D5.1 REPORT 1 ON BUSINESS DEVELOPMENT SUPPORT

Abstract

This document reports on the support provided to the SMEs and web-entrepreneurs on business development during the first year. 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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List of authors

Company	Author
iMinds	Ingrid Willems
iMinds	Johnny Waterschoot
iMinds	Thomas Van der Auwermeulen
MAC	Ciro Acedo Boria

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1   Introduction

Deliverable D5.1 is the Report 1 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 first year [month 12]. 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 FI-PPP 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 will run in parallel with the other work packages and offer business coaching during the course of the execution of the development of the experimentations. The projects that would benefit from one of the support activities in this work package are selected by the Monitoring Committee.

2   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 high-level advisory Board of local stake-holders 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 [58]	Milestone name	Lead benefi-ciary number	Delivery date from Annex I [80]	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.

3   Update on Milestones

3.1   T5.1 Business Modelling and Customer Development workshops

The goal of the business modelling and customer development workshops is to provide the SMEs and web-entrepreneurs a proven framework to structure their innovation process and improve their chances to success in launching innovative products and services. During the workshop, the sub-grantees are 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 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.

Upon the selection of the projects as part of Open Call1, a full day Business Modelling workshop was organized on March 24, 2015 in Brussels. This workshop will be repeated after each Open Call of FI-C3, to provide a structured approach to all FI-C3 sub-grantees.

This task was led and implemented by iMinds. All sub-grantees were offered the opportunity to attend these workshops. The workshop was facilitated by the Business Modelling team of iMinds, experienced in coaching startups and SMEs in their innovation trajectory.

The most feasible setup to kick-off the FI-C3 accelerator programme was to organise a physical co-creation workshops focusing on business modelling, using the iMinds Validation Board (LLAVA matrix) and State of the Art (SOTA) methodology. As part of the preparation for the workshop, a self-assessment questionnaire was sent to all participants. 2 of the companies (Yagram and Motosmarty) completed the questionnaire.

The workshop was structured as follows:

- Plenary training session: iMinds expert gave the introduction on the validation board methodology, instructing the beneficiaries how to use the methodology, sharing theory combined with practical examples.

- Guided co-creation session: we invited the sub grantees to work in small groups of 2 to 3 sub-grantees and a dedicated Business Modeller, to define the fundaments of their business model, by using the LLAVA matrix for their specific project with the support of their peers and the adhoc coaching of iMinds Business Model experts. During the interactive sessions concrete questions were addressed and additional advice was provided as beneficiaries started discovering and implementing the methodology.

The workshop was led by the iMinds Living Labs team responsible for Business Modelling and User Research. The workshop was co-hosted by Dimitri Schuurman and Olivier Rits:

- 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

Milestone MS 6: Host first business modelling and customer development workshop.

The first workshop took place on March 24, 2015. 11 sub-grantees from FI-C3 Open Call 1 attended this workshop. Attendee list is below. During this workshop, the sub-grantees updated their LLAVA Matrix (validation board) and were able to use it in follow-on meetings with their coaches to further their projects over the course of Open Call 1.

First name	Last name	FI-C3 project
Jack	Hooper	Empathic Wearable Technology
Fotini	Markopoulou	Empathic Wearable Technology
Antonio	Sanchez Pineda	FiGlass
Jose	Camara Placencia	FiGlass
Luca	Sini	Guide Me Right
Vincent	Demortier	Hostabee
Maxime	Mularz	Hostabee
Mateusz	Maj	Motosmarty - Digital Driving Pass
Maciej	Myslinski	Motosmarty - Digital Driving Pass
Rudraddeb	Mitra	Motosmarty - Digital Driving Pass
Simon	Desbarax	Neveo
Simon	Desbarax	Neveo
Michael	Lin	Oliva Card
Miguel	Verhavert	Smart Parking
James	Troch	Smart Parking
Valeriya	Zaytseva	Smartaxi
Federico	Lopez	Smartaxi
Roman	Ortin	Smartaxi
Malgorzata	Ratajska-Grandin	Yagram
Matthieu	Grandin	Yagram
Jan	Willems	Yagram
Alexis	Valenzuela Espinoza	Zebra Academy

Table 1- Lists of attendees, first business modelling workshop

3.2   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 that this latter may need from the accelerator (or the programme) to run its project successfully.

The initial idea of T5.2 is, upon request of the Monitoring Committee, to supplement the action 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 business venture (including access to venture capital and business angels). That coaching is supplied by suitable experts issued from the networks of the FI-C3 partners.

After the success of the first Business modelling and Customer development workshop (24 March 2015) a discussion was held within FI-C3 on the form coaching aimed by T5.2 should be implemented. On the one hand, almost all (11 out of 12) of the sub-grantees had attended the Business workshop, so a formal assistance concentrated during a couple of days would somewhat have duplicated the workshop, on the other hand, a continuous support was already provided by the FI-C3 contact points. However it was considered that introducing another person in the loop, with the exclusive role to consider business aspects of the projects, would bring additional value to the support provided by the accelerator to projects. It seems that similar approaches have also been adopted by other accelerators.

To implement that idea, FI-C3 started 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 process is in progress.

This task was led by iMinds with the participation of I&R, MAC and GAR. There was no milestone associated with this task. Below is the list of companies and mentors (coaches).

Project name	Company	FI-C3 contact	External mentor (coach)
Guide Me Right +	Guide Me Right Srl	Carmen Mac Williams	Thorsten Jansen, Klaus Brisch
Oliva Card	Logim Solutions S.L.	Ciro Acedo Boria	
Smartaxi	Taller Innovación Abierta S.L.	Ciro Acedo Boria	
Hostabee	HostaBee	Gaël Maugis	
EWT	Team Turquoise Ltd.	Gaël Maugis	N.R.
NEVEO	NEVEO	Thomas Van de Auwermeulen	Azele Mathieu
FIGlass	FIGlass[1]	Ciro Acedo Boria	
Digital Driving Pass	Motosmarty BVBA	Ingrid Willems	Alex Driessen
Smart Parking	D2 Benelux BVBA (Digital Darwin)	Ingrid Willems	Kester Goh

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[1] After the second project evaluation (1 & 2 July 2015) it was noticed this software solution could interest a domotic provider. It's been proposed to FiGlass to facilitate an appointment with *Delta Dore* (stakeholder of I&R) in view of a possible cooperation.

Yagram	Yagram[2]	Thomas Van de Auwermeulen	Alex Driessen
ZEBRA	JAJA BVBA	Thomas Van de Auwermeulen	Azele Mathieu
Alzhup	Reta al Alzheimer S.L.	Ciro Acedo Boria	Azele Mathieu

3.3   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 will be proposed to all the SMEs and Individual Entrepreneurs being funded and accelerated by FI-C3. However, **the attendance to these meetings will never be 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) have appointed 1-2 members of the High Level Advisory Board. Thus, the HLAB is composed by 8 members. It consists of local and global stakeholders in various domains:

- Financial
- Technology
- Market
- Business

First HLAB meeting

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

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[2] At the second project evaluation session I&R proposed to Yagram to help for a contact with a Britany hospital. The first feedback received from the doctor to whom the application has been presented is positive. We need now to move forward and plan a physical meeting with Yagram and the hospital.
* I&R will propose the same approach to AlzHup in order to check if the hospital community in Brittany welcome the app.

High Level Advisory Board members attending the first HLAB meeting are listed in the following Table 2:

Name	Country	FI-C3 Member	Expertise domain
Marcos Eguillor	Spain	MAC	https://es.linkedin.com/in/marcoseguillor
To be confirmed		MAC	
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 2 High Level Advisory Board members for the 1ST HLAB meeting

The meeting between FI-C3's subgrantees and the HLAB will work 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 will get the opportunity to challenge the companies (Q&A) and suggest improvements or refer to other companies in their network for potential business cooperation and access to venture capital[3].

Each sub-grantee will meet the HLAB individually in order to assure the confidentiality among all the participants.

Second HLAB meeting

It is planned to take place on May or June 2016

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[3] I&R through its relationship with organizations involved in public affairs will propose to the Fi-C3 projects to be introduced to such structures. It'll be mainly offered to project addressing e-health applications for which answering a public tender is the channel to access the market.