



FP7-contract n°: 632738

D5.2 REPORT 2 ON BUSINESS DEVELOPMENT SUPPORT

Abstract

This document reports on the support provided to the SMEs and web-entrepreneurs on business development during the last review period. This WP runs in parallel with the other work packages and offer various types of business coaching to the sub-grantees: business development workshop, one to one coaching (mentoring) and the opportunity to meet enlarged business community through the High level advisory Board.

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1 Introduction

Deliverable D5.2 is the 2nd Report on Business development from WP 5 “Business development”. This document will report on the support provided to the SMEs and web-entrepreneurs on business development during the second year [months12-24]. Work Package 5 is led by iMinds and covers the business development activities.

The aim of this WP is to offer business development services to the selected web-entrepreneurs and innovative SMEs. Developing a new innovative product or service based on *FIWARE* enablers is only one step in building a successful venture. In order to improve the chances that the developed technology will be adopted in the market and customers are willing to pay for it, a parallel “customer discovery” phase is advised. Recent research from Steve Blank (*The Start-up Owner's Manual*), Alex Osterwalder (*Business Model Generation*) and Eric Ries (*The Lean start up*) suggests various methodologies and scientific approaches that can be applied by start-up's, entrepreneurs and innovative companies to improve their product success by developing a better understanding of their consumers, using short development iterations and measuring customer feedback. The Lean start-up movement relies on validated learning, scientific experimentation, and iterative product releases to shorten product development cycles, measure progress, and gain valuable customer feedback. It has attracted attention among entrepreneurs world-wide as a constructive way to try out ideas and gain customers.

Through the lessons and coaching in this WP, the selected companies will apply these techniques in order to improve their chances for success. As stated by the methodology, this WP runs in parallel with the other work packages and offer business coaching and mentoring during the course of the execution of the development of the experimentations.

1 Milestones

The sub-objectives of WP5 are:

- Organize and facilitate business modelling and customer development workshops,
- Select business coaches out of the networks of the project partners and assign them to beneficiary companies,
- Compose a high-level advisory Board of local stakeholders and facilitate advisory sessions for both the project consortium and participating SMEs and web-entrepreneurs.

Those sub-objectives are respectively associated to the 3 tasks on WP5 :

T5.1 Business Modelling and Customer Development workshops,

T5.2 One to one business coaching

T5.3 High level advisory Board.

The milestones associated to those sub-objectives are indicated below:

Milestone number ⁵⁹	Milestone name	Lead beneficiary number	Delivery date from Annex I ⁶⁰	Comments
MS6	Host first Business Modelling and Customer Development workshop	2	6	
MS7	Host second Business Modelling and Customer Development workshop	2	12	
MS8	Host third Business Modelling and Customer Development workshop	2	18	
MS9	Assemble high-level advisory Board	2	3	
MS10	Facilitate first high-level advisory Board meeting	2	12	
MS11	Facilitate second high-level advisory Board meeting	2	18	
MS12	Facilitate third high-level advisory Board meeting	2	24	

Note : There is a mistake in the DoW milestone table: T5.3 description indicates 2 High level advisory board meetings (and not 3), one at the end of each project year.

The 3rd business modelling and customer development workshop was not held because there was no 3rd call for the Fi-C3 project. The resources for the 3rd workshop were added to the 2nd workshop.

The updates on the milestones above are reported below:

- in section 2 for which concerns the activities of T5.1,
- in section 3 for the mentoring activities (T5.2),
- and in section 4 for the High level advisory board (T5.3)

2 T5.1 Business Modelling and Customer Development workshops

The business modelling and customer development workshops aims at providing the sub-grantees a proven framework to structure their innovation process and improve their chances to success in launching innovative products and services.

During the workshop, the SMEs were trained and coached to use a methodology to track the progress of validating the product market fit of their business idea. The methodology and tools are designed to be used in the follow-up Customer Development / Business Coaching meetings during the course of the FI-C3 accelerator programme to continuously track progress and report business decisions linked to their projects.

Milestone MS 7: Host second business modelling and customer development workshop.



Highlights from the 2nd FI-C3 Business Modelling workshop

Upon the selection of the projects as part of Call 2, a full day Business Modelling workshop was immediately organized on October 22, 2015 in Brussels. This task was led and implemented by iMinds and was facilitated by the Business Modelling team of iMinds, experienced in coaching startups and SMEs in their innovation trajectory. It used a tested methodology to facilitate the interaction. All sub-grantees were offered the opportunity to attend these workshops, and 20 of the Call 2 companies participated.

The workshop was co-hosted by Dimitri Schuurman and Olivier Rits with the support of their team of business modelers:

- Dimitri Schuurman has developed a specific living lab offering targeted at start-ups and SMEs, based on the lessons learned of ICT living labs and in which he has managed over 50 innovation projects.
Bio: <http://www.iminds.be/en/profiles/2014/03/07/dimitri-schuurman>
- Olivier Rits is a senior researcher at iMinds - SMIT and business Modelling expert at iMinds - Living Labs. Next to research in the telecommunication domain, Olivier takes care of strategy and business model innovation for start-ups and SMEs.
Bio: <http://www.iminds.be/en/profiles/2014/10/10/olivier-rits>

The presentation materials of this workshop can be found here: <http://bit.ly/1RyTR6H>

The workshop was structured as follows:

- 09.00 - 09.05: Welcome
- 09.05 - 09.25: Introduction Living Labs as distributed innovation methodology
- 09.25 - 10.30: Validation board methodology
- 10.30 - 12.30: Break-out session – completing the validation board by participants, expert & peer coaching part I
- 12.30 - 13.30: lunch
- 13.30 - 13.45: FI-C3 Project evaluation meetings – overview
- 13.45 - 14.15: Q&A + discussion of a good validation board
- 14.15 - 16.45: Break-out session – completing the validation board by participants, expert & peer coaching part II
- 16.45 - 17.00: Wrap-up

- The workshop started off with plenary training sessions where iMinds expert gave the introduction on the validation board and Living Lab methodology, instructing the sub-grantees how to use the methodology, sharing theory combined with practical examples.
- The remainder of the workshop was focused on guided co-creation sessions: we invited the sub-grantees to work in small groups of 2 to 3 sub-grantees and a dedicated Business Modeler, to define the fundamentals of their business model, by using the LLAVA matrix (validation board) for their specific project with the support of their peers and the coaching of iMinds Business Model experts. During the interactive sessions specific questions of the sub-grantees were addressed and additional advice was provided as the attendees started discovering and implementing the methodology. The components of the LLAVA matrix (Validation Board) are represented in the images below.

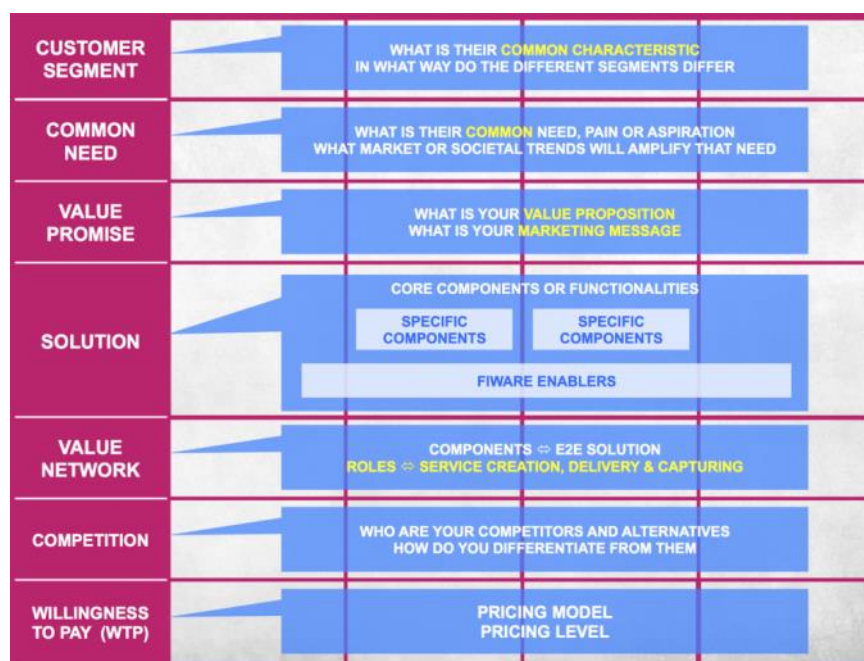


Figure 1 – LLAVA matrix

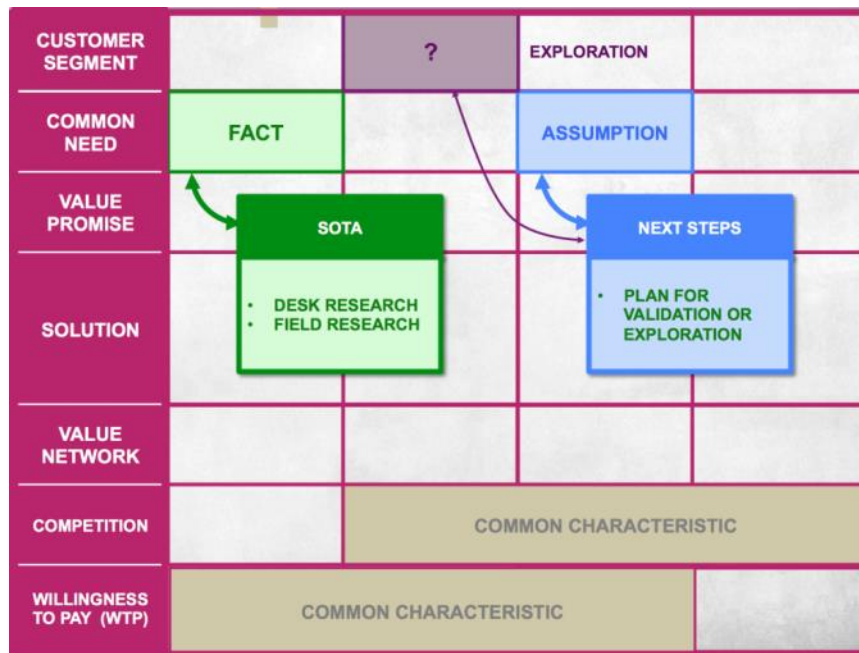


Figure 2 – LLAVA matrix - example

After the workshop we polled the attendees to understand how they experienced the workshop. Below is the feedback from the companies on the business modeling workshop where we introduced them to the LLAVA matrix and living lab approach. 10 of the attending companies completed the questionnaire.

Overall the presentations, interactions, coaches and workshops on LLAVA matrix were very well received.

TOPIC	SCORING (5=Max)
Overall workshop	4,3
LLAVA matrix presentation	4,3
Living Lab approach presentation	4,2
Breakout sessions for working on the LLAVA Matrix	4,4
Breakout session on the Living Lab assumptions and validation	3,9
Usefulness of the LLAVA tool	4,4
Was the interaction with the other projects interesting	4,5
Was the guidance by the coach useful	4,5
Do you plan on using the LLAVA tool in the future	50% yes, 50% "don't know"

Other comments indicate the same positive note, with request to spend more time on the subjects and networking activities:

- *"Great work, wonderful atmosphere, positive energy all over. Thank You."*
- *"Gathered together, additional networking and idea-sharing activities should provide a better use of time."*

- *“These session should be longer and getting deeper in the subject.”*
- *“Very interesting session and methodology. It helps you conceptualize and identify weaknesses and next steps in your own business modeling rationale.”*
- *“The coach that gave me advices was really good! Being very challenging, he pointed out what was still missing in my presentation. I strongly appreciated the interactions with the iMinds team.”*

3 T5.2 One-on-one business coaching

As soon as a project enters the accelerator, a contact point belonging to the FI-C3 consortium is assigned to that project to act as a link between FI-C3 and the sub-grantee. In addition to any administrative/organizational aspects of the sub-grant agreement, the contact point is in charge of maintaining frequent contacts (physical visits or telephone calls) with the sub-grantee, and detect any advice and support that the project may need from the accelerator (or the programme) to run its project successfully.

The initial idea of T5.2 was that - upon request of the Monitoring Committee – we would supplement the actions of the contact point and the workshops of T5.1 with more specific, project dedicated, coaching sessions on the business aspect of the sub-grantee's business venture (including access to venture capital and business angels). This coaching will be supplied by suitable experts issued from the networks of the FI-C3 partners. These experts will focus on the business aspects of the projects, and bring additional value to the support provided by the accelerator to projects.

To implement this idea, FI-C3 created its mentoring programme (the name “mentor” was substituted to “coach” which is already used in many places for various different roles in *FIWARE*) by appointing a mentor to each project. This task was led by iMinds with the participation of I&R, MAC and GAR. There was no milestone associated with this task.

Mentors were brought on board to complement the support given by the FI-C3 consortium and bring another perspective to the startups in the portfolio. Ideally, mentors should have founded their own businesses so that they can speak to that shared experience, working with the teams through the complex challenges early stage companies face. At a minimum, mentors should have relevant domain expertise and experience, and be able to guide the companies on:

- Strategic guidance, such as:
 - Business model suggestions;
 - Looking critically at the business plans of the startups, help them where needed with the approach for sales, marketing, managing their company;
 - Identifying and correcting gaps in the startup team's business knowledge and understanding
- Tactical guidance, such as:
 - Connections to other people in their network “Why don't you call X? Let me introduce you.”
 - Pushing the team “out of the building” and into the marketplace, to aggressively validate assumptions.
 - Ensure that the startup is not simply hearing what they want to hear from their research. Challenge them on the conclusions they're drawing, and the assumptions they're making.

During Period 3, we have formalized the role of the mentors in a separate document, and added 17 experienced external mentors that are available to the sub-grantees.

The list of available internal and external mentors for the companies is provided in section 3.1.

In the sections following we can find the overview of the support actions for all of the FI-C3 sub-grantees

3.1 List of mentors

3.1.1 Consortium partner network of Grassroots

Mentor (external)	Pieter van der Linden
About	Pieter van der Linden is the President of the SME Startup VIVITnet and former Technicolor Research and Innovation Lab Manager and FI-Content 2 Coordinator. He is

	the Co-founder, President and CTO of VIVITnet. An entrepreneurial minded engineer with solid experience in product and service development, software engineering and project management. Pieter has been researcher at INRIA, has participated in several startups (GIPSI S.A., GC Tech, GlobeID software) and has been R&I lab manager at Technicolor. Pieter van der Linden graduated from Polytechnique and ENST. Grassroots can subcontract him for 3 days a month from Feb until July 2016 for a 6 month period, so altogether 18 days for coaching.
Contact info	Email : pieter@vivitnet.com

Mentor (internal)	Carmen Mac Williams
About	Artistic Entrepreneur experienced in creative strategies and user activation. Carmen has worked for DEC, Prokoda, Metabox, Laboratory of Mixed Realities at KHM in Cologne and co-founded the media companies Transcontent in 2000, Grassroots Arts in 2009 and recently VIVITnet in 2014. Carmen Mac Williams graduated from City University of New York and studied International Law at NY Law School and University of Bonn and Cologne.
Contact info	Email : carmen@grassroots-arts.eu

3.2 Consortium partner network of Images & Réseaux

Mentor (external)	Philippe Huet
About	Graduate from EPITA in 1996, evolving in the Internet world since 1995. Previously working for Internet Way, ImagiNET, UUNET and Internet Colt as a consultant in charge of the systems and networks or engineering responsible. Integrate Artul (Now Claranet France) in 2000 as a Deputy Chief Executive Officer in charge of the operations to create and develop the hosting business and the outsourcing. Founder of Dotgee in 2005 during 10 years, specialized in complex Web developments and the infrastructures Cloud. Currently managing Curvy Cloud (consulting cloud computing and SaaS development), CTO of Oyatis (energy performance measurement in the hotel and the tourist accommodation) and EasyLife Premium (SaaS platform). Domain of expertise : emerging of projects and innovative solutions, complex Web development, SaaS platforms, cloud computing, infrastructure and big data, agile methodologies
Contact info	Email: phuet@dotgee.fr  : https://www.linkedin.com/in/dotgee www.dotgee.fr

Mentor (external)	François Morin
About	François holds an MBA from Ecole Supérieure de Commerce de Paris (ESCP) in International management and a bachelor level in operation strategy from École des hautes études commerciales (HEC) Montreal, Canada. He worked as a manager in mass market industry in financial and administrative positions before creating his own software company. He now uses his entrepreneurial skills to assist other start-ups through their creation process, access to finance, and set up a scalable business model. Within EIT Digital, he helps start-ups develop in Europe by bringing them partnership opportunities. He is the Business Development Accelerator correspondent in Rennes
Contact info	Email : francois.morin@eitdigital.eu

	 : https://www.linkedin.com/in/francois-morin-5205b428?trk=hp-identity-name
Mentor (external)	Jan Stevens
About	Senior product management and business development professional specializing in cloud-based telecommunications services, with over 20 years successful track record in delivering product leadership and innovation in a highly competitive, global market. Experienced in developing international teams, motivating and empowering people, and creating a positive work environment. Founder of BIZIT Conseil, a growth accelerator providing operational consulting and solutions for business development to innovative companies, start-ups, SMEs, both French and international
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Mentor (external)	Karine Sabatier
About	Karine Sabatier is the cofounder of Le Shift. Le Shift is an accelerator & action tank whose mission is to spread the startup mindset in all kinds of organizations and help entrepreneurs getting started. We work primarily for and with startups but also with established companies to accelerate their time-to-market and growth. We help them find their first customers rapidly.
Contact info	Email : karine@le-shift.co  : https://fr.linkedin.com/in/karinesabatier http://le-shift.co/

Mentor (internal)	Gaël Maugis
About	Gael Maugis is the FI-C3 coordinator. He has managed and coordinated international projects in Middle East and Africa regions as program manager for Alcatel-Lucent. Gael has a strong knowledge in leading the deployment of fixed and mobile networks, prepaid system, applications servers, microwave transmission, IP routers, ADSL access, triple play. His domain of expertise is project management, telecom and finance.
Contact info	Email : gmaugis@images-et-reseaux.com

3.2.1 Consortium partner network of Madrid Network

Mentor (external)	Marcos Eguillor
About	Expert in Technology and Innovation Strategy, Project Management and Entrepreneurship. With strong analytical skills, creative communication and leadership skills developed in international environments in the sector of digital content and services.
Contact info	Email : eguillor.marcos@gmail.com  : https://www.linkedin.com/in/marcoseguillor/es http://en.ideafoster.com/

Mentor (external)	James Webb
About	James Webb is an entrepreneur and a fan of innovation and design thinking. He holds a

	BSc. in Biochemistry from Heriot-Watt University, and MSc. in Molecular Genetics from Leicester University, an MPhil. in Genetics from Southampton University. He has collaborated in research with world leaders in the field of human genetic research and has numerous peer reviewed publications in international journals. James is a graduate of the Executive MBA programme of IE Business School where he specialised in Entrepreneurship . For the last 12 years he has helped the growth of leading small to mid-sized biotechnology companies in the market access and commercial launch of treatments for rare and ultra rare diseases. He has acted as an advisor in eHealth and Healthcare programmes in Mexico with PACE and in Africa with the World Bank IFC Unit.
Contact info	Email : james.webb@alumni.ie.edu  : https://www.linkedin.com/in/james-webb-915a4852

Mentor (external)	Iñaki Arrola
About	Iñaki founded his first Internet company, coches.com , in 2003. Actually he is one the most relevant Internet entrepreneurs in Spain and has also been involved in several investment vehicles as Business Angel and as founder of one of the leading Internet Venture Capital Funds in Spain: Vitamina K.
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Mentor (external)	Aitor Lizarralde
About	Bachelor of Business Administration by Deusto University (1.996), Executive MBA by IE Business School (2.003). Mr. Lizarralde has developed his professional career through different companies close to the Strategy Consultancy and Financial world. Nowadays he is leading his own companies projects focus on media, content and IT sector. He also Works as Associate Professor for several Business Schools as IEb Instituto de Estudios Bursátiles or EAE Business Schools where he teaches in several subjects and tutors master projects. Aitor Lizarralde is also member of different companies' Boards of Director.
Contact info	Email : aitor.lizarralde@gmail.com  : https://es.linkedin.com/in/aitor-lizarralde-82a5957

Mentor (internal)	Ciro Acedo Boria
About	Ciro Acedo is an experienced professional with an entrepreneurial and innovative mindset. He has managed and coordinated international teams with a strong enterprise focus and has a deep experience as project manager for innovative projects. Recently, Ciro has also become an entrepreneur himself. Ciro has an extensive international experience both living and working abroad. Specialties: Business model, planning, project management, innovation management, start up mentoring, negotiation, branding, business development, pitching, project evaluation, entrepreneurship
Contact info	ciro.acedo@madridnetwork.org

3.2.2 Consortium partner network of iMinds

Mentor (external)	Alain Heureux
About	Creating and Managing companies since 1987 (Dynam, Prism, PRS, BB4, DH Albatros, CPM Belgium, CPM Netherlands, CPM Europe, Virtuology International, Virtuology Belgium, Virtuology Paris, Tagora Brussels and Paris, Kaméléon, Your Own Lab). Investing time and energy in professional associations (ADMH, IAB, ACC, BDMV, BPRC, UBA, etc). Promote and Develop Interactive and Digital Marketing in Belgium and across Europe. Stimulate Creativity, Innovation and Technologies by creating in Brussels, the Center of Europe, a building called The Egg as well as founding the Creative Ring connecting creative Hubs (building and communities) throughout Europe. Helping companies to turn their organisation into a LAB empowering people and foster innovation. Experience: Strategy, Digital, Innovation, Entrepreneurship and Inspiration
Contact info	https://be.linkedin.com/in/alainheureux

Mentor (external)	Thierry Baujard
About	Founder of Pan European Investment Network Media Deals focussing on cross border Mediatech investment. He is also CEO of peacefulfish, a consultancy specialised in the financing of the content industry. He offers 20 years experience in the communication and entertainment industry. After graduating in Paris, he worked in London as a business consultant for entertainment companies and telecom operators, then in France and Germany in Business Development for Vivendi and for ARTE (Franco-German TV station) in Strasbourg. He then completed an MBA at Bocconi University in Milan, Italy and at UCLA in Los Angeles, where he specialized in film financing and e-commerce. He was also Project Director of EU project ImMediaTe looking at financial mechanisms for digital media between 5 European clusters (Barcelona, Rome, Malta, Paris and Amsterdam) and now for the new DG Connect project European Investors Gate. He has been working on different creative industries funds for the film, Music and Video games sectors. Thierry is a regular speakers at conferences and summit on content and technology as well as an expert for the European Commission on regulations for investment in the digital sector.
Contact info	https://de.linkedin.com/in/thierry-baujard-115220

Mentor (external)	Luc Robijns
About	Experienced entrepreneurs, having started a number of companies himself. Experience in coaching and managing projects, organizations and startups with a strong focus on objectives and deadlines. Help set conditions where people in the right positions can have options on the way forward. More than 25 years of entrepreneurship and commitment.

Contact info	https://be.linkedin.com/in/lucrobijns
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Mentor (external)	Lieven De Smedt
About	- Experienced business coach and innovator. - Active as strategic adviser, business developer, EIR (entrepreneur in residence), coach, acting executive, ... - Specialized in developing go-2-market strategies, (sales) coaching, business development - Experience in general/sales management - Incubation and acceleration. - Start-up mentoring and (crisis)management. - Company creation (team, location, business development, seed funding and venture capital, ...) +20 years of experience in ICT sales and marketing as sales director +5 years CEO at ICT company - Expertise - develop business model - develop go-2-market strategy - sales coaching
Contact info	https://be.linkedin.com/in/lieven-de-smedt-29858b

Mentor (external)	Filip Vandamme
About	- Managing Partner Volta Ventures - Previous: VP corporate business development and M&A at Barco, playing a key role in the company's growth strategy, venturing, and structuring and negotiation of its acquisitions, investments and divestments. - Before joining Barco Filip was active in venture capital (at FLV Fund) and strategic consulting, both in Belgium and internationally. Filip started his career at Alcatel, where he held several senior positions, including global strategy, marketing and product management of its 500 million EUR corporate network business.
Contact info	https://be.linkedin.com/in/vandammefilip

Mentor (external)	Mattias Goetz
About	- Mattias is founder and managing director of WERT8 - a business development and financing advisor for Start-Ups, Small- and Midcaps. Prior to that he managed the IT- and Internet-Investments of one Germanys largest Banks and spent more than 14 years in the german VC scene. - Broad experience in developing Start-Ups from the idea to a running business. - Expertise in Competition, Customer Needs, Financial Planning and Fundraising, Implementation and Planning, Market Strategy, Operations, Pitching and Presentation Support, Riskmanagement, Unique Selling Proposition
Contact info	https://de.linkedin.com/in/mattiasgoetz

Mentor (external)	Arto Kaykho
About	- Country Manager - Finland & Nordics, Pollen VC - Over 15 years experience from international business and consulting operations. Professional executive with focus on managing sales, marketing and consulting teams. He has gained industry experience from Games to Banking and from ICT

	to Investment Consulting. He's also passionate about service design and finding business potential from unexpected places. • In his professional career he has been working in both multinational corporates and start up's. In these he has gained insights from how to lead virtual teams in multiple countries and how to ramp up business and raise funding from VC's. He believes that in all business, big or small, in order to succeed "you have to keep your eye on the ball, but let your mind run free!" • Experience in: Digital Business Models, Games, Design, Networking, International Sales and Marketing, Account Management, Business Development, working in Management team and Board level, growth companies, VC and M&A.
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Mentor (external)	Isabel Fox
About	Head of Venture at White Cloud Capital. Isabel has been in tech all of her career. She started out in finance, followed by financial PR (IPOs) before founding two corporate/tech PR firms, being part of the founding team of two software start ups and an active investor in the UK and US. She is an advisor and angel investor in several start-ups including Adbrain, Jumio, BitPay, Get Around, Violin Memory, Tray.io, Cloud House, GetCrane and others. She spent 15+ years in a variety of communications and marketing roles focused on Financial Services, SaaS, Enterprise, Mobile and B2B. Isabel predominately works with her portfolio and other venture capital backed companies to help them reach their exit potential through a tested "route to exit" methodology focused on, go-to-market strategy; alignment of product, marketing and sales; agile marketing implementation; stakeholder communications; brand awareness and high-performance team building. She also work with PE firms to help them re-invent and restructure organisations facing business challenges, outdated models, poor performing culture and innovation issues to ensure they stay competitive.
Contact info	https://www.linkedin.com/in/isabelfox

Mentor (internal)	Ingrid Willems
About	I am Business Model & Digital Transformation consultant, manager, sparring partner and strategist :: Providing actionable insights about the market a business is operating in :: Designing the value proposition and the value network of a (new) business :: Coaching start-ups and businesses on their go-to-market strategy :: Building, exploring, analysing and visualising (digital) ecosystems :: Scaling B2B communities and developing double sided market places Passionate about our Digital Neighbourhood, the User Experience, the Customer Journey and the e-volution we are part of. Member of the Advisory Board / Strategic Committee :: Startups.be - one stop shop for Belgian tech entrepreneurship :: StartupVillage - new incubator space in Antwerpen :: Real.to - Accelerating Leasing of Commercial Property (www.rial.to) :: Ayundo - personal online search assistant (www.ayundo.be) :: The Creative Ring - European network of creative hubs (www.creativering.eu)

	Coordinator / Mentor / Jury Member at CreatiFI / FI-C3 / FABulous / <i>FIWARE</i> / VRT Sandbox / KBC Startit / FlandersDC Bootcamp
Contact info	Email : ingrid.willems@iminds.be

Mentor (internal)	Thomas Van der Auwermeulen
About	Thomas is a researcher at iMinds-SMIT where he focusses on designing business models for digital health applications, both on the national & European level. Before joining iMinds-SMIT, Thomas worked as a Multichannel Marketing Consultant at Across Health(Shanghai), where he advised companies from the Lifesciences industry on digital sales & marketing channels. Thomas joins from Heineken where he worked on market research and innovations.
Contact info	Email : thomas.van.der.auwermeulen@vub.ac.be

Mentor (internal)	Johnny Waterschoot
About	Johnny has over twenty years of experience in high-tech environments with corporations like Intel, Xircom and Bull, performing in a wide range of marketing and communications roles. He is the coordinator for the local selected projects for the CreatiFI, FI-C3 and FInish accelerators. Prior to working at iMinds, Johnny was the marketing manager for Intel Capital in EMEA, which allowed him to work with start-ups and investor organizations from all over Europe. He has extensive experience in international high-tech environments, managing projects across countries and diverse environments working with high level stakeholders.
Contact info	Email : johnny.waterschoot@iminds.be

3.3 Mentoring provided to each project

3.3.1 Call 1-01- Guide me Right

Project Name	Guide Me Right
Summary	Guide Me Right (GMR) is a cross-platform community marketplace where you can discover and book new social experiences with a Local Friend: somebody who shares with his local knowledge and lifestyle, the same he usually does with a friend.
Project Duration	15 months
Mentor	Pieter van der Linden is the assigned mentor by Grassroots for fuseami. Pieter van der Linden is a Business Consultant, President of his start up VIVITnet and was the former Coordinator of FI-Content 2 and the manager of the Innovation lab of Technicolor for 9 years.
Mentor Support	Carmen Mac Williams from Grassroots informed the company owner Luca that his mentor is Pieter van der Linden. Luca shared with Pieter his business plans and powerpoint for the investor e-pitch and had a discussion during the face to face meeting in the advisory board meeting in Madrid. Beside Pieter's mentoring, Grassroots informed Luca, that he can get a FIWARE business coach with FIWARE vouchers, and Luca took also this opportunity

3.3.2 Call 1-02- Oliva Card

Project Name	Olivacard
Summary	Oliva Card uses innovative technologies and business model to empower merchants and promote local economy. Integrating merchants into a universal yet customized loyalty program and equipping them with data analytics and targeted marketing tools, Oliva Card helps small merchants prevail in today's retail market transformed by new technologies, thus preserving and fostering local economy in a globalized world.
Project Duration	12 months
Mentor	No mentor was assigned to Oliva Card
Mentor Support	The owner of Oliva Card sold the company to Klikin (http://klikin.co.uk/), remaining himself as manager. For this reason, he did not use the mentoring service.

3.3.3 Call 1-03- SmarTaxi

Project Name	SmarTaxi
Summary	Smartaxi is a social platform for taxi drivers, which collect their location data, analyse it with own Artificial Intelligence algorithms and provide to taxi drivers a heat map indicating where they can find customers more likely.
Project Duration	12 months
Mentor	Aitor Lizarralde
Mentor Support	Ciro Acedo informed SmarTaxi that the mentor assigned to them was Aitor Lizarralde. The company had quite an advanced expertise in business and financial matters, more like an SME type than a startup. The project was very time-consuming and mentoring was not a priority for them. In fact the priority was rather to find first contracts. As it was quite impossible to convince the key players in Europe, we (mentor+ FI-C3 Monitoring committee) strongly suggested them to expand their solution out of Europe and to hire sales persons (this was the weakness when launching and developing the solution). Two sales persons were hired and a first contract was signed in Guatemala with 420 taxis followed by another one in Panama and discussions are on-going with El Salvador and investors in the US.

3.3.4 Call 1-04- HostaBee

Project Name	Hostabee
Summary	HostaBee is a connected beehive with associated services to remotely manage the apiaries life cycles in cities
Project Duration	12 months
Mentor	François MORIN
Mentor Support	- The most important work realised with the mentor has been on the business model. After a few discussions, it led them to re-direct their business model from selling hives to collectivities (cities) or enterprises to selling devices to beekeepers. The reason is the (too) long time needed to sell the offer, which has no proven RoI yet, to collectivities (additionnally the latter ones have to spend even more time to explain their investment decision to citizens). - Then they worked to clarify the RoI on selling hives. - Hostabee and the mentor worked on a two page marketing tool for VivaTech (a French event on innovation with both big companies and startups), trying to expose the real added value proposition and find the right word to attract the customers. This enabled Hostabee to be selected to meet investors at the DLD Telaviv (25-29 Sept 2016). - Thanks to the partnership with Orange where 54 sites in France have beehives installed, they are using, testing and validating the LORA (low power

	communication protocol) technology in order to improve it. They will get the feedback from the beekeepers who will share with Hostabee the results of the ongoing tests. The end of the test is foreseen in October 2016, at the end of the season. Tests continue now in US with a 10 000 \$ contract signed in San Francisco. Hostabee will take into account all the experiments and will implement the beekeepers' requirements in order to enable those professionals to improve beehive management
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3.3.5 Call 1-05- Team Turquoise

Project Name	Empathic Wearable Technology
Summary	Doppel is a wearable device that improves your capacity to manage the pressures of time and stress in your daily life. It enables you to become more alert or to relax, without drugs such as caffeine or alcohol, or time-consuming methods such as meditation.
Project Duration	12 months
Mentor	Not applicable, the project has been stopped after the first review.
Mentor Support	Not applicable, the project has been stopped after the first review.

3.3.6 Call 1-06- NEVEO

Project Name	NEVEO
Summary	NEVEO tries to connect elderly with their family in an easy and user-friendly way.
Project Duration	18 months
Mentor	Azele Mathieu
Mentor Support	Neveo was part of our "meet the mentors" event, and got to talk to a number of mentors. They continued having several 1:1 meetings with Azele Mathieu. As part of their support, Neveo also worked with consortium partner iMinds on living lab support.

3.3.7 Call 1-07- WiiM (previously FI-Glass)

Project Name	WiiM (former FiGlass)
Summary	WiiM aims to solve two major problems that affect hearing impaired people: hard to perceive acoustic signals and also hard to communicate in case of emergency. They will solve it using wearables (smart watches).
Project Duration	9 months
Mentor	Marcos Eguillor
Mentor Support	Marcos Eguillor (mentor) had several calls and exchanged information with WiiM. During the month of July they came in contact with a sales person through Vodafone. who provided some support on the commercial field.

3.3.8 Call 1-08- MotoSmarty

Project Name	MotoSmarty
Summary	MotoSmarty develops a digital driving license, collecting data and building a community of young drivers
Project Duration	12 months

Mentor	Alex Driesen, Ingrid Willems
Mentor Support	The company had a number of introductory meetings with different mentors. Their assigned external mentor was Alex, but the company did not follow up much with him. They were in regular contact with Ingrid Willems, entrepreneur in residence at iMinds and FI-C3 coach. In addition, Motosmarty started working with Living Labs who helped them to define and validate different project assumption. The innovation track started in May and took 2-3 months during which there were a series of interviews with platform stakeholders; intake survey by means of an online questionnaire; co-creation session with users; usability lab test with wireframes and/or application. Finally Motosmarty started working with some good customers - one insurer in Belgium and a car leasing company in Luxembourg and now is expanding beyond Benelux.

3.3.9 Call 1-09-Smart Parking

Project Name	Smart Parking
Summary	Smart Parking provides a solution to enable ticketless parking, combining Automatic License Plate Recognition, a mobile payment app and a central database and admin.
Project Duration	12 months
Mentor	Kester Goh, Ingrid Willems
Mentor Support	The company met with a number of mentors during a matchmaking event, and was assigned Kester Goh. They only had one meeting, and the company worked mostly with Ingrid Willems (iMinds entrepreneur in residence and mentor) after this. The company was also part of an event in Brussels with a Chinese delegation from city of Hengqin and an attendee of PCCW (Hong Kong Telecom Operator) where they presented their project to the chinese attendees.

3.3.10 Call 1-10- Yagram

Project Name	Yagram
Summary	Via an application, Yagram focuses on patient empowerment and treatment adherence. Via physician-approved information, they want to guide patients through their patient life cycle.
Project Duration	12 months
Mentor	Alex Driesen, Thomas Van der Auwermeulen
Mentor Support	Yagram met with a number of mentors, and ended up working for some months with Alex Driesen. They were also in contact with Thomas Van der Auwermeulen (iMinds/SMIT) for coaching due to his extensive expertise in the health domain. Gaël Maugis also introduced the company to a number of industry players in France.

3.3.11 Call 1-11- ZEBRA

Project Name	Zebra Academy
Summary	Zebra Academy provides a telemedicine solution for stroke care. Integrating a telemedicine device into the ambulance and connecting treating doctors already remotely to in-ambulance stroke patients double the chances of favourable outcomes.
Project Duration	18 months
Mentor	Azele Mathieu
Mentor Support	Zebra was already very advanced in their business plans. They had a clear focus and as

	such they indicated not having a direct need to a mentor. Azele was available to them if they required support. iMinds did help them to get into a hospital in Flanders for a pilot of their product.
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3.3.12 Call 1-12- AlzhUp

Project Name	Alzhup
Summary	Reta Al Alzheimer S.L. is a company focused on 2 clear goals: Delay of cognitive impairment and help of active ageing, focusing on Alzheimer's in a first stage, but aiming to different dementias in the future.
Project Duration	12 months
Mentor	Iñaki Arrola
Mentor Support	The company had a vast expertise in business managing. They met their mentor to review the business plan which was already well advanced. They did not go beyond that stage because they were already supported in terms of mentoring by another programme in which they were immersed.

3.3.13 Call 2-01- Talkitt (Voiceitt)

Project Name	Talkitt
Summary	Talkitt is a software application that translates unintelligible sounds into clear speech in real time. Talkitt aims to foster inclusion and allows people with speech disabilities to be independent and improve their quality of life by enabling those with motor, speech or cognitive disabilities to communicate with caregivers, family members, health care professionals and society as a whole.
Project Duration	9 months
Mentor	No specific mentor was assigned, they had regular meetings with their iMinds coach
Mentor Support	We discussed their coaching needs with the company. They indicated that they are fine with their existing local Israeli coaches, and needed only help with on applying to H2020 open calls such as the SME Phase 2 and Fast Track for Innovation because they were only looking for non-dilutive sources of funding. We offered the company webinars on public funding and SME instrument, and brought them in contact with another <i>FIWARE</i> company that made a successful application to the SME instrument. Over the course of the FI-C3 project, they applied to the SME funding, but were turned down and will apply again in the future. They were more successful in the US, where they have been offered placement in the Dreamit program in the USA with the offer of a \$50K convertible loan and the potential for further investments in their next round. Start up bootcamp Miami has also offered them an additional \$40K as a convertible note in the future as well. These programs are scheduled to start in the fall. The company also got additional support from FI-C3 on attending a health event (Angers 21 June 2016) in France. The event was very interesting for the company as it helped them to get a clearer understanding of the entry method that one needs to follow to be able to sell in the health care market in France. The company also made connections with possible B2B2C companies interested in partnering with Voiceitt in their future development (a contact with the Lannion based startup Voxygen which designed a speech acquisition system to rescue patient voice is planned late September).

3.3.14 Call 2-02- Fuseami

Project Name	Fuseami
Summary	fuseami is a networking app for events that uses intelligent search and leverages a users existing profile to find the most relevant people. fuseami solves the problem of business networking at conferences by recommending relevant connections based on an in-depth analysis of users profiles. We make business networking more efficient in order to help delegates establish the connections that was their primary goal in attending the event. Organisers will pay for our service as it improves the networking experience and

	ensures delegates will re-attend. Plus, by providing deep insight into the networking activity they have the ability to improve their event.
Project Duration	9 months
Mentor	Pieter van der Linden is the assigned mentor by Grassroots for Fuseami
Mentor Support	Starting in March 2016 Michael and Pieter had regular skype conferences to prepare the powerpoint e-pitch and a business plan. There were regular business consultations whenever Michael needed it. Pieter van der Linden also met face to face with Michael during the high level advisory board meeting in Paris to discuss business issues directly.

3.3.15 Call 2-03- EverImpact

Project Name	EverImpact
Summary	Measuring and Monetising Cities CO2 Emissions. EverImpact helps Cities reduce pollution and make money out of it.
Project Duration	9 months
Mentor	François MORIN
Mentor Support	Business model is not easy to find. Improvement made in their presentation to clearly explain how the customer will monetize the CO2 reduction. As a startup, alone, it's difficult to reach and convince a city. Cities are willing to test the solution but with an external funding. The efforts were put to propose the solution with a bigger partner, which is very close to be achieved. NDA signed in April 2016 with Suez to propose a common offer. A joint-venture is now under preparation and should be available end of 2016. This will allow to fund the first pilots with two cities and solve the issue EverImpact faces to finance the hardware part. The mentor put them in relation with a Canadian company in the same field of activity in order to share. Canada needs to control the pollution on a very wide area with forest, lake and plain. They also have some really polluting industry, such as oil and the control will be more than critical. The feedback from Canadian contact was that EverImpact don't have a clear sales channel so they don't understand how they can work together. Now with the joint-venture with SUEZ, the discussion can resume. In addition to the mentoring support, with the help of the contact point (Gaël Maugis) EverImpact has been invited to present their solution : • to the city of Brest February 23rd, 2016. Unfortunately this meeting didn't convince the city to move forward. • to a Canadian delegation wanting to learn more on <i>FIWARE</i>. During this meeting in Paris, June 29th 2016, EverImpact has been invited to explain what is the interest to use the <i>FIWARE</i> technology and to present the solution. The presentation convinced the Canadian representative to move forward and this person will help them to promote the solution in Canada.

3.3.16 Call 2-04- Gociety

Project Name	Quantified Self Ambient Assisted Living Ecosystem
Summary	Gociety solutions offers a highly scalable next generation mPERS (mobile Personal Emergency Respons Solution) at a fraction of today's cost. The Gociety solution is the innovative „engine” that provides the brain and analytics for the professional care organization. Now you can organize continuous remote care, while older adults enjoy life and informal caregivers enjoy peace of mind!
Project Duration	9 months
Mentor	None

Mentor Support	Despite a number of requests, the company never indicated any need for a coach from FI-C3. iMinds reached out to them for further support, but the company indicated they did not require any support/mentoring from a business or marketing side.
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3.3.17 Call 2-05- Blind Touch (Project Ray)

Project Name	BT (Blind Touch)
Summary	Ray provides a solution based on technology especially designed to facilitate the operation of smartphones by blind and visually impaired people and allow them to actively use smartphones as part of their day-to-day life. Ray technology is operated by touch, sounds, and haptic feedback allowing - users to use only two senses while operating their smartphone. RAY features a simple, homogenous user interface across all system functions and applications, using three interaction entities. BT brings the benefits of smartphone technologies, into the hands of blind, providing many advanced services such as: voice calls, messaging, calendar, navigation, voice recording, emergency services, integration to audio libraries, colour identification, pictures transcript, and banknote recognition.
Project Duration	9 months
Mentor	Pieter van der Linden
Mentor Support	Starting in March 2016 Boaz (the Company Director of Project Ray) and Pieter had regular skype conferences to discuss the expansion business plans to Germany, Hungary and Holland. Pieter provided Boaz with direct business contacts and networking. Boaz is a very experienced Entrepreneur and needed no help in business plan or e-pitch preparation. They also discussed the technical solutions for the blind user interface for the smart phone.

3.3.18 Call 2-06- Cartskill

Project Name	Cartskill
Summary	They implement the prediction engine into the online store platform so that real-time persuasive actions (e.g. pop-ups, chat, emails) can be triggered. The problem today for online stores is that 68% of customers who add items to online shopping cart leave before completing the purchase. Their value proposition is to decrease the number of customers who abandon their shopping cart and increase revenue for online stores. By using <i>FIWARE</i> technology they analyze customer behavior logs and build predictive algorithms from the data.
Project Duration	9 months
Mentor	Pieter van der Linden
Mentor Support	Carmen Mac Williams from Grassroots informed the company owner Indrek that his mentor is Pieter van der Linden in March 2016, and again in May 2016. Indrek had no interest in any mentoring. Grassroots also informed about the <i>FIWARE</i> business coaching vouchers to get another mentor, but Indrek did not take this opportunity either. He basically did not want any mentoring.

3.3.19 Call 2-07- Eventwatcher (Prodevelop)

Project Name	Eventwatcher
Summary	The Eventwatcher platform is a professional cutting-edge easy to use tool, specifically addressed to event organizers and promoters, for the monitoring and promotion of all types of city events by using big data and social media.
Project Duration	9 months
Mentor	Marcos Eguillor
Mentor Support	The mentor provided recommendations on validation procedures, designing a go-to-market strategy and how to implement it.

3.3.20 Call 2-08- SeizSafe (Encore Lab)

Project Name	SeizSafe
Summary	Patient self-adaptive system to detect, video-record and alert caregivers of night-time seizures, linked to private cloud platform for medical tracking of patients and big data exploitation.
Project Duration	9 months
Mentor	James Webb
Mentor Support	James Webb reviewed with the SeizSafe team their current status, what they had achieved. He taught them pitching techniques and different pitch styles. He helped them analyse their potential clients and how to tackle these market niches. They set together the priorities for the near future: certification, investment, promotion & marketing, distribution. He suggested to get in touch with Zebra Academy to share best practice and lessons learnt.

3.3.21 Call 2-09- SUOP

Project Name	SUOP Mobile
Summary	SUOP is the first mobile operator in Spain managed by its users. In the era of open communities and social networks we rely on our community of users to run the business with us in marketing, innovation and customer support tasks. In suop.es our users collaborate with us and earn points in real time that they can redeem with free balance, cash or donate to charity.
Project Duration	9 months
Mentor	Aitor Lizarralde
Mentor Support	From the beginning there was very good predisposition from the SUOP team to find strengths and competitive advantages for the company. After a first phase of common understanding with the mentor (due to the peculiarities of the telecommunications sector), they began to work on specific aspects for improvement, such as the analysis of more efficient tools for financial management and measurement of the economic impacts (in revenues and customer acquisition) of the FI-C3 project. They also worked with other start-ups' program to seek cross collaboration (with one of them they have been working for several months now).

3.3.22 Call 2-10- Oblumi

Project Name	Oblumi tapp
Summary	Oblumi tapp is a device that, when connected to a mobile phone, converts into a digital infrared thermometer with a range of capabilities. With Oblumi tapp you can: • Measure temperature on the forehead • Measure temperature in the ear • Measure temperature of liquids Oblumi tapp is much more than a simple thermometer: • It takes an accurate temperature • It calculates medicine dosage • It registers all your data • It shares patients' profiles • It sends and receives notifications • It configures alarms • It checks the temperature of liquids
Project Duration	9 months
Mentor	Aitor Lizarralde
Mentor Support	From the very beginning the Oblumi team showed a very positive attitude and goodwill to find the value-added propositions of the company. The relationship with their mentor was intense and fruitful.

3.3.23 Call 2-11- Sofasession

Project Name	Sofasession
Summary	Sofasession is a web application for musicians of all levels. It allows them to find other musicians and collaborate with them on musical content creation online. It works both, for live/real time and asynchronous/recording collaboration Explain how the mentor(s) supported this company. The company has created proprietary software that allows high quality, low latency audio creation and jamming over the internet. With sofasession, musicians can collaborate and interact musically from remote locations.
Project Duration	9 months
Mentor	Pieter van der Linden
Mentor Support	Carmen Mac Williams from Grassroots informed the company owner Helmut that his mentor is Pieter van der Linden in March 2016, and again in May 2016. Pieter was really interested in the music web platform as he is a passionate musician and Sofasession was his favorite project in the Evaluation, as Pieter worked as external expert in the Evaluations. Helmut had no interest in any mentoring. Grassroots also informed about the <i>FIWARE</i> business coaching vouchers to get another mentor, but Helmut did not take this opportunity either. He basically did not want any mentoring. In fact they signed a contract with the two music schools in Vienna and planned to cooperate with them in providing them an online infrastructure for their school.

3.3.24 Call 2-12- Apertum (S3 Transportation)

Project Name	Apertum (S3 Transportation)
Summary	Apertum is a free transport app offering real-time accessible public transport routing to vulnerable and non-conventional transport users
Project Duration	9 months
Mentor	Jan Stevens
Mentor Support	The main focus that José (CEO of S3 Transportation) and Jan agreed upon at the start was a detailed review of the business model, ways to monetize and subsequently help create a solid business plan and investment presentation. Significant progress was made towards that goal. Here is the overview of the various actions / business support delivered for S3Transportation : • Comprehensive review of the Apertum project and associated documentation including marketing materials and detailed competitive analysis • Review and discussion of Apertum business model including brainstorm on potential ways to monetize including advertising – materials provided: business model canvas (EN language) and website link; App Annie advertising trends • Creation and 4 different iterations of financial model in Excel – materials provided: the mentor created the excel and did various adaptations and enhancements to it over the 4 iterations. In addition, provided the FISY-INNOVATION spreadsheet for reference • Review and provide input to headings, sections and content of the business plan. Palo Alto SaaS tool used to do this interactively • Review and provide input to Investor Pitch Deck – materials provided: pitch deck template (New Haircut), one-page pitch sample and various articles with tips • Feedback on Apertum application (web based) during demo performed. • Internet search to find relevant information to Apertum project (throughout period) – materials provided: various website links with interesting data points All exchanges with Apertum were either over Skype or over email. There have not been any face-to-face meetings, or representations at events.

3.3.25 Call 2-13- Minze

Project Name	FLOW
Summary	Minze is a tele-health start-up based in Antwerp, Belgium. Minze first product is a telehealth solution that enables urologists to diagnose and monitor their patients at home. Minze's solution reduces hospital visits, enables post treatment follow-up from home and eliminates the stress and discomfort of a uroflow test at the hospital. This has the potential to reduce the workload for the urology departments and to increase the reliability of the results.
Project Duration	9 months
Mentor	iMinds living labs team
Mentor Support	The company did not request a specific mentor. They are supported by the iMinds living labs team (main contact Jonas Albert). After the business model training, they got in contacts with the Living Labs team of iMinds and were working with them on their business models in Belgium and Germany. They also are in contact with the technical coach for specific enabler support.

3.3.26 Call 2-14- Videona

Project Name	Videona
Summary	Smartphone app allowing to record, edit & share videos in real time, introducing new features of tomorrow's video language, such as: • HD quality recoding • Cinema format while recording (16:9) • Camera focus • Great filters on real time • Possibility to plug in a microphone to improve the audio experience • No time limit on recording • Masters saved on a Videona Folder to be reused afterwards • Possibility to merge, split, duplicate and trim videos • Possibility to add free library music to enhance videos • Possibility to share on social networks
Project Duration	9 months
Mentor	Iñaki Arrola
Mentor Support	The mentor helped the company to analyze their business model, cash flows and strategy, in order to decide if further capital increases are necessary. He also helped the team to prepare for investor pitches, reviewed how the reports for investors should be presented and made a list of possible investors to be contacted at due time. Besides, Iñaki helped the Videona team to analyze their product, customer recurrence, distribution channels and analytic tools.

3.3.27 Call 2-15- Making Mind Matter (Cortechs)

Project Name	Making Minds Matter (BRAIN POWERED PLAY)
Summary	Cortechs develops a mobile brain fitness dashboard that acts as the FitBit platform equivalent for digital brain health. Their technology solution supports brainwave activity trackers and life logging apps for focus, relaxation and more behaviours as well as integrating evidence-based, drug-free behaviour modifying tools for children and adults with attention deficit and stress-related behaviours.
Project Duration	9 months
Mentor	Pieter van der Linden
Mentor Support	Carmen Mac Williams from Grassroots informed the company owner Aine that her mentor is Pieter van der Linden in March 2016, and again in May 2016. Aine had no interest in any mentoring by Pieter. She gets coaching by Carmen Mac Williams of Grassroots to find in Germany contacts for investors and the right ICT open calls for SMEs and (female) entrepreneurs. During summer 2016, Carmen started to search for the interested investors for Cortechs in Berlin and Cologne. Carmen tried to gain their

	interests for Cortechs and connect them to Aine. In Fall 2016 Carmen will support Aine to get investment in Germany beyond the project end
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3.3.28 Call 2-16- Kissmyshoe

Project Name	Kissmyshoe
Summary	Kissmyshoe (KMS) allows women who love shoes to express their passion and find immediately their favorites anywhere and wherever they want, in stores and on the web.
Project Duration	9 months
Mentor	Jan Stevens
Mentor Support	Kissmyshoe and Jan agreed upon at the start that Jan would provide input and advice to a variety of challenges that a startup in their development stage typically struggles with. For example: • Product / market fit • Marketing materials • Pricing • Target customer • Sales pitch • Paid/free trial • Onboarding process of new customers • Sales strategy • Partnering • KPI • Jan believes that good progress was made along the way and that various paths to revenue have now been uncovered, with first contracts signed and/or in final stage of negotiation. Here is the overview of the various actions / business support delivered for KissMyShoe: • Comprehensive review of the KissMyShoe project and associated documentation • Review of business model including target customer(s) • Review of packaged offerings and associated pricing • Review and suggestions for improvement of marketing flyer for Shoe stores • Creation of sales pitch • Creation of automated CRM messages to facilitate customer onboarding process • Suggestion for starting a newsletter, review of various content • Various suggestions for improvement of app (usability, increased views, filters, brand page, etc..) • Brainstorm on approach to sell to Brands • Definition of KissMyShoe “analytics” reports for customers • Review of internal KPIs • Internet search to find relevant information to KissMyShoe project (throughout period) – materials provided: various website links with interesting data points • Various discussion on commercial proposal to Elu Par Nous, who might be interested in becoming partner and possible investor in KMS • Specific revenue paths identified so far: ○ Shoe stores (this is the track that KMS was already working on) ○ Shoe brands - Elu Par Nous is first (almost signed) customer ○ Shoe store chains - Chaussures du Chateau is first (signed) customer ○ Software editors who develop tools for shoe businesses – LCV Multimedia is the first partner. They equip 30% of the top 120 shoe store chains (400 customers in total with 3500 shoe stores)

	○ Fashion stores such as Galeries Lafayette Most of the time, the meetings with KissMyShoe have been with the entire team, and face-to-face with the occasional offline preparation in advance. Specific dates to remember: • 1-day walkthrough on 22/3 at Salon Crescendo in Paris (pro salon for shoe distributors) and speak to various brands representatives including first encounter with Elu Par Nous and LCV Multimedia • business meeting with Elu Par Nous and Chaussures du Chateau on 11/4 to discuss eventual close cooperation

3.3.29 Call 2-17- M-Shop (Eurob Creative)

Project Name	M-Shop
Summary	M-SHOP is a service that intends to fill the need for a better social shopping experience from mobile devices, while at the same time incorporating social, environmental and geo-located data in order to boost sales and maximize client satisfaction. The business model of M-SHOP is B2B2C. Their target customer is any provider of goods or services, including both e-commerce sites and traditional brick-and-mortar physical stores. Their final users are people who buy through their mobile devices (m-shoppers).
Project Duration	9 months
Mentor	Aitor Lizarralde
Mentor Support	The company was quite mature in terms of financial expertise. The mentor provided some advice on how to address clients and final users (not the same). Unfortunately they were overloaded with daily work and did not pursue in going deeper with this mentoring.

3.3.30 Call 2-18- Outbarriers (Digitalilusion)

Project Name	Outbarriers
Summary	Outbarriers make "visible" businesses for blind people. Outbarriers is a universal solution: a free app (Android / iOS) that gives audible messages with the commercial and accessibility info, verified and with precision. They do it by placing a BLE ibeacon in the points they want to signal.
Project Duration	9 months
Mentor	Luis Rodríguez
Mentor Support	The mentor provided support by helping develop the business plan with special emphasis on the marketing and human resources fields.

3.3.31 Call 2-19- ReSoNo (Aximit)

Project Name	ReSoNo
Summary	The project called ReSoNo provides an innovative smart city service and extended quality of life possibilities for cities based on intelligent source selective noise measurement and evaluation method which supports the convenience, lifestyle and healthy way of life. To realize the concept we implement the <i>FIWARE</i> technology that helps to extend our solution on EU level. From a business perspective they offer an effective product in more countries for areas of constructions, transportations, entertainment facilities, manufacturing environments and for people who are working or living there. This way Resono has impact on everyday life of governments, companies and related workers or citizens. The value of ReSoNo is shown in time and cost saving, exponential growth of noise related data and a brand new service: the real-time noise map. The main pillar of the financial stability is that the organizations and business units spend money always to the connected people.

Project Duration	9 months
Mentor	Pieter van der Linden is the assigned mentor by Grassroots for Aximit. Pieter van der Linden is a Business Consultant, President of his start up VIVITnet and was the former Coordinator of FI-Content 2 and the manager of the Innovation lab of Technicolor for 9 years.
Mentor Support	Starting in March 2016 Gabor (the company owner) and Pieter had regular skype conferences to prepare the powerpoint e-pitch and a business plan. Pieter gave regular business consultations to Gabor whenever he needed it.

3.3.32 Call 2-20- diaBEATes (Tessera)

Project Name	diaBEATes
Summary	diaBEATes is a software platform, which includes a mobile and web app, that allows diabetics to manage data related to their condition.
Project Duration	9 months
Mentor	It has been very difficult to identify a local mentor for that (Greek) market, especially because the potential customers were a very specific population (diabete suffering people). However Tessera had a specialized physician in their team who opened its contact list to the company. Finally Tessera relied on that expert to assist them with their business approach.
Mentor Support	n/a

3.3.33 Call 2-21- Helpilepsy (M4ke)

Project Name	Helpilepsy
Summary	Helpilepsy is a mobile app that detects epileptic seizures and sends accurate and customized instructions to people surrounding the patient. The app connects with most wearable devices and smartwatches, hence allowing reliable detection, and spreads instantaneously a vocal and written message to surrounding caregivers (other people with the app), as well as friends and family.
Project Duration	9 months
Mentor	None assigned, used iMinds coaches (Johnny, Thomas)
Mentor Support	The company indicated that they did not require further mentor support from FI-C3, because they already have other external mentors. Technically, they needed additional help with enablers, so they were brought in contact with the technical coach. The iMinds internal coaches did follow up with them regularly and worked with them on their pivot plans as they had to change their business model.

3.3.34 Call 2-22- SmartNoiseCity (Vatia)

Project Name	VATIA-SmartNoiseCity
Summary	Urban Noise Intelligence Management Platform, a SaaS solution to: ○ Reduce noise pollution by measuring noise sources, and then interacting to achieve social awareness at all levels ○ Reduce the harmful effect of noise involving the citizens suffering directly noise pollution. Data collection scalability is supported through: ○ Low cost Wireless Sensor Network deployment ○ Smartphone, Social network and web interaction
Project Duration	9 months
Mentor	Luis Rodríguez
Mentor Support	The mentor provided specific support to improve international distribution. He also helped the team to make a deeper analysis of the financial and marketing plans.

3.3.35 Call 2-23- Go Pro (Eglu)

Project Name	Aware Go Pro
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Summary	Provide structure and guidance in the daily life, increase the level of life quality and self-reliance of Citizens suffering from disorientation and isolation as a result of e.g. mild dementia or acquired brain injury.
Project Duration	9 months
Mentor	No mentors requested from the project
Mentor Support	n/a

3.3.36 Call 2-24- Eskesso (UegMobile)

Project Name	Eskesso
Summary	Eskesso is composed by a smart sous vide immersion circulator, a mobile App to control it and several cloud services that allow users to get recipes and buy ready-to-cook food bags.
Project Duration	9 months
Mentor	Luis Rodríguez
Mentor Support	The mentor provided support to help design the marketing and communications plan. He also helped the Eskesso team to further analyse their business plan and administrative procedures for company start-up.

3.3.37 Call 2-25- Muvone

Project Name	Muvone (formerly Osteotech)
Summary	Muvone is the first wearable device specifically designed to help you prevent osteoporosis: - It lets you know the best exercises to strengthen your bones. - Control the amount of sunlight you need to get sufficient vitamin D required to absorb calcium in your bones. - Follow the nutritional recommendations to incorporate foods rich in vitamin D and calcium into your diet, in the required amount that improves your bone health.
Project Duration	9 months
Mentor	James Webb
Mentor Support	After having studied the current status of the company, the mentor helped the Muvone team to analyze production and beta test groups. He stressed the importance of creating a community and communication channels with the users, as they will be their ambassadors and first customers. He gave them advice on how to do beta testing and how to gather real world data, insights and testimonials to improve product design.

3.3.38 Call 2-26- Time Squatter (The First Quarter Company)

Project Name	Time Squatters
Summary	Augmented Reality App that comes to upgrade the existing MVP (a novel in electronic and printed format already released as well as a soundtrack)
Project Duration	9 months
Mentor	No mentors from FI-C3 requested from the project. Before they applied to FI-C3, the company had already a full business running with their book ("The Secret of the Cosmographer") and the project is seen as an add-on of that activity. Such application has been made available on 4th July 2016 on Google Play Store.
Mentor Support	n/a

3.3.39 Call 2-27- VeloCARRIER (Fara Logistics)

Project Name	VeloCARRIER
Summary	With a background of 20 years of experience in logistics and 10 years of knowhow in software optimization VeloCARRIER realized a well operating and economic same day delivery system as a smart city service that meets the needs of a CEP service in cities in

	a most optimal way.
Project Duration	9 months
Mentor	Pieter van der Linden
Mentor Support	Carmen Mac Williams from Grassroots informed the company owner Raimund that his mentor is Pieter van der Linden in March 2016, and again in May 2016. Raimund had no interest in any mentoring because their plans were already fixed and business already running. He asked if he can get extra funding from Grassroots so he can order a local business mentor in his own city Tübingen. Grassroots informed him, that he cannot get more funding, but he can order a <i>FIWARE</i> business coach with <i>FIWARE</i> vouchers, but Raimund did not take this opportunity either.

3.3.40 Call 2-28- Arianna (In.Sight)

Project Name	Arianna
Summary	In.Sight mission is centered on the development of augmented reality systems being low cost, wearable and less intrusive on the environment. In particular, Arianna is an innovative navigation system designed to guide visually impaired people in public spaces and increase their autonomy and independence.
Project Duration	9 months
Mentor	None assigned
Mentor Support	We explored the coaching options with the company, but they indicated no need for additional coaching. The company did get one of the FI-Business vouchers, and took advantage of their session with FI-Business coach Robert Koning.

4 T5.3 High-level advisory Board.

As determined in the DoW, a high-level advisory Board with various stakeholders has been be composed.

This board has a dual purpose:

- Advise the project partners on the execution and process of the programme,
- to follow-up all participating SMEs and Individual Entrepreneurs in the accelerator and give a top rated feedback during the two (2) face to face meetings that will be facilitated during the FI-C3 project progress.

Attendance to these meeting has been proposed to all the SMEs and Individual Entrepreneurs being funded and accelerated by FI-C3. However, **the attendance to these meetings was not mandatory**.

For the specific purpose of explaining the HLAB role and operational, an internal document has been produced and it's available with the following name: *High Level Advisory Board: scope, roles and operational*.

HLAB Members

Each FI-C3 consortium partner (Image et Réseaux, iMinds, Grassroots Arts and Madrid ICT& Audiovisual Cluster) has appointed 1-2 members of the High Level Advisory Board. Thus, the HLAB was composed by 8 members. It consisted of local and global stakeholders in various domains:

- Financial
- Technology
- Market
- Business

First HLAB meeting

The first HLAB meeting took place **6th October 2015** in the facilities of Madrid ICT & Audiovisual Cluster **in Madrid**.

High Level Advisory Board members attending the first HLAB meeting are listed in the following Table 1:

Name	Country	FI-C3 Member	Expertise domain
Marcos Eguillor	Spain	MAC	https://es.linkedin.com/in/marcoseguillor
Héctor Casado	Spain	MAC	https://www.linkedin.com/in/hector-casado-8a30686
Jean-Dominique Meunier	France	I&R	https://fr.linkedin.com/in/meunierjeandominique
Thierry Baujard	Germany	I&R	https://de.linkedin.com/pub/thierry-baujard/0/220/115
Filip Coenen	Belgium	iMinds	https://be.linkedin.com/pub/filip-coenen/0/b0a/572
Davor Meersman	Belgium	iMinds	https://be.linkedin.com/in/davormeersman
Pieter van der Linden	France	Grassroots Arts	https://fr.linkedin.com/pub/pieter-van-der-linden/0/a99/b71

Table 1 High Level Advisory Board members for the 1ST HLAB meeting

The meeting between FI-C3's subgrantees and the HLAB worked as follows:

- 8 minutes pitch by each SMEs or Individual Entrepreneur in front of the HLAB.
- 25 minutes Q&A and/or round table with the HLAB members.

At the end of each pitch the high-level advisory Board challenged the companies (Q&A) and suggested improvements or referred to other companies in their network for potential business cooperation and access to venture capital¹.

After that, each sub-grantee met (either on-site or by video-conference) the HLAB individually in order to assure the confidentiality among all the participants.

Seven startups attended the first HLAB meeting, according to the following agenda:

Time Slot	Company
9:45 - 10:15	WELCOME
10:20 - 10:55	Yagram
11:00 - 11:35	Alzhup
11:40 - 12:05	COFFEE BREAK
12:10 - 12:45	Guide Me Right
12:50 - 13:25	Zebra
13:30 - 14:40	LUNCH BREAK
14:45 - 15:20	WiiM
15:25 - 16:00	Smartaxi
16:05 - 16:40	SmartParking

Second HLAB meeting

The second HLAB meeting took place at Télécom ParisTech, 46 rue Barrault, 75013 Paris (France), on 13th April 2016.

As mentioned before, during the first HLAB meeting organized in Madrid, each start-up met the HLAB individually, without the presence of the rest of start-ups, in order to respect their confidentiality. However, in the second HLAB, those startups who did not have any inconvenience, allowed the presence of the rest of start-ups as spectators during their HLAB time. The reason for doing this is that, in the first FI-C3 review meeting, the evaluators suggested that it would be good for all projects to increase networking, to be in contact with the rest of the sub-grantees, to understand others' challenges and lessons learned.

Of course, the confidentiality was still respected. If any of the participant startups had any inconvenience for confidentiality reasons or other reasons, their HLAB slot was organized with no audience in the room, just with the presence of experts.

As in the first HLAB, the slots were divided as follows:

- 8 minutes pitch by each start-up
- 25 minutes Q&A and/or round table with the HLAB members

¹ I&R through its relationship with organizations involved in public affairs proposed to the Fi-C3 projects to be introduced to such structures. It was mainly offered to projects addressing e-health applications for which answering a public tender is the channel to access the market.

Ten startups attended the second HLAB meeting, according to the following agenda:

Time Slot	Company
9:00 - 9:20	WELCOME
9:20 - 9:55	Tessera (project diaBEATes)
9:55 - 10:30	BlindTouch (Project RAY)
10:30 – 10:45	COFFEE BREAK
10:45 – 11:20	FI-Event (Eventwatch)
11:20 – 11:55	In.sight
11:55 – 12:30	Zebra
12:30 - 13:45	LUNCH BREAK
13:45 - 14:20	EverImpact
14:20 – 14:55	Time Squatter/First Quater Company
14:55 – 15:30	Outbarriers
15:30 – 15:45	COFFEE BREAK
15:45 – 16:20	Talkitt
16:20 – 16:55	Videona

Eight experts conducted the second HLAB in Paris:

Name	Country	FI-C3 Member	Expertise domain
James Webb	Spain	MAC	https://www.linkedin.com/in/james-webb-915a4852
Ciro Acedo	Spain	MAC	https://es.linkedin.com/in/ciroacedoboria
Michel L’Hostis	France	I&R	https://be.linkedin.com/in/l-hostis-michel-41073a
Thierry Baujard	Germany	I&R	https://de.linkedin.com/in/thierry-baujard-115220
Isabel Fox	UK	iMinds	https://uk.linkedin.com/in/isabelfox https://www.crunchbase.com/person/isabel-fox
Maarten Laga	Belgium	iMinds	https://www.linkedin.com/in/maartenlaga
Pieter van der Linden	France	Grassroots Arts	https://fr.linkedin.com/pub/pieter-van-der-linden/0/a99/b71
Tillmann Veltjens	Germany	Grassroots Arts	Founder and Director of Alfah, Cologne. Tilman Veltjens, born 1966, holds a master’s degree in Law of the University of Cologne and an executive business master’s degree of the Kellogg University, Michigan, USA. He has more than 15 year work experience as an industry indoor counsel, in business consulting and in project management. With his background of legal and commercial studies and his profound knowledge of project management and business modelling as well as of marketing and distribution he highly contributed to the FI-C3 High Level Advisory Board.