

# **FABulous**

The European 3DP Accelerator



## **Future Internet Business Acceleration Programme for 3D Printing Services in Europe**

### **D7.1 FABulous sustainability framework**

Document: Silvia de la Maza (INNOVALIA)  
 Owner:  
 Contributors: Francisco Buján (CARSA), Marie Bourdon (CARSA), Lies Boghaert (imec), Valentina Grillea (bwcon), Laura Pucci (Engineering), Usua Arriola (b:talent)  
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# 1 INTRODUCTION

## 1.1 Introduction to the Deliverable

At FABulous, we are passionate about the **transformative power** of digital manufacturing, in particular, **of additive manufacturing**. We recognize the value and potential that it brings to modern design and manufacturing challenges along as we witnessed day by day the awake of a completely new business sector. Namely, the provision of Internet based services for Additive Manufacturing - Digital services for 3D Printing in other words. We have been one of the key promoters of such sector here in Europe. We are not saying that FABulous created it, but that helped to bring light into it, to shape it and finally to get it closer to the market. It would not be too ambitious to declare that if there is going to be a few big names in the world's future of this sector, at least two or three of them will have a "*FABulous origin*" with FIWARE DNA inside their core technology.

FABulous has been the only European Accelerator exclusively devoted to 3D Printing and we've been running for over 2 years supporting web-entrepreneurs, startups and SMEs that want to grow a business revolutionizing the digital-to-physical transfer process in any application of the consumer or the industrial markets. Spotting the most promising teams around Europe that wanted to challenge traditional manufacturing business models has been the most difficult part of all. In this sense, we can be an inspiration for other industry related accelerators or startup organizations, but most importantly, we want to be the reference for anyone who wants to make business or wants to know how to make business in the 3D printing sector making the best use of Internet technologies. Though we have achieved that goal, our intention is to reinforce it and further develop it.

Our leitmotiv or guiding principle has been identifying the top teams, training them and exposing them to the reality of an evolving market that behaves differently to any other, with no clear growing patterns, rules nor agreed expectations size around the globe. While building up and providing the services offered by our acceleration program we were constructing little by little the vibrant community we have nowadays. We have included some mentors here, a few relevant corporate investors there, a short list of experts for the evaluation of Open Call applications, just a few filament experts in addition, etc. Combining profiles with complementary backgrounds and experience has also been a key to engage the teams that were supported and the provider's side alike. Additionally, no one could imagine the tremendous potential of meeting someone with a different perspective in a venue where everything was designed to create a good environment to trigger innovation, collaboration and business advancement. All of this has derived into **the most valuable asset** we have got by the end of the acceleration program, that is, **our Community**.

This is our starting point and what we have to **look into the future**. We are not an exception within the international accelerators scenario though. Recent studies show that within only a decade, accelerators have become a mainstay of startup ecosystems in regions around the

globe. Throughout this period, accelerator business models and growth strategies have continued to evolve, reflecting the needs and resources available in their individual home regions (or continents).

In order to create a sustainable operating model in the face of few exits globally, accelerators have taken on new ways to supplement revenue, including corporate sponsorship, partnerships, and charging for extraneous services. Today's accelerators, and FABulous as said is not an exception, whilst still aligned with the original vision of nurturing disruptive companies have to **1) find a diversified revenue model, 2) often focus on a specific vertical, 3) integrate more into the ecosystem, and 4) work closely with governments and corporations.** In the coming year and beyond, along with the FABulous community, it will be interesting to see what new pivots the global accelerator industry will undergo as it adapts.

## 1.2 Connection with other Deliverables

*Deliverable D7.1 FABulous sustainability framework though it belongs to CP activities of a different type of work package, it has close and connected relations with to D2.4 FABulous Service Labelling & progress evaluation, D2.5 Business modelling and investment support and D3.4 FABulous dissemination ad training (final release). This is because it is very much related to the sense of belonging to a community that has been generated while providing those kind of services at the community meetings organized within the aforementioned work packages.*

## 2 BASIS OF THE SUSTAINABILITY FRAMEWORK

In light of what has been described in the introduction, we could clearly state that the **backbone** of the current FABulous ecosystem and therefore the basis for its **future sustainability framework** is our **Community** and also the **Community Meetings** we've been able to structure over the course of the acceleration program. Therefore, looking at the abovementioned 4 points of things being done currently by established accelerators around the world, what would be left for us is **find a "diversified" or "updated" revenue model.** Independently of which financing scheme we have followed up until this point in comparison with the common accelerator model (in our case no equity stakes were taken from the startups portfolio), now the support of the European Commission has come to an end, we have to find future income sources. Though we won't stop pursuing to obtain public funds and support from regional, national and European authorities, we're perfectly aware that it takes time and that in many occasions it's really tough to be successful due to competition. So at this stage we do have:

1. A clear focus on a vertical (digital services for 3DP) and
2. A committed network that includes government, corporates and other stakeholders of a very active ecosystem willing to expand and to integrate its components even more.

If we go into details a little bit more for the second point, it's worth to mention that we count with probably all (100%) of the European corporate investment players (with deep knowledge on the 3D Printing technology and the additive manufacturing process) interested in startups and 3D printing services nowadays. The recently created investment tools of some of these big industrial corporates have been benefiting from FABulous scouting process, evaluation/results assessing approach and from our community meetings. Yes, some of the near future ruling people of the European 3D printing landscape have been learning from FABulous how to best scout and accelerate startups. Our plan is to continue collaborating with them in the form of establishing **cooperation agreements** where we enable the enrichment of the FABulous community whilst contributing to improve and secure their investments at the same time. Eventually, once this scheme gets mature, we intend to explore also broader industry networks like FLAM3D, Allianz Industry4.0 or many more around Europe.

As aforementioned, another important type of corporate investor is the industrial application related one. Their approach to startups has another perspective but it's equally valuable. The realization of a prototype or the validation of a first of a kind product that introduces high competitive advantage would normally be a use case cooperation scenario these type of companies propose to startups. In addition, we have also been in contact with 2 big players of the Benelux area, one from the 3DP service provider side and the other from the research/technology and business development side. Both iMaterialise and SIRRIS have participated in our events where they had the chance to contact and discuss with our startup portfolio. Finally, we do also have connections with a more general kind of investor profiles (angel or seed) such as High-Tech Gründerfonds or Ariadne capital.

Finally, as remarked at the beginning of this chapter, we also have a tremendous valuable asset which is the Community meetings. Those initial encounters have been the seed of what we can experience now after several editions organized within FABulous. Some common characteristics of such cooperation framework would be the following:

- A place where everyone listens to everyone's pitch
  - Access to networking spaces to chat in a relaxed manner about future business
  - Comfortable exhibiting areas to showcase products and interchange marketing material
  - Connections and discussions with sector specific investors (corporate investors) that can really add value, more than just money to invest. These investors could be of 2 types:
    1. Manufacturing process related (3D printing)
    2. Industrial application related (automotive, consumer electronics and consumer tooling)
  - Connections with the local industry stakeholders
  - Customized training with workshops and presentations conducted by a high level lineup of speakers that have expertise on various of the key issues for future successful businesses (Human Resources and Talent, relationships/partnering with Corporates and VCs, facing growth and its difficulties, understanding the customer buying process and many others)
- Round tables on hot 3D printing topics promoted by and for the startups



## 2.1 Specific design and approach to a FABulous sustainability pathway

This is how we have been creating our community and how we have made it grow. Over the course of the FABulous acceleration program we've managed to create a vibrant group of stakeholders composed of **around 100 people from 20 different European countries**. This is our legacy and our starting point at the same time. It might be a small community, but it's a committed one, comprising the right stakeholders/ingredients and with great business potential. Why should "small" be not that interesting anyway? What factors make a huge community more successful than a smaller one? Obviously, the bigger the cohort the larger the ecosystem needs to be. If we are small, we can work more closely with each team and provide better support. If we would have gone for volume, the chance that a dark horse or a unicorn breaks out is much bigger but time commitment for each team would drop. At the end of the day, **it's all about quality** which should not be compromised for quantity to fill quotas. It's our belief that once the current cohort has received follow-up services and thrives in the coming months thanks to this sustainability plan, reputation and other numbers will increase and thereby it will become easier to spot the diamonds. Besides, this is only Europe, there are unknown possibilities of growing this community connecting with other parts of the world where complementary ecosystems are located.

In our case, the approach made to build up the community and to foster collaboration between peer entrepreneurs, it has been so successful that now every member of our network and every team of our portfolio are demanding the continuation of most of the activities carried out. We have detected a sense of belonging that has to be exploited. This has been reinforced by the fact that **there have been lots of collaboration between the startups** (and it's happening at this very moment too). In average, every team of the FABulous portfolio is currently cooperating with 2 other startups. We do really think this is very important.

In order to maintain some momentum, we estimate that **at least 2 community meetings per year** have to be organized in order to maintain the group together and to really trigger benefits for the members. At the same time, if we want to make it economically feasible and sustainable, those community encounters will have **to be held in parallel** (attached as added value) to already existing or organized events. Thus, the venue, infrastructure and a certain number of attendees as starting point where FABulous contributes adding value, either providing contents to the agenda by:

- Suggesting and bringing in first level speakers on the conference/event main topic
- Inviting investors from our existing network
- Contributing ourselves with keynotes or speeches to be done by members of our team about FABulous value proposition (our portfolio, our services, the acceleration program, access to finance for startups, etc.)

Bearing in mind what's been aforementioned, the idea is to use **FABulous website** as the umbrella or meeting point from which maintain the community alive and from which deploy the activities targeting the exploitation of our startups' products and services. We are currently establishing a common communication channel that will make use of the already existing distribution lists that contain the emails of all FABulous startups. In order to enhance the community aspect, we have **brought the portfolio page onto the home page**:

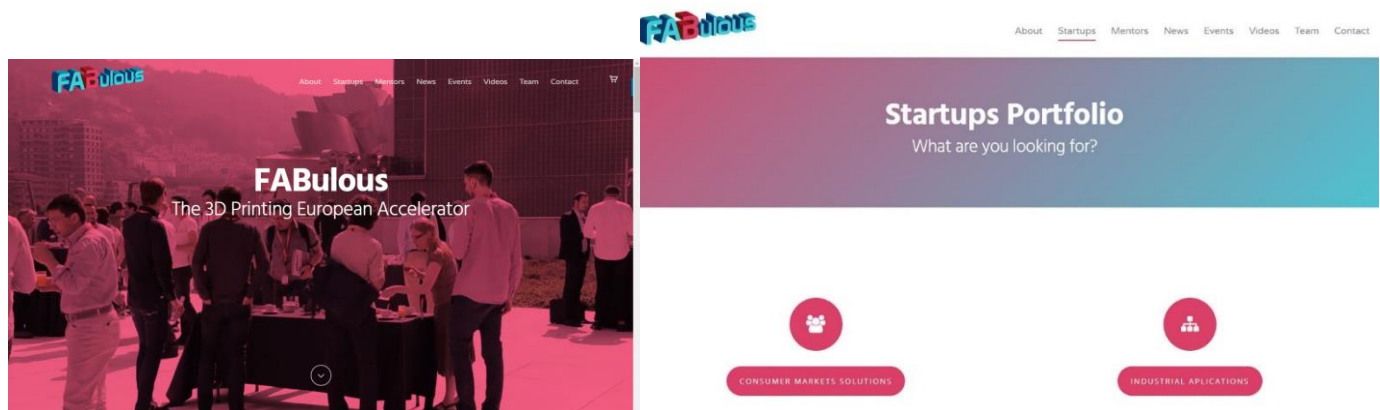


Figure 1. FABulous homepage

As can be seen, this acts as first entrance window for externals that want to know what are the FABulous startups portfolio all about, we will enable search filters so anyone can easily find the solution required. First classification will be:

1. Consumer market solutions
2. Industrial applications

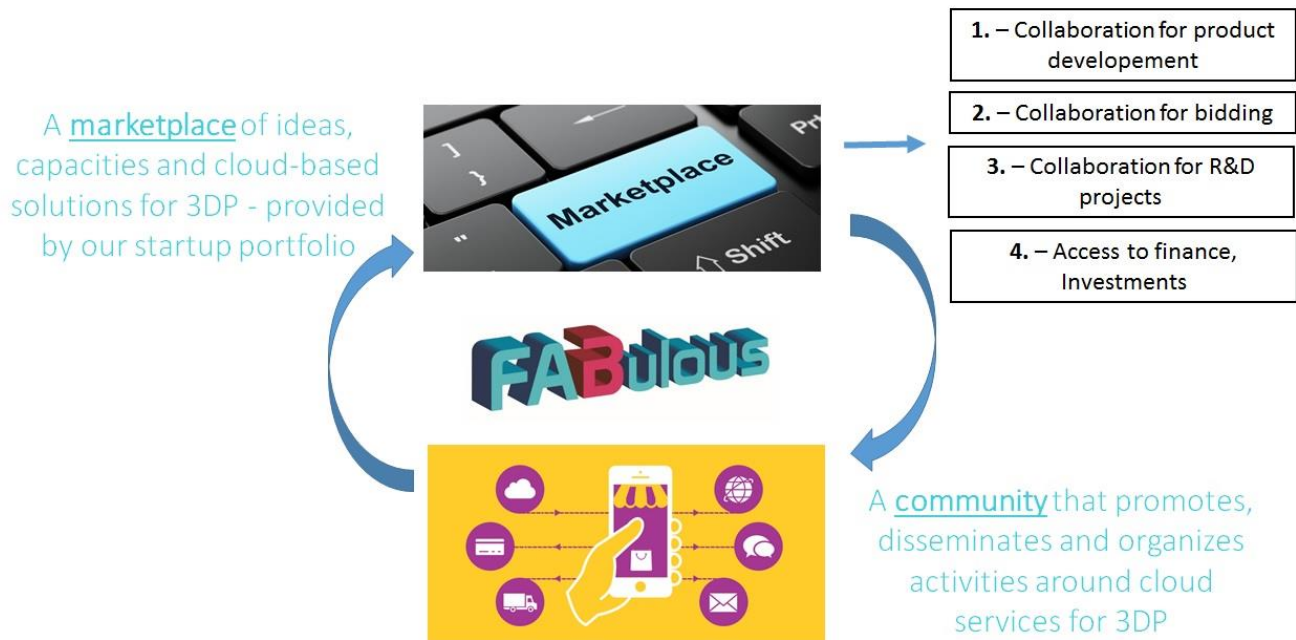
Though we will continue promoting those startups that are or were part of our portfolio during the lifespan of FABulous as European Commission supported FIWARE accelerator, we will be open to include more startups that may appear in the international scene.

In the short-term, creating a self-organized community in terms of communication and for the flow of information is the approach we plan for the next months. Everything will be monitored and coordinated with the website contents so external stakeholders are aware of the newest business proposals and opportunities. Other activities related to communication will be:

- Social media (Twitter and LinkedIn): With a growing number of followers, FABulous will maintain its Twitter account to disseminate news, events and any relevant information to the 844 followers community and to the 235 members of the LinkedIn group
- Newsletter: A monthly newsletter will be sent to the subscribers, paying the monthly/annual fee, in which funding opportunities, matchmaking events with corporates and investors, competition and awards will be highlighted to the community.



Bearing all of this in mind, we foresee FABulous to be what's described in the picture below:



Additionally, it's worth to mention that the FIWARE Foundation informed about the launch of a "marketplace"<sup>1</sup> space on the [www.fiware.org](http://www.fiware.org) website as part of the "Powered by FIWARE" program. Companies using GEs and SEs will be able to advertise their offerings in this marketplace. As described there, this marketplace "does not intend to become a place where actual commercial trading takes place but a place where truly FIWARE-based apps/solutions/services are advertised and potential customers will be able to search and find info about companies bringing a solution to their needs, including how to contact them". In this sense, FABulous will cooperate with the FIWARE foundation to leverage on those efforts for the benefit of the FABulous startups that would like their offer to be advertised on the FIWARE marketplace. For this purpose, we will include a description and a direct link to the marketplace on the FABulous website as well and promote the marketplace through all of our partners' networks.

In summary, FABulous will become on the one side a **Marketplace of cloud-based solutions** (for consumer markets and for industry too) where different types of business collaborations can be induced. Namely:

1. Collaboration and agreements for joint product development
2. Collaboration in order to apply for bids and tenders (public or private)
3. Collaboration to put forward research and development projects

<sup>1</sup> Announcement of the marketplace: <https://www.fiware.org/marketplace/>

4. Collaboration with investors for access to finance and/or investments (angel, seed or further rounds)

On the other hand, FABulous will also continue being a **vibrant community of innovators that promotes and organizes activities** for the expansion and dissemination of cloud based solutions within the 3DP value chain.

## 2.2 Financial approach

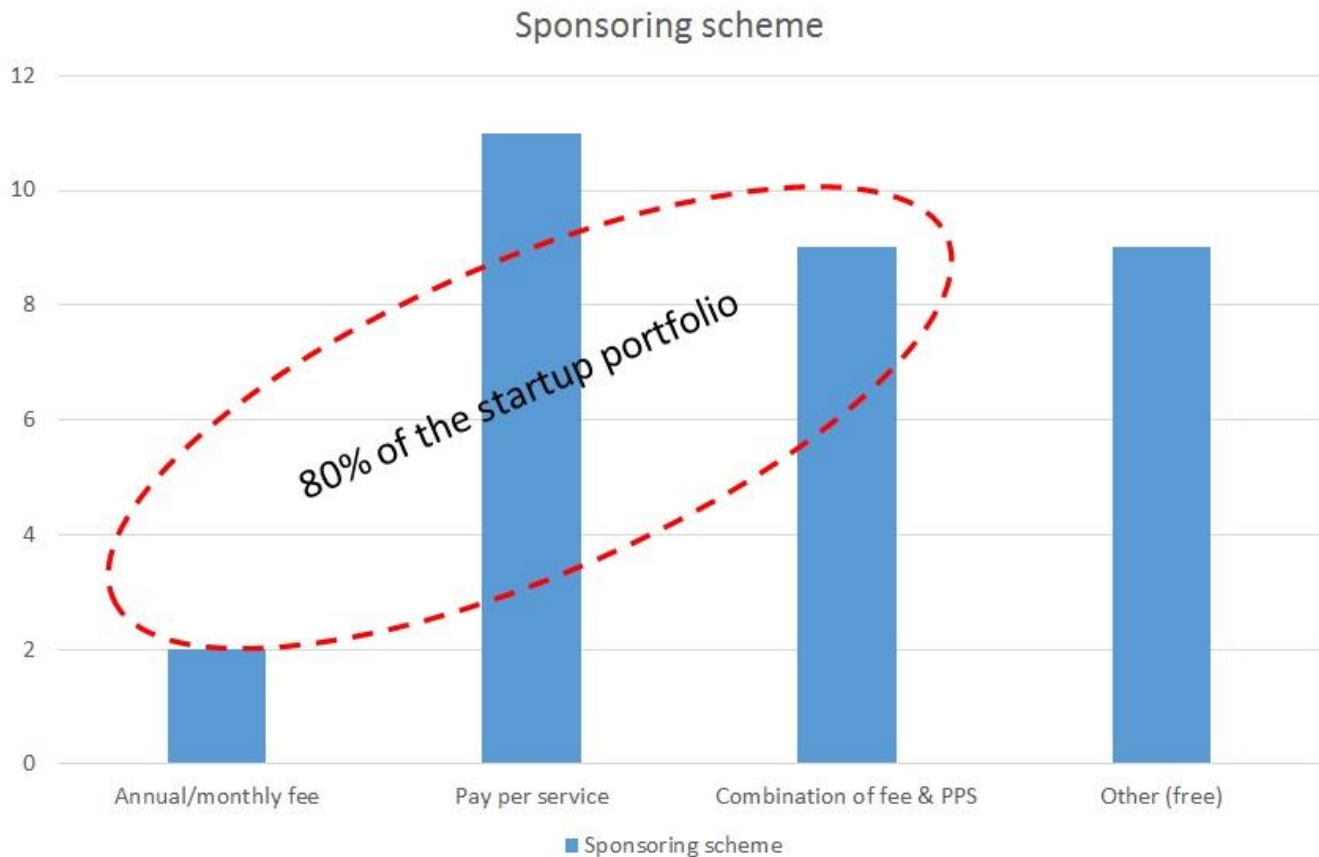
For the financial sustainability of the future FABulous support program (Marketplace + the Community activities), we foresee the following **income sources**:

- A. Membership fee for the startups
- B. Success fee (% product/service sold after membership agreement thanks to an operation enabled by FABulous)
- C. Corporate and CVCs sponsoring and partnership
- D. Public funding from regional, national and European programs

Other alternatives like renting spaces, paying fees for mentoring or establishing equity stakes which are being followed by similar startup supporting structures (though not multi-located as FABulous) cannot be taken into consideration based on our specific characteristics, the experience gained over the past 2 years and on the current development stage of our portfolio.

As far as the first income source of the ones considered above is concerned [**A. Membership fee for startups**], a survey for the level of satisfaction about FABulous services has been conducted and a specific question about continue being part of our community from 2017 was made as well. Additionally, for the positive answers to that question that were received from the startups, we specifically required to add under which economic scheme would they feel more comfortable. The results obtained are the following:

**More than 80% of the startups** we have currently in our portfolio would be interested in continue being part of the FABulous community under an sponsoring scheme that includes either an annual/monthly fee, a pay per service provided or a combination of both.



The rest 20% would be interested as long as it is free of cost. This option is not considered feasible nor realistic at this moment if we want to put forward some activities that require a minimum investment (time and/or money).

Therefore, we will concentrate our approach taking into account the answers of the majority of the startups.

In light of these results, after analyzing different options, we came up with the following sustainability scheme of options, which is going to be tested during the next year:

- a) A **monthly or annual fee** is to be paid by the startup
- b) A **scaleup package** (premium fee) for those startups willing and ready to grow fast
- c) If an **opportunity** appears for an interesting activity where the community can be involved, it will be assessed, **valuated in economic** terms and proposed the corresponding amount to each of the startups that show interest in participating

After considering some calculations based on the minimum cost required for the maintenance, update and feed of the website, plus organizing and deciding activities (scaleup package included) the results of what's being proposed here are summarized in the table below:

Type of contribution	Amount	Cost covered
Monthly Fee	<b>55 €/month</b>	Fix related to the minimum functioning of the community
Yearly Fee	<b>550 €/year</b>	Fix related to the minimum functioning of the community
Premium Fee	<b>18.000€/year</b>	Fix related to the minimum functioning of the community + Scaleup package service
Specific for an action ( <i>equally shared between participant beneficiaries</i> )	--	Variable, related to the activity to be carried out. Pay per service up to cover expenses.

As already said before, each startup will have to choose one type of fee (either monthly or yearly) and will be free to participate or not in the specific actions promoted for the FABulous community. The **scaleup package** consists in specific actions aiming at connecting startups with corporates and public innovation procurers. Among other things we shall include identification and selection of desired international quality leads (private and public) with the aim of transforming them into deals.

One FABulous coach will be assigned to each team in order to make a plan and to implement the package whilst the startup will also have preferential presence in Challenges organized by Corporates, CVCs and public authorities that are in the FABulous community radar.

The second income source foreseen [**B. Success fee**] includes a percentage per unit contract thanks to an operation enabled by FABulous (one to one deals). The following table summarizes the initial approach we've given to this:

Income source	1 <sup>st</sup> product/service sold	Next products/services sold
Success fee	<b>3%</b> of the contract	<b>1%</b> of the contract

Clear rules and definitions of what's considered a FABulous enabled operation as well as other terms and conditions will be set up in the corresponding cooperation document. The overall approach is a simple concept of getting a bigger amount when signing up the first deal and then go for a sustained basic minimum % applied to the next coming contracts with customers.

In relation with our third foreseen income source [**C. Corporate and CVCs sponsoring and partnership**], the following table explains the different levels of commitment:

Type of Corporate or CVC sponsoring	Amount	Services in return
FABulous (basic) Sponsor	<b>9.500 €/year</b>	<ul style="list-style-type: none"> <li>• Access to the Community of innovators in digital services for 3DP and other stakeholders</li> <li>• Participation in all the community events including               <ul style="list-style-type: none"> <li>◦ Organized F2F meetings with selected startups</li> <li>◦ PR and marketing (panel stand and logo at the event)</li> </ul> </li> </ul>
Gold Sponsor	<b>25.000 €/year</b>	Basic services + <b>1 Corporate Challenge</b>
Premium Sponsor	<b>40.000 €/year</b>	Basic services + <b>2 Corporate Challenges</b> + Advice on scouting and startups selection processes

Finally, it's always difficult to advance the amount of resources that will be available due to winning **competitive funds under public programs [income source D]**. Though we could calculate an average estimation per year, we prefer not to do so at this stage until we're able to collect some more information about possibilities and we let the program run for a few months. In any case, our plan would be to address at least a couple of public funding opportunities every 12 months. Generally speaking, if any adaptation or update on this financial part of the sustainability scheme needs to be done in the future, it will be discussed and implemented on the fly as we keep the community together and as we evaluate the considerations made by our members throughout the communication channels.

### Operational costs, breakeven point and benefits projection

In the following table we present an estimation on the efforts required to deploy the minimum level of the aforementioned services:

Communication channels and search for additional funding	Community meetings	FABulous Marketplace	Challenges and events	Preparatory actions and minimum infrastructure for scaleup packages	Preparatory actions and minimum infrastructure for P2P deals
2 <b>PM</b>	1 PM	1 PM	2 PMs	0,5 PM	0,5 PM

So in total we foresee **7 PMs/year** which accounts approximately for around **EUR 33,600** of fixed costs in staff. Therefore, bearing in mind the income contribution to be made by subscribed startups in a *flat scenario* where we do not consider other additional incomes derived from neither Corporates and CVCs sponsoring nor success fees, we find our **breakeven point** as follows: **subscription of 61 startups**.

In the next page we present the income and costs projection of our initiative for the next 3 years including 2017. This has been done considering the four types of income sources and estimating how many teams will be provided by the related services.

We do also present a graphic showing the foreseen breakeven point and where it's located in time (somewhere between the last part of 2017 and the beginning of 2018.)



		2017				2018				2019			
		Units	n.of startups	income	Costs	Units	n.of startups	income	Costs	Units	n.of startups	income	Costs
Memberships	Subscriptions (monthly fees)	10	10	660,00 €	13.600,00 €	25	25	16.500,00 €	17.600,00 €	35	35	23.100,00 €	17.600,00 €
	Subscriptions (yearly fees)	15	15	8.250,00 €	20.000,00 €	30	30	16.500,00 €	24.000,00 €	40	40	22.000,00 €	24.000,00 €
	Scaleup packages	0	0	- €	- €	2	2	36.000,00 €	5.000,00 €	5	5	90.000,00 €	10.000,00 €
	Specific actions	2	16	1.600,00 €	- €	3	24	2.400,00 €	- €	4	36	3.600,00 €	- €
Success fee	1st product/service	0	0	- €	- €	2	2	6.000,00 €	950,00 €	4	4	20.000,00 €	1.900,00 €
	Additional product/services	0	0	- €	- €	4	2	20.000,00 €	1.000,00 €	7	7	30.000,00 €	5.000,00 €
Corporate/CVCs sponsoring	Basic	2	2	19.000,00 €	5.000,00 €	3	3	28.500,00 €	5.000,00 €	5	5	47.500,00 €	9.000,00 €
	Gold	0	0	- €	- €	1	1	25.000,00 €	2.500,00 €	2	2	50.000,00 €	11.000,00 €
	Premium	0	0	- €	- €	0	0	- €	- €	1	1	40.000,00 €	8.500,00 €
Public funds	regional	0	n/a	- €	- €	0	n/a	- €	- €	0	0	- €	- €
	National	0	n/a	- €	- €	0	n/a	- €	- €	0	0	- €	- €
	European	0	n/a	- €	- €	0	n/a	- €	- €	0	0	- €	- €
				<b>29.510,00 €</b>	<b>38.600,00 €</b>			<b>150.900,00 €</b>	<b>56.050,00 €</b>			<b>326.200,00 €</b>	<b>87.000,00 €</b>



## FABulous benefits projection

Although the estimation shows that we would finish 2017 with negative numbers, somewhere very close to the beginning of 2018 this initiative would start to generate profits along with a more intensive work with the startups involved.

## 2.3 Risks assessment

In the following table we include some of the risks we're able to foresee and also the mitigation measures to be taken that are related to them:

Risk	FABulous countermeasures
1. Startups are not willing to pay a monthly or annual fee	FABulous is currently assessing the "psychological" fee startups would be willing or in the position to pay for the services described. Other alternative paying methods and timing will be considered to ease the decision.
2. Not enough startups are subscribing to the monthly/annual fee	FABulous will extend the service to startups outside the FABulous community and intensify the marketing and dissemination campaign to include more teams. Reduction of fixed costs will also be considered if the situation can compromise the whole service structure
3. Startups are not active in the community communication channels	FABulous will be disseminating events, initiating debates and ensure that a proper follow-up is done. The possibility of nominating a community manager to foster interaction will also be considered.
4. Agreements for the success fee are high time consuming with very little contracts completed	Simplification of the contract terms will be considered along with a clearer decision channel of what's a FABulous support operation.
5. The mentioned corporates and CVCs are not interested in collaborating with FABulous	FABulous will search along the digital manufacturing ecosystem for more partners. Cooperation with key investor networks will also be reinforced.

6. Additional public funds are really difficult to obtain and consume lots of effort	Other ways rather than competitive calls for projects will be explored. Direct contact with public-private funding institutions will be initiated.
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## 2.4 Role of current FABulous partners and operational structure

In addition to the opportunities identified and the activities proposed by the FABulous community managers (current FABulous partners led by CARSA), we do also have to enable a bottom-up approach for the actions that are going to be promoted in the future if we want to be successful. We could also refer to FABulous in the future as a network of networks related to 3D Printing. Indeed, there are already very active established networks running in Berlin and Munich for instance, where not only some of our startups are very much involved, but also a few of the other FABulous ecosystem relevant players (corporate investors) are taking main roles.

There are some others like the FLAM3D initiative and the FABLAB network with which we have direct access. Hence, there is a clear need to listen to the “*self-organized*” community we were referring to earlier in this document in order to offer the expected support. In this sense, the antennas we will be using for this listening are:

- Local FABulous Ambassadors: those startups that are very active in a certain geographical area that will stimulate the community proposing actions related to something happening in their surrounding that is connected to their business. To start with, we shall chose a few ambassadors covering the main FABulous partner countries (Spain, Germany, Benelux and Italy). These will be linking local initiatives with an international audience for the benefit of both sides.
- FABulous Regional connections: current FABulous partners who will be responsible to firstly connect with the ambassadors and who will be mainly covering their countries.

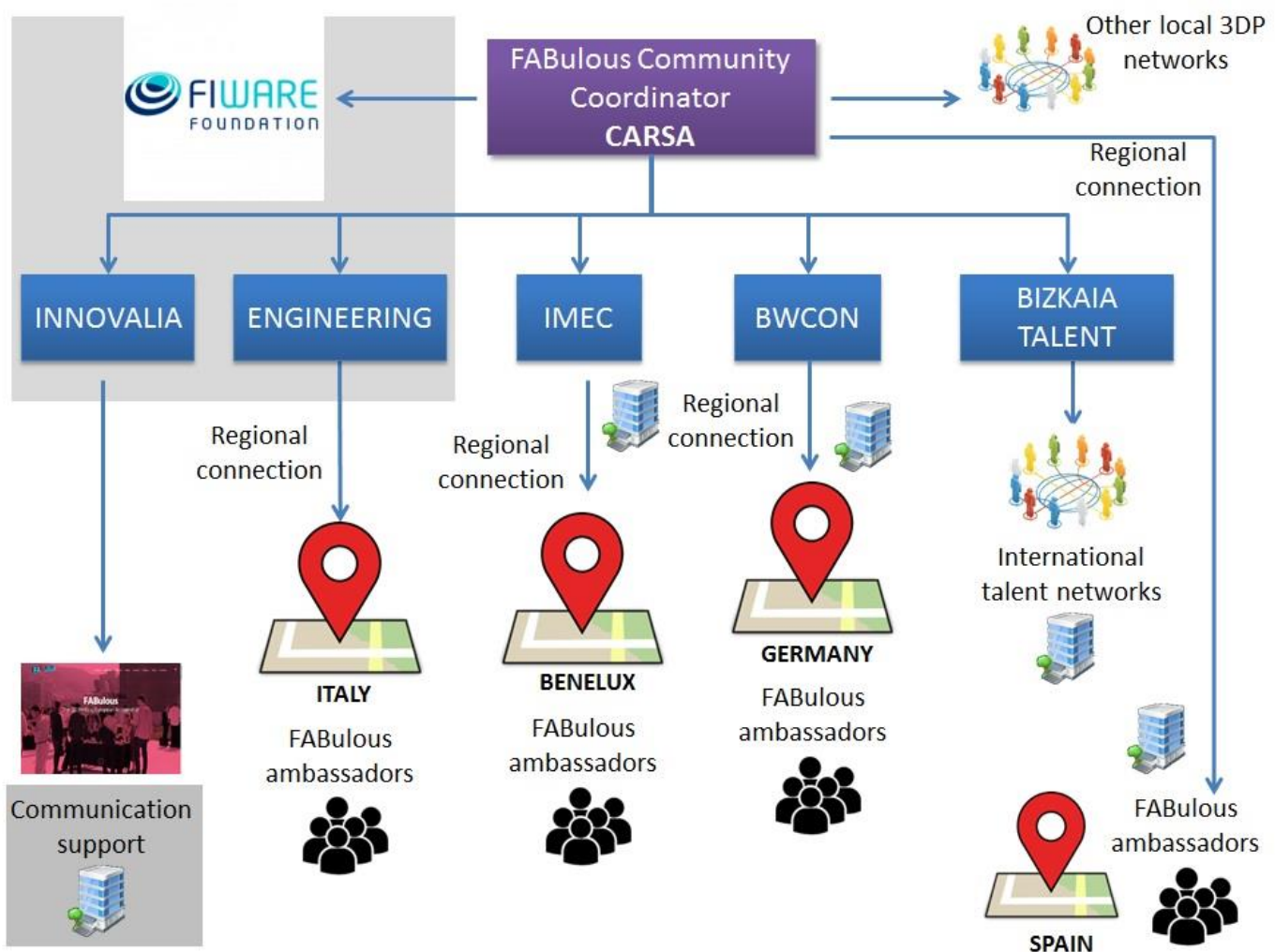
Finally, another important task to be carried out is the **connection with FIWARE**, guaranteeing first hand access to the technology, related events and most importantly to the wider community (developers, managers, stakeholders).

Bearing all of this in mind, we can present the following as the tentative first approach of operational structure to start discussing until we reach an agreement (*see first action line in the next point*):

- CARSA: Coordinator of FABulous future actions, communication support and regional connection with FABulous ambassador for Spain.

- INNOVALIA: link to FIWARE as member of the FIWARE foundation and communication support
- ENGINEERING: link to FIWARE as member of the FIWARE foundation and regional connection with FABulous ambassador for Italy
- IMEC: Communication support and regional connection with FABulous ambassador for Benelux
- BWCON: Communication support and regional connection with FABulous ambassador for Germany
- Bizkaia Talent: Communication support and connection with international talent networks

This can also be seen in the picture below for a better understanding of the governing proposal of the future community:





### 3 CONCLUSIONS AND SUMMARY OF ACTIONS TO BE TAKEN

One of the main conclusions and motivation for the elaboration of this Deliverable is the fact that a good part of the current existing FABulous portfolio is demanding further services from our side in line to those offered by the Accelerator under the support of the FIWARE program of the European Commission. Therefore, these teams are keen to continue being part of the community and will be expecting us to keep on providing some of the services and support we delivered to them during the last 2 years.

It is clear to all of them that from now on there are not funds available within the scheme we propose, at least in the quantity and source like there were when FABulous was running under the umbrella of the FIWARE program. Despite of this, the services provided were so good and contributed with such value that startups will welcome any support from our side even if it is not accompanied with direct funds to their business activities. They're perfectly aware we can provide the proper connections and network in order to have access to the specific customized finance for each case.

Bearing all of this mind, the plan for the next months is to work basically in 4 lines:

1. Sign a **cooperation agreement** between the interested parties within the current FABulous consortium that will include minimum commitments
2. Have **an updated website** as open window to the external stakeholders
3. Take a **couple of events and promote the community participation** as example of how to articulate cooperation in specific actions aiming at maintaining the community alive whilst selling our startups products and services at the same time. For this we have chosen the following events:
  - a. **Utrecht, May 29-31.** FIWARE Summit. The event is promoted among the startups and Engineering as member of the FIWARE Foundation will be ready to extend its technical training and guidance to the companies participating.
  - b. **FabCon 3.D in Erfurt June 2017:** Following the method we implemented during FABulous, the idea here is to book a space in this trade show on behalf of the interested startups and to organize their participation in a common stand for FABulous. This will be done in collaboration on the one hand with the event's secretariat with whom a negotiation for a competitive price will have to be done. And on the other hand, we will count with the support of one of the best positioned startups in Germany, who's also going to have prominent participation at the trade show. FABulous will coordinate the participation, make sure the logistics are efficient and comfortable for showcasing products/services, ensure the startups benefit the most from the event's program (startup challenge participation, specialized speeches, opening presence, etc.) and finally find the most cost effective solution. We are currently under the initial conversations but our intention is to reach an agreement during February and March and have this very first example of activity after the end of the acceleration program.

- c. **Formnext in Frankfurt November 2017:** The idea is to proceed as the one described above for Erfurt. This is going to be a key one since Formnext is currently the most important industrial driven 3D Printing trade show in Europe.
  - d. **3D Printing network encounter in Berlin – Event on February 2018** where the FABulous community will be invited to participate and pitch free of cost. Organized by one of our most successful startup, this event offers a great opportunity to network with other members of the 3D community, to launch partnerships and to listen to some interesting pitches about the next stage of 3D printing development. The organizers reached 100 participants this year and expect a big increase for the next edition that includes the whole of the 3D printing community in and around Germany.
4. **Sign collaboration agreements** with the main corporate venture capital companies of our network. Also with those big industrial products manufacturers that are looking into 3DP as a potential technology to gain competitiveness. We will reach out for the aforementioned names of corporates that participated in our events and propose a basic framework for cooperation in which both parties will benefit.

This is a first approach for the sustainability pathway we want to put forward after FABulous. As can be seen, our approach is to start off with clear simple steps and actions that will maintain the community together and in contact while we all continue drafting the future of this sector specific group of startups and its stakeholder network.

## PROJECT PARTNERS

