NGIO provides introductory modules on IPR to its third-party beneficiaries through 1 on 1 meetings (through remote methods)	Mutual cooperation on NGIO's development of introductory modules and TETRA bootcamp training program can be foreseen. Beneficiaries of the NGIO 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 services that are offered to the third parties	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.
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### “III.2 Training on transversal competences and soft skills” service

	Service Provision	Complementarity with TETRA services
NGIO (PET/Discovery)	NGIO 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 NGIO through training sessions during the TETRA bootcamps as well as through utilisation of remote methods.

### III.4 “New markets, sales and business models” service

	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	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.

	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.

### III.5 “Investment Readiness” service

	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.

### III.6 “Mentoring” service

	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 offering a viable product on the market. Therefore, TETRA could complement	In this context, mentoring can be provided to the third-party beneficiaries of LEDGER during the TETRA bootcamps. On top of that, mentoring through the utilisation of on-line means could also be provided, in order to complement the mentoring offered by LEDGER.

	Service Provision	Complementarity with TETRA services
	the provision of mentoring to those third-party beneficiaries through a common framework of collaboration and fine-tuning of the services to be provided.	
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.
NGIO (PET/Discovery)	NGIO project will provide to the third-party beneficiaries of its counterparts (NGIO PET & NGIO 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 NGIO 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.