



S+T+ARTS CROSS- -FERTILIZATION PROGRAM

Business acceleration guidance for S+T+ARTS projects

COORDINATORS:

Tânia Moreira and Eve El Chehaly

AUTHORS:

Alexandra Garatzogianni

Ana Solange Leal

David Shabtai

Emmanuelle Szerer

Michael Feith and Polona Cigoj

Philippe Espanet

2023

Publication coordinated by:

INOVA+



Funded by:



S+T+ARTS
SCIENCE + TECHNOLOGY + ARTS



European
Commission

S+T+ARTS Cross-Fertilization Program: Business acceleration guidance for S+T+ARTS projects

Publication coordinated by:

Tânia Moreira⁽¹⁾ and Eve El Chehaly⁽²⁾

⁽¹⁾INOVA+, www.inova.business

⁽²⁾FTGP, <https://lafrenchtech-grandeprovence.fr>

Authors:

Alexandra Garatzogianni, Ana Solange Leal, David Shabtaï, Emmanuelle Szerer, Michael Feith and Polona Cigoj, Philippe Espanet

Publication date: December 2023

Published as part of the project S+T+ARTS PRIZE
(H2020 CSA, GA No. 956603)
www.starts.eu

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ACKNOWLEDGEMENTS:

This publication would not be possible without the contributions of all experts who agreed to share their experience with us and the S+T+ARTS Community in this e-book. Our deepest appreciation to all authors.

Our gratitude is also to the S+T+ARTS PRIZE Consortium and the funding authority. This e-book is organised within S+T+ARTS PRIZE, a project funded by the European Union's Horizon 2020 research and innovation programme, as part of the S+T+ARTS initiative (GA no. 956603).

S+T+ARTS is an initiative of the European Commission to foster alliances between science, technology, and the arts. Since 2016, S+T+ARTS has supported hundreds of collaborations between Scientists, Technologists and Artists through residencies, prizes and mentoring programmes. It is without a doubt the largest European programme dedicated to these cross-disciplinary collaborations.



Since 2016, S+T+ARTS
has supported the
development or promotion
of more than **+500**
science+tech+arts
innovations through

+150 S+T+ARTS Residencies

Gathering scientists, tech,
artists, business and other
areas

+250 S+T+ARTS PRIZE winners, honorary mentions and nominees

Gaining visibility and raising
traction to further develop their
projects

INTRODUCTION



“Developing a strong and vibrant economic base” is one of the key priorities of the European Union political agenda for 2019-2024. In concrete, the EU, during the last years has implemented actions with the intention of “building a resilient economy by deepening the Economic and Monetary Union to ensure that Europe is better prepared for future shocks, completing the banking and capital markets union, strengthening the international role of the euro, investing in skills and education, supporting Europe’s businesses, embracing digital transformation, and developing a robust industrial policy.”¹ The EU is seeking a stronger economy that respects and contributes to an enhanced environment, “European way of life”, democracy, and social and labour panorama, as well as to a stronger EU voice on the world stage. The digital transition assumes in this scenario a unique relevance, being among the key priorities of the EU.²

Framed by all these ambitions, the S+T+ARTS initiative is rooted in the will for innovation based on technological and scientific progress that puts social and ecological goals on the same level as economic growth. In S+T+ARTS, science and technology are boosted by arts, following the conviction that science and technology combined with an artistic viewpoint open valuable perspectives for research and business, through a holistic and human-centred approach.

In the last years, S+T+ARTS has increasingly invested and motivated the exploitation of its produced outputs, seeking to encourage individuals and organisations involved in the different S+T+ARTS activities to exploit their results, commercially or through other (innovative) exploitation plans. With this, S+T+ARTS seeks to contribute to the EU’s different priorities. The goal is to empower individuals and organisations to be self-sustainable and independent at different levels and, in consequence, to contribute to the creation of innovative and solid career pathways and job opportunities and a more competitive and resilient Europe.

Some of the efforts of S+T+ARTS towards the exploitation and business-driven goals can be found in the following projects and activities:

- ▶ **S+T+ARTS ECOSYSTEM (S+T+ARTS in Motion Program, 2020-2021).** This project launched the S+T+ARTS in Motion Program, an acceleration mentoring program addressing different

In this e-book, we are glad to present some of the topics approached during the S+T+ARTS Cross-Fertilization Program’s mentoring sessions and to reveal tips tailored to the needs of S+T+ARTS teams and projects.

¹ https://european-union.europa.eu/priorities-and-actions/eu-priorities/european-union-priorities-2019-2024_en

² <https://digital-strategy.ec.europa.eu/en>

business topics aiming to support S+T+ARTS Teams to further accelerate their projects. A summary of the activities can be found at <https://starts.eu/what-we-do/starts-in-motion/>.

+INFO: <https://cordis.europa.eu/project/id/824950/results>.

► **BETTERFACTORY (KTEs Mentoring Program, 2020-2024).** In this project, supported Teams (KTEs) are embraced in a mentoring program composed of different stages and mentors:

- Technical mentors, who guide the technical implementation of the KTEs, provide expertise for resolving technical issues and ensure that the solution is beyond the current state-of-the-art.
- Art mentors, who provide crucial support in guiding Artists to develop creative solutions that provide real value in addressing the challenges, but also challenging the Artistic and conceptual development.
- and Business mentors, who support in developing a business plan for the further exploitation of the KTEs results beyond the KTEs to ensure their long-term sustainability.

+INFO: <https://cordis.europa.eu/project/id/951813/results>.

And, finally,

► **S+T+ARTS PRIZE (S+T+ARTS Cross-Fertilization Program, 2022-2023).** Considering past S+T+ARTS experiences, S+T+ARTS PRIZE launched the S+T+ARTS Cross-Fertilization Program, a program designed to support S+T+ARTS Prize recognised teams (winners and honorary mentions) to further develop their projects. Three teams were engaged and supported by the program to further develop and exploit their projects. The three teams had the opportunity to meet and discuss with high-level experts their ideas, projects and business plans. Although with different stages of development, the teams ended the program with clearer development and exploitation strategies, aligned with their goals and vision.

+INFO: <https://starts.eu/detail/some-news-from-the-s-t-arts-cross-fertilization-programme/>.

This e-book results from the S+T+ARTS Cross-Fertilization Program. Based on the good feedback received from the teams, the relevance of the topics approached and the pertinence of this program for the teams' further development and achievement of clearer development plans, we could not miss the opportunity to share with the entire S+T+ARTS Community and all the other interested stakeholders, some of the knowledge and tips shared by the high-quality experts involved in the S+T+ARTS Cross-Fertilization Program. Each mentor was invited and challenged to summarise their expertise and unique view. In this e-book, we are glad to present some of the topics approached during the program's mentoring sessions and to share tips tailored to the needs of S+T+ARTS-based teams and projects.

✓ **In Chapter 1**, we are offered with a proposition of *Development and Exploitation Strategy* that was created during the S+T+ARTS Cross-Fertilization Program for the teams involved in the program. Alexandra Garatzogianni is the key mastermind of the strategy. Challenged to be the Development and Exploitation mentor of the S+T+ARTS Cross-Fertilization Program, Alexandra mentored three very different and ambitious teams, supporting and inspiring them to think about their project and business strategies. To support the teams, Alexandra prepared a structure for a "Development and Exploitation Strategy" comprised of different strategies, canvases and models to instigate thinking and discussion. The key was precisely to encourage the teams to think concretely about their

pathways, their wishes, values and intended vision for the future. As testimonies of the process, we can confirm that the strategy and Alexandra successfully motivated useful and insightful discussions.

✓ **From Chapter 2 on**, we can learn more about specific topics. In the case of chapter 2, we can learn how to build a “Marketing Strategy”. For this, we count on the expertise of David Shabtai, CEO of Glanum, an international digital agency providing marketing, creative and technological services. In the chapter, David provides a summary of the relevance of this type of strategy and how we can design one for our project or business.

✓ **Chapter 3** is dedicated to “Business models and business plans”. Philippe Espanet is the captain of this chapter, presenting the reader with how to build business plans and providing other useful tips. Philippe has strong expertise and now provides help and support to founders / general managers of small and medium companies who wish to develop or who face temporary challenges

✓ **In Chapter 4**, we are presented with tips related to “Fundraising”, another challenging topic. Emmanuelle Szerer is the expert in charge of such topic, sharing useful tips, based on her real and successful experience in the business development of her company. Emmanuelle Szerer founded Almé Paris, having charted an impressive path towards revolutionizing the fashion industry.

✓ **Chapter 5** addresses another type of funding – the “Public Funding”. Ana Solange Leal, Head of the Unit for Research and Innovation and senior project manager at INOVA+, in this chapter, shares with us her expertise with Public Funding, based on more than 15 years of experience. In concrete, Ana addresses public funding provided by the European Commission and how eligible and interested stakeholders can successfully apply for this funding.

✓ **Finally, in Chapter 6**, Michael Feith and Polona Cigoj accepted our challenge and described the InvestEU, a programme that provides the EU with crucial long-term funding by leveraging substantial private and public funds. The Programme brings together under one roof the multitude of EU financial instruments currently available to support investment in the EU, making funding for investment projects in Europe simpler, more efficient, and more flexible. The programme comprises different services (Fund, Advisory Board and Portal), providing advice and support to those seeking investment. In the chapter, Michael and Polona explain how project promoters can apply for financing, and how advisory support can be requested.

We hope this e-book supports you in your endeavours.

Good reading and practice.

Looking forward to reading about your successes anywhere.

Tânia Moreira and Eve El Chehaly

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Tânia Moreira is EU project manager and consultant, at INOVA+, an innovation consultancy company with more than 25 years of experience in innovation services, based in Portugal. Driven by curiosity, innovation and critical perspectives, Tânia has been involved in the ideation and implementation of various international projects, including KISMIF, AfriConEU and various S+T+ARTS projects through which Tânia gained valuable knowledge and experience in interdisciplinary co-creation processes and exploitation and business strategies. With sociology as the educational background, Tânia always seeks to understand the contexts and gets excited about contributing to the empowerment and growth of individuals and organisations. This practical e-book is the result of this.

tania.moreira@inova.business

<https://www.linkedin.com/in/taniadmmoreira/>

www.inova.business

Eve El Chehaly is EU project officer at La French Tech Grande Provence, a French (FTGP). FTGP is a French Tech regional hub supporting innovation, entrepreneurs and startups. Eve has been involved in both project engineering and management of several EU projects such as HABITABLE (Horizon Europe), S+T+ARS Ecosystems (Horizon Europe), Be-Readi (Interreg). Eve comes from a dual background in life science and social and human sciences. She has previously worked at UNESCO and the International Science Council, with a focus on the research-policy nexus. Eve is committed to adopting a systems approach to global challenges such as environmental changes, migration, or global inequalities, and has been focusing her work on knowledge production and sharing processes, and interdisciplinary innovation.

eve.elchehaly@lafrenchtech-grandeprovence.fr

<https://www.linkedin.com/in/eveelchehaly/>

<https://lafrenchtech-grandeprovence.fr>

I. DEVELOPMENT AND EXPLOITATION STRATEGY: A PROPOSITION CREATED FOR S+T+ARTS TEAMS WILLING TO UPGRADE THEIR PROJECT

Alexandra Garatzogianni

ABOUT THE EXPERT

Alexandra Garatzogianni is Head of Knowledge and Technology Transfer at the Leibniz Information Center for Science and Technology (TIB) and Coordinator of EU-funded projects in Innovation and Entrepreneurship at the Leibniz University of Hannover. As a purpose-driven Executive, Alexandra (MSc in Innovation and Entrepreneurship by HEC Paris, MBA by the Heriot-Watt University, Edinburgh Business School, Postgraduate Executive Diploma in Management Consulting by Grenoble Ecole de Management) is a strong believer in the transformative capabilities and dynamic potential of innovation ecosystems, entrepreneurship and citizen science while being particularly motivated to tackle challenges and wicked problems. She co-leads the Leibniz Joint Lab Data Science & Open Knowledge among TIB, LUH and the L3S Research Center, and supports the commercialisation of research. She worked at the Fraunhofer Society as project leader of European and national industrial projects for the delivery of marketable research products, prototypes and pilots. She has 10+ years of experience working as a mentor and consultant for data- and techpreneurs.

1.1. What is a Development and Exploitation Strategy?

An inclusive, transdisciplinary *Development and Exploitation Strategy* could be recommended for all projects and initiatives, independent of domain, scope and development stage. The *Development and Exploitation Strategy* constitutes a flexible approach to implementing a rich analysis of the internal and external environment. This serves the objective that the resulting deep comprehension of related





stakeholders and influencing factors uncovers opportunities enabling the definition, adaptation and sustainable expansion of the strategic plan. Besides fostering the implementation of the currently planned trajectory, the *Development and Exploitation Strategy* encompasses the discovery of novel growth paths, pursuing a co-creative approach by engaging relevant and heterogeneous stakeholders.

1.2. Why a Development and Exploitation Strategy?

In a highly antagonistic, commercial environment, it is of utmost importance to acquire awareness of internal strengths and weaknesses, while deeply comprehending existing and novel challenges and opportunities in a polymorphous, constantly evolving external environment. Moreover, it can be argued that challenges may present and be converted into fruitful opportunities if certain components of the business plan and overall value proposition are appropriately revised and adjusted.

It is key that the *Development and Exploitation Strategy* is co-shaped with the project team along with the guidance of an experienced mentor. This is significant because oftentimes innovative sci-tech-arts projects either comprise their core expertise in certain scientific and artistic areas, especially in their early stages of development, or are immersed in the project development and implementation, thus requiring an external, fresh, possibly different perspective as well as constructive and critical feedback. This highlights the inter-complementarity of diverse skills, professional and educational backgrounds, to enhance, refine and adjust the value proposition and explore current and additional development and exploitation pathways.

In a highly antagonistic, commercial environment, it is of utmost importance to acquire awareness as per internal strengths and weaknesses, while deeply comprehending existing and novel challenges and opportunities.



  The *Development and Exploitation Strategy* proposed in this chapter was developed **during the S+T+ARTS Cross-Fertilization Program**. During the mentoring sessions on the development and exploitation strategies, we revised and defined the value proposition by meticulously analysing related industries and stakeholder categories. Next, we customised the value proposition for each identified pertinent industry domain and stakeholder category, adjusting and co-shaping how the project's value proposition is communicated and expanded on the next steps of developing an appropriate and impactful marketing strategy, sales process, customer acquisition and maintenance. As a result of this analysis, the pitch of the accelerated teams was revised, shaped, expanded and re-adjusted via various feedback loops and iterations to serve specific purposes depending on target audience. This intensive multidisciplinary approach and collaboration with the accelerated teams was instrumental in addressing current specific challenges faced by the teams pertaining to their specific industry domain, while deriving and communicating business value, and co-shaping the projects' value proposition through the specific lens of each stakeholder category.

1.3. Who should develop a Development and Exploitation Strategy?

The proposed *Development and Exploitation Strategy* is proposed for **all aspiring or experienced entrepreneurs, artists and scientists pursuing an innovative project and interacting with stakeholders**. The proposed methodology

It is key that the Development and Exploitation Strategy is co-shaped with the project team along with the guidance of an experienced mentor, as he/ she provides external, fresh, possibly different perspective as well as constructive and critical feedback.

constitutes an iterative exercise to raise challenging questions and enable the conception of solutions and planning for the next steps in uncertain circumstances. Depending on the development stage of each project, it would be feasible to answer most questions to a certain extent and identify potential gaps in strategic development as well as areas with improvement potential. A common challenge in terms of strategy is the fact that we may lose track of our vision and long-term orientation, especially when focused on tackling short-term challenges. For this reason, a revision of the proposed *Development and Exploitation Strategy* as a team brainstorming exercise is proposed to occur regularly, at least annually, to enable the reconsideration of the ultimate long-term goals and the shorter-term steps required to achieve set, long-term objectives.

  In the **S+T+ARTS Cross-Fertilization Program**, the expertise of the participating teams stemmed from diverse backgrounds, such as medicine, anthropology, architecture, data and materials science, and, thus, it was deemed beneficial to complete this exercise with a mentor with a business, communication and technology transfer background. The resulting multidisciplinary collaboration harnessed the benefits of co-creating brainstorming sessions with a design thinking and consulting methodology, guiding the teams through each part of the proposed *Development and Exploitation Strategy*, while raising and answering critical questions. The objective consisted in outlining the requirements of each section of the document and fostering the brainstorming process by proposing novel verticals and related areas of expansion with yet unexplored potential, such as climate-protection, provision of environmentally safe solutions and products. A key pillar and challenge is to identify the appropriate industries to expand to, and envision which sectors could be impacted positively or could potentially restrain the development of proposed products and solutions, as this may impact directly or indirectly product development. Ideally, in terms of strategy, the objective would be to identify potential obstacles before they occur so that alternative solutions could be conceived and deployed.

1.4. When should we prepare a Development and Exploitation Strategy?

Growth oftentimes is non-linear and can occur unexpectedly. Hence it is recommended to shape and develop the Development and Exploitation Strategy, **ideally at the initial, early stages**. Simultaneously it can be cogently argued, that in a VUCA world, dynamically co-shaped by Volatility, Uncertainty, Complexity, and Ambiguity, strategy has evolved in an evolving, continuous exercise, to be repeated at regular intervals and re-adjusted contextually appropriately. An additional, noteworthy perspective recommends defining and pursuing a short-term and longer-term Development Strategy simultaneously, aligning the accomplishment of shorter-term goals with the overall strategic vision and ambition.



1.5. How to build a Development and Exploitation Strategy?

For the *S+T+ARTS Cross-Fertilization Program*, a customised, twofold approach was generated and implemented to build the *Development and Exploitation Strategy*. This consisted of **firstly** addressing specific challenges raised by each accelerated team, and **secondly** collaboratively working on the *Development and Exploitation Strategy* documentation proposed by the mentor and the programme.

As the mentor of the exploitation strategies of the Program and challenged to think on a *Development and Exploitation Strategy* structure, I proposed a structure including diverse tools used in business strategy-related studies, which serve the objective of exploring the internal and external environment critically. Hence the *Development and Exploitation Strategy* documentation is initiated by an analysis of the current status of each project and their background, teams are then challenged to expand to defining exploitation assets and avenues for identified exploitation assets. The next chapters of the *Development and Exploitation Strategy* documentation comprise tools such as SWOT Analysis, Stakeholder Analysis Matrix, PESTLE Analysis, including design thinking approaches for the components and content of Marketing strategy, Business model canvas and Pitch deck slide presentation.

The proposed methodology and documentation can be valuable for all ventures and projects, independent of sector and development stage. It is recommended to reiterate this Development and Exploitation Exercise to refine progressively the overall strategic vision and its implementation, while ensuring alignment and cohesion among all complementary tools, aspects and pillars of the overall short- and long-term strategy.

Next, we describe each section of the proposed *Development and Exploitation Strategy* structure, while sharing the experience during the S+T+ARTS Cross-Fertilization Program.

DEVELOPMENT AND EXPLOITATION STRATEGY

1 ANALYSIS & BACKGROUND

The Analysis and Background section aims to further elaborate and shed light on the “state-of-the-art” of each project.

During the S+T+ARTS Cross-Fertilization Program, the key goal consisted of summarising the discussion in the first two sessions of mentoring, thus providing the basis for the next sessions about business development, exploitation and pitch preparation. This served the aim to gain a clearer perspective, outline and implement a structured approach during and beyond the duration of the S+T+ARTS Cross-Fertilization Program.

Consequently, the analysis and background section mentored the teams to (re)define the project title, its short description and specific market segment, including its description and definition of the value proposition, including careful consideration of the potential incentives for investment, the unique value and competitive advantage of the project and how this solution differentiates itself from other existing solutions/ products.

Next, this chapter focused on team/project-specific pain points to be addressed, as well as problems and obstacles which are tackled by the proposed solution, i.e. service and/or end-product, offered by each project. Moreover, this exercise encompassed the identification and inclusion of specific pain points per industry and sector, while considering potentially additional industries and sectors which could benefit from each solution, service and/ or product. The teams were encouraged to actively investigate and analyse which industries and sectors, beyond private and public ones, could benefit from their solutions and in what regard, hence identifying stakeholders and customers benefiting from each solution.

The insights gained by this analysis, enable the teams to subsequently formulate and refine the vision for their ideal strategic outcome in the long-term (e.g. 10 years from now). Afterwards, revenue sources as well as current and future potential customers are defined with the objective to conceptualise how each product and/or service can be marketable, contributing to raising revenues.

As a final step for this exercise, the identification of challenges and obstacles anticipated to potentially hinder growth and expansion in a short- and long-term timeframe is aligned with the

ANALYSIS AND BACKGROUND

1. Project title & short description
2. Short description of the project/product
3. Value proposition
4. Pain points / problems/ obstacles addressed
5. Industries / sectors (private, public) that can benefit and why
6. Stakeholders & customers that can benefit from the product
7. Vision for the product in the future
8. Revenue sources, current & future potential customers
9. Challenges & obstacles encountered currently (short-term perspective)
10. Brainstorming solutions & measures to tackle short-term challenges & obstacles
11. Challenges & obstacles anticipated to potentially hinder growth & expansion (long-term perspective)
12. Brainstorming solutions & measures to tackle long-term challenges & obstacles

brainstorming exercise during the mentoring sessions to shape solutions and measures to tackle the identified challenges and obstacles, according to the particularities of each venture.

2 EXPLOITATION STRATEGY

The chapter of the Exploitation Strategy aimed to identify, analyse and describe the potential of exploitable assets pertaining to each project and subsequently develop a specific and customised exploitation strategy throughout and beyond the duration of the acceleration during the S+T+ARTS Cross-Fertilization Program. The goal to consider all related parameters in order to develop a robust and inclusive strategic plan is envisioned to be achieved by the following steps included in this chapter.

Firstly, the exploitable assets pertaining to and stemming from each project, such as tools, products and/ or services, are to be identified and described. Next, the extracted insights are integrated in the strategic plans for exploitation and aligned to the aspiration, ambition and vision of each project, i.e. the ideal outcome in terms of exploitation in the longer-term. Once this is accomplished, in order to explore the sustainability potential of each proposal, the exercise continues with identifying pertinent revenue streams, e.g. member fees, donations, licensing fees, support and maintenance, pledges, participation in research and innovation projects, provision of consulting services and training material, etc.

Next, the strategy to approach public and private funded institutions and foundations is developed, including related activities and partners in the same ecosystem. This serves the purpose to then develop the initial stage of the stakeholder engagement plan and management strategy, including the open character of the assets (e.g. dual-licensing, value-added services and service level agreements, enabling thus the exploitation of open-source software).

Finally, this chapter engages as an exercise in the exploitation activities already in progress or planned for the future (attendance of events and conferences, organisation of workshops etc.) with the objective to exchange on the strategic aspects of these activities with the teams and address specific, raised questions.

EXPLOITATION STRATEGY

1. Identification of exploitable assets
2. Strategic plans for exploitation
3. Aspiration, Ambition & Vision
4. Identification of Revenue Streams
5. Strategy to approach public and private funded institutions and foundations
6. Relevant partners in the same ecosystem
7. Stakeholder engagement plan and management strategy
8. Exploitation plans with regard to the open character of the assets
9. Exploitation activities already in progress or planned for the future

3 SWOT ANALYSIS

The proposed SWOT analysis aimed to highlight strengths, minimise threats, and take the greatest possible advantage of opportunities.

By considering static and dynamic elements, this exercise implemented in the mentoring sessions and internally at the team level, steered brainstorming and exchange with the mentor as per how the perceived weaknesses could be either overcome or converted to strengths and how the

identified threats could lead to new opportunities. Moreover, it highlighted the significance of regular monitoring for timely threat identification and the development of alternative solutions and pathways to overcome obstacles that may arise dynamically and unexpectedly in environments permeated by innovation.

SWOT ANALYSIS

Strengths | Weaknesses | Opportunities | Threats

4 STAKEHOLDER ANALYSIS MATRIX

The proposed Stakeholder Analysis Matrix is envisioned to provide insights about the identified stakeholders.

This was implemented as a brainstorming exercise both internally at the team level as well as during the mentoring sessions.

The used template already identified and proposed stakeholder categories to initiate and facilitate this exercise, such as research institutions, educational and training centres, international companies (private sectors, public authorities (public sector) and public or private universities.

Horizontally, the stakeholder analysis was compounded by identifying and evaluating the impact and influence capabilities as well as the potential of each identified stakeholder category, extending to the comprehension of the priorities, potential and contribution from the unique perspective of each specific stakeholder, including potential issues and obstacles that may arise in the exchange and collaboration with each specific stakeholder category.

This exercise serves diverse purposes; besides comprehending the external stakeholder environment, it enhances the comprehension of how each stakeholder category may perceive and benefit from the value proposition of each team.

The insights derived are valuable for the next steps of the Development and Exploitation Strategy, the pitch and ultimately how each project would position itself both short- and longer-term.

STAKEHOLDER ANALYSIS MATRIX

1. Stakeholders
2. Impact
3. Influence
4. Stakeholder priorities
5. Stakeholder contribution
6. Potential issue(s)

5 PESTLE ANALYSIS

A PESTLE analysis is a tool or framework that can be used to analyse and screen the external marketing environment of each company and/or project. This strategic management tool gauges the macro-environmental factors with the aim of facilitating the decision-making process in the short and long term.

During the S+T+ARTS Cross-Fertilization Program mentoring sessions, we explored how each team and its value proposition addressed and could be impacted by current and future circumstances in the political, economic, social/sociological, technological, legal and environmental spheres. For

each category, collaboratively we measured and evaluated the impact level, ranging from high to medium and low, towards the value proposition, and appraised how each sphere is expected to affect the value proposition and offering of each accelerated team.

Finally, a customised strategic plan was devised, outlining specific measures and steps to undertake to overcome each identified obstacle.

PESTLE ANALYSIS

Political | Economic | Social / Sociological | Technological | Legal | Environmental

6 OTHERS

Besides working on the shared aforementioned templates for the *Development and Exploitation Strategy*, the primary approach of the mentoring sessions within the framework of the S+T+ARTS Cross-Fertilization Program centred on expanding the possibilities and positive social impact for the accelerated teams, in their specific and related industries. To achieve this, exchange among cross-disciplinary experts ensured a holistic approach. In today's highly complex business environment and considering the intricacy of developing and bringing successfully to market novel products and services, this integrated approach is key to ensuring effective and sustainable uptake of proposed solutions. Teams of STARTS Cross-Fertilization Program benefitted from additional mentoring sessions with experts addressing specific topics – three of those topics were integrated into the *Development and Exploitation Strategy* and further discussed during the exploitation mentoring sessions.

6.1. Marketing

Teams of STARTS Cross-Fertilization Program addressed this topic in a session coordinated by the expert David Shabtaï (*consult chapter 2*) and, then, as well as during the development and exploitation mentoring sessions.

During the mentoring sessions for the *Development and Exploitation Strategy*, with the value proposition being elaborated and refined, the product and services portfolio was extracted and expanded. Certain sessions, depending on the needs and development stage of each team, focused on establishing and advancing the communication of the value proposition and product and services portfolio via the marketing channels, primarily the online presence and website structure and content, specifically adapting to the unique needs and objectives of each team as well as aligning to the perspectives of pertinent stakeholder categories.

MARKETING STRATEGY STRUCTURE

Consult chapter 2

6.2. Business canvas

Teams of STARTS Cross-Fertilization Program addressed this topic in a session coordinated by the expert Philippe Espanet (*consult chapter 3*) and, then, as well as during the development and exploitation mentoring sessions.

BUSINESS CANVAS STRUCTURE

Consult chapter 3

Insights gained from the mentoring sessions and progress at the team level were incorporated and further elaborated, enriching the business canvas of each team project. More specifically, the sessions served the goal to train the teams on how to sustainably use the aforementioned tools, both independently and/or with external facilitation to further evolve their value proposition beyond the duration of the S+T+ARTS Cross-Fertilization Program.

6.3. Pitch

Teams of STARTS Cross-Fertilization Program addressed this topic during various sessions of the development and exploitation mentoring sessions, as well as in a session coordinated by the expert Laurence Le Ny.

During the exploitation sessions, the specific ambitions of each team were prioritised, and feedback was customised as per how the potential of each project can be best highlighted, pertaining to the selected stakeholders and audience addressed by the pitch.

However, **several generic guidelines can be extracted, which serve as a guide for the pitch of any transdisciplinary project**, aiming for a brief and concrete pitch, which would function as a springboard for subsequent exchange on topics and specific project angles that correspond to the interests of the targeted stakeholders and audience.

Hence an impactful pitch could be initiated with a precise title, clarifying the scope and vision of the presented product or solution.

It is recommended to outline problem areas and challenges for which said product or solution provides specific solutions, whose benefits and implementation methodology are consequently synthesised. When quantifying the problem areas it is recommended to provide KPIs describing the industry's magnitude and potential, as well as quantitative and qualitative metrics and future outlook for the development of the solution. Besides referring to reliable, scientific sources to ensure the validity and credibility of key information shared for the main points of the pitch slides, a helpful approach could be to align the strategic vision with humanitarian organisations, policy and research agendas that aim to implement positive social change, such as the 17 Sustainable Development Goals (SDGs³) of the United Nations, and use this tool to clearly present industries that may benefit by the presented product/solution.

For technical and data science projects, it is recommended to include demos and visuals clarifying the digital capabilities of the solution and the interaction with users, while also aiming to address ethically and timely in advance any pertaining ethics and privacy concerns.

PITCH

- Precise title
- Clear scope and vision of the product/solution
- Problem areas and challenges tackled
- Presentation of the solutions, benefits and methodology of the product, including demos and visuals
- Team background, expertise and track record of achievements
- Contact details and concrete proposals for collaboration opportunities

³ <https://sdgs.un.org/goals>

Additional material can be included in back-up slides and be used if pertinent to the exchange and discussion after the pitch.

Having clarified the pressing problem and how the present product/solution tackles it, it is advised to accentuate the expertise of the team's professional backgrounds, and the track record of achievements so far. Each team should present a meaningful team structure, encompassing business profiles that cover complementary areas, ideally aspiring for a multidisciplinary, balanced team composition. Similarly, the team's current track record of success metrics, such as awards received, keynotes given, and clients acquired in a variety of countries, could be incorporated and extended with the future, longer-term vision of the company.

Ultimately the pitch could be concluded by sharing contact details and concrete proposals for collaboration opportunities.



An ideal outcome after the pitch would be to directly interact with the audience, by asking open-ended questions to uncover business pain points and possibilities to customise the pitched solution to address their specific challenges. Depending on the pitch setup, each pitch session could be transformed into a brief design thinking workshop and learning experience for both presenters and attendees.

Following business excellence guidelines, promising business contacts can be exchanged and maintained after each pitch to cultivate collaboration and co-create novel projects.

While maintaining a proven pitch structure can be beneficial for planning purposes, it is worth considering customising the content of the pitch to the specific interests of the attending audience, which would lead to extracting more value for both sides. In this sense, to launch the exchange with the audience, it can be helpful to have already prepared questions for the audience before the pitch occurs, so that the discussion is steered towards the value of the proposed solution in terms of addressing and solving specific problems of potential customers.

It could be helpful to collect feedback from diverse experts before presenting the pitch, as this could provide value in terms of shaping content understandably for audiences, which may lack the extensive expertise in decoding a solution stemming from a specific sector within the complex domain, scientific terminology.

Smooth comprehension of complex scientific methodology and processes should be prioritised, focusing on the value proposition and its positive impact.

1.6. Resources

ANNEX 1

Development and Exploitation Strategy structure template

* * * * *

Recommendations for a multidisciplinary and accelerated S+T+ARTS initiative

Multidisciplinary projects require a customised approach for their mentoring to facilitate their evolution and foster the innovation potential of each endeavour.

The structure, organisation, rich mentoring and training provided by the S+T+ARTS community are uniquely positioned to maximise positive outcomes through incubated and accelerated multidisciplinary projects. It is an enriching experience which fosters the promising evolution of the European entrepreneurship ecosystem to strengthen this space, enabling successful and sustainable cross-pollination among diverse disciplines. Innovation often evolves asymmetrically, and oftentimes lessons learned and novel approaches in a certain domain or discipline can be transferred and impact another, seemingly initially unrelated sectors or industries.

To further strengthen the transdisciplinary potential of applied research and the co-creation of novel approaches to current global challenges, it would be indispensable to support and strengthen programmes and initiatives, such as S+T+ARTS, which constitute a foundational pillar enabling this co-creating among stakeholders at the European level and beyond.

The future seems to be multi- and transdisciplinary, requiring alignment of different, co-existing perspectives, which are crucial for the successful and sustainable development and uptake of novel solutions and products. This would extend beyond the technical feasibility and TRL development level of solutions, to formulating and implementing the appropriate market development strategy and sustainable business model, encompassing diverse revenue streams, sales and customer acquisition processes and expanding the product portfolio, to considering timely any relevant legal, ethical and privacy angles pertaining to managing data and co-defining an appropriate vision and strategy of each specific venture.

Consequently, this accentuates the significance of developing and enabling unique programmes such as the S+T+ARTS Cross-fertilization Program within the uniquely positioned context of the S+T+ARTS community and supporting stakeholders.

2. MARKETING STRATEGY

David Shabtaï

ABOUT THE EXPERT

David Shabtaï is the CEO of Glanum, an international digital agency providing marketing, creative and technological services. Having studied communications and technology in the Silicon Valley, David founded the company when returning in France in 2003. His specific areas of expertise are innovative thinking, consumer insight and experience, and designing and voicing brands.

2.1. What is marketing?

Marketing is the discipline or science of your market, and it studies the relationship between your product or service and its customers, within a given environment.

2.2. Why is marketing important for your business?

Marketing is a crucial aspect of any business. It plays a key role in promoting and selling products or services to customers.

It is essential to keep up with industry trends and analyse consumer behaviour to create targeted marketing campaigns that resonate with the target audience.

It integrates the concept of **customer centricity**: we have moved from thinking mass to thinking specific consumer groups. Understanding customers' situations, perceptions and expectations helps in designing a better product or service.



© Photo by Anastasia Shuraeva/ Pexels

2.3. Who should develop a marketing strategy?

Any business which runs on a model that targets customers with a product or service. Understanding the connection between your target and your offer is therefore key in laying out the foundation for your marketing strategy, whether it is B2B (Business to Business) or B2C (Business to Consumer).

Any business which runs on a model that targets customers with a product or service shall develop a marketing strategy.

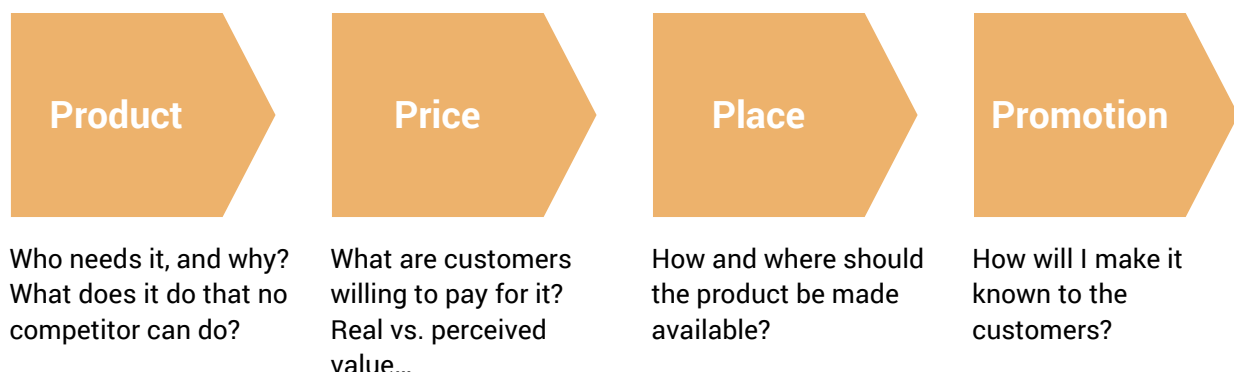
2.4. When should we prepare the marketing strategy?

Marketing is often confused with communication and advertising, but it is in fact a higher-level consideration. **It comes after the definition of your business model, and before the efforts in communication.**

Another distinction to be made when talking generally about marketing: marketing strategy vs. marketing campaigns. Here, we are discussing the concepts, the strategy. Whereas campaigns are actual tactics and actions, in other words, operational consequences of your strategy, and should be designed once your marketing strategy is solid.

2.5. How do we design a marketing strategy?

At the foundation of designing your strategy, once your business model is clear, is what is called the marketing mix. The goal is to clarify the 4P's before moving forward:



Once the basics are covered, we can elaborate, building on the theory of customer centricity. Let's now review four key concepts/tools to help you further build your marketing strategy:

A. Insights

- An **insight** is a user's or customer's need convertible into a product or service. It can be based on demographics (age, gender, income, location...); consumer behaviours (such as patterns and preferences), an identified 'pain points'; or industry trends.
- If the consumer has a hassle, you have an insight. You need to be solving a problem.
- Example of insights: Twitter's marketing strategy includes the insight that masses of people are more likely to do micro blogging than actual blogging, because it is easier and less time-consuming.



Tip: Insights can emerge from identified customer needs. Which can in turn be rational or emotional / aspirational. It is good to keep mind that the solution you propose can address several needs at the same time. Example: the brand Apple thrives creativity, which means the brand aims to address the need for recognition or even self-realization, while at the same time responding to a more rational, practical need: the need to work on an operational digital tool.



Tip: It helps you consider all your customers, including end-users of the product or service. If your customer is another business, you will need to think through the benefits for and insights of their clients as well, addressing what they will do after they purchase your product or service.

B. The positioning map

Template provided in the Resources section.

- The positioning map is a two-step process.
- First is the differentiation analysis compared to the competition: "**I am the only structure that...**", where you identify the elements of differentiation.
 - It can be in terms of innovation, reliability, feature, modularity, geographic... There are many ways to measure and compare your product or service to those of others. This step gives you the differentiation axes.
- Secondly, you will need to identify your competitors and add them to the map.



Tip: do not be afraid to extend the competition! Sometimes competitors are indirect competitors. For example, a company that sells leisure boats will identify other boat makers as direct competitors, but boat rentals could also be considered competitors. If you extend a little more, you could look into luxury car sellers... It will be key to ask yourself what alternatives your customer really has.



Tip: try to avoid the Price / Quality positioning map. Because these two axes correlate to one another, you will end up with a simple diagonal. Try to think of two qualities that are not necessarily linked (Price and Innovation for example).

C. The Unique Selling Proposition (USP)

- A USP is a statement that sets a company apart from its competitors.
- A USP should be clear, concise, and memorable, and it should communicate the value of the product or service to customers.
- The USP can be broken down to five major components (while it does not need to have all five):
 - The **benefit** of a product or service is what draws people in. It relates to the needs, the pain point.
 - While the **key selling point** tells people what makes the product or service better than other similar products.
 - The **emotive component** attracts people on an emotional level and highlights why they should buy or engage with the product or the service.
 - The **key difference** states what makes your company stand out among its competitors.
 - While the **competitive advantage** speaks to your track record or experience in this field.



Tip on "how to":

- | | |
|--|--------------------------------|
| 1 Identify your target audience | 4 Clearly define your promise |
| 2 Jot down the problem your product solves | 5 Combine all in one paragraph |
| 3 List what benefits set you apart | 6 Condense it in one sentence |

Think of the USP as a condensed synthesis. Sometimes it is associated with the brand, rather than a specific product of the brand.

D. Reasons to Believe (RTBs)

- The purpose of RTBs is to help build trust and credibility with your customers. By providing evidence to support the claims being made in a marketing campaign, RTBs can make customers feel more confident in their purchase decisions. RTBs can also help to differentiate a brand from its competitors, by highlighting unique features or benefits.
- RTBs can take many different forms, depending on the nature of the product or service being marketed. For example, an RTB for a skincare product might be a scientific study that demonstrates the product's effectiveness at reducing wrinkles or blemishes. An RTB for a car

might be a safety rating from a respected organization. An RTB for a fast-food chain might be a guarantee of fresh ingredients.

2.6. Final recommendations for the S+T+ARTS Community



If you want to go further with your marketing mix, look into going from the 4P's to the 7P's, adding: **People** (personalities representing), **Process** (logistics), and **Physical Evidence** (facts, proof and alignment).

PRODUCT ► PRICE ► PLACE ► PROMOTION ► PEOPLE ► PROCESS ► PHYSICAL EVIDENCE

2.7. Resources

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[How to Build a Winning Customer-Centric Marketing Strategy \(helpscout.com\)](https://helpscout.com/blog/customer-centric-marketing-strategy/)



[Positioning Map \(BrandMentions Wiki\)](https://www.brandmentions.com/wiki/positioning-map/)



[17 Unique Selling Proposition Examples That Draw Millions In \(popupsmart.com\)](https://www.popupsmart.com/blog/unique-selling-proposition-examples/)

Templates:

Unique Selling Proposition (USP) template		
USP:		
Targets:	Insights:	Benefits (emotional or rational):
Reasons To Believe:		

3. BUSINESS MODELS AND BUSINESS PLANS

Philippe Espanet

ABOUT THE EXPERT

Philippe Espanet graduated in an engineering school and started his career as a project manager. Philippe was then charged of crisis project management in a multicultural environment. Then, he joined a large corporation and was charged to create and manage the “innovative strategic projects” division. Simultaneously, he was tasked to identify and find new “areas of growth” of making revenues for this large group. This led Philippe Espanet to acquire partners and manage new companies in various sectors such as Finance, Algorithmic trading, consulting, or Cloud computing. After 25 years of travels, Philippe decided to get back home and create his own company to act as a contractor. He is now providing help and support to founders / general managers of small and medium companies who wish to develop or who face temporary challenges. His motto could be: “keep it simple”. Simplicity has always been the way to reach his goals.

3.1. What is a business model?

A Business Model details how the organization creates value for its customers and monetizes it. To create a successful business model, you need to understand your **market**, **customers**, and **competition**. You also need to be flexible and willing to adapt your model as your business evolves.

3.2. Why building a business model?

A good comprehension of the business model is vital for entrepreneurs as it shapes the company's strategy, vision, and objectives.



3.3. Who should build the business model?

The startup business model should ideally be developed by the entrepreneur or the founding team themselves. This allows them to have a deep understanding of their business, take ownership of the model, and ensure it aligns with their vision, goals, and unique value proposition. However,

seeking advice or guidance from experienced mentors, industry experts, or consultants can also be valuable in refining and validating the business model.

3.4. When should we prepare the business model?

An entrepreneur should ideally start developing a business model during the early stages of their venture, preferably before launching the business.

3.5. How to build a business model?

To help you develop the right business model for your startup, you can rely on the **Business Model Canva**: a visual framework that helps organize ideas and create a structured plan for a business. *The template is accessible in the resources section.*

We will review each of the Business Model Canva blocks:



CUSTOMER SEGMENTS

The *customer segments* refer to the different groups of people or businesses that your company targets. To create a successful business model, you need to identify and understand your customer segments. This will help you tailor your product or service to meet their needs and preferences. Once you identify a target, remain very vigilant to their feedback.



Tip: To effectively gauge the viability of your startup, it is essential to visit the market and validate your ideas through the development of hypotheses. By confronting these hypotheses with the market, you can acquire genuine conviction and gain insights into the market's maturity in relation to your solution.



VALUE PROPOSITION

The *value proposition* describes the product or service that your business offers to customers. It answers the question, "*what problem are you solving for your customers?*" Your value proposition should be compelling, and clear. The value proposition is a promise of what you want to provide to your potential customers. It should be resulting from interviews of the market and not only "thoughts of founders". It can evolve as customer expectations may vary over times.



Tip: Consider country differentiation. Sometimes a solution or a process that fits a specific market, will not be pertinent in another context. It is key to get market feedback in all the countries or settings you wish to develop.



CHANNELS

Channels refer to the different ways that your business reaches and interacts with customers. This includes online platforms, social media, physical stores, and more. Identifying the right channels for your business is crucial as it determines how you will connect with your customers and promote your brand. By essence the first question to answer is to define whether or not you want to address your customer directly or find distributors of your product solutions. This choice of channel will determine also the way you build your value proposition but also the way you price your services/ product.



CUSTOMER RELATIONSHIPS

The *customer relationships* block represents the types of relationships that your startup will have with its customers. Developing strong customer relationships is essential in understanding the market and effectively reaching and retaining clients or building a thriving community. Understanding who will be your future customer will help you the way you define the pitch of your product. As a result, should you go direct you will “talk” to the final users/customers whereas if you go “indirect” you must find two angles to promote your product /service both to the distributor and the final customer the distributor will be addressing on your behalf.



Tip: It is crucial to evaluate the product and determine the appropriate channels for pitching, and devise strategies for customer acquisition and retention to ensure the sustained growth and vitality of the business.



REVENUE STREAMS

The *revenue streams* are the different ways in which your business generates income. They include one-time sales, subscription fees (annually or monthly), or advertising.



Tip: Recurrent businesses are far easier for a company to sustain. In such a model, the business generates ongoing revenue by providing products, services, or subscriptions that customers use or renew on a regular basis. This can create a predictable and sustainable income stream for the company (subscription fee, membership-based organizations, and businesses offering consumable or refillable products). The recurrent business model often emphasizes building long-term relationships with customers and fostering customer loyalty.



KEY RESOURCES

The *key resources* block refers to the crucial assets or resources that a business needs to operate effectively and deliver value to its customers. These resources (physical resources, intellectual

property, human resources, financial resources, technology...) are the building blocks that support the key activities and enable the creation and delivery of the product or service.



Tip: Consider identifying and distributing roles for team members at an early stage.



KEY ACTIVITIES

The *key activities* block refers to the essential actions or tasks that your business must perform to create, deliver, and maintain value for its customers. These activities are the core operational processes that enable the business to execute its business model effectively.



Tip: ultimately, it all comes down to building a simple 10 lines-action sheet, including dates, milestones, and goals, and sticking to it. This output will help you stay focused.



KEY PARTNERS

Key Partners are the external entities or organizations that your business can build strategic relationships with to enhance its operations, reach its target market, or leverage resources. Partners can take various forms, including suppliers, manufacturers, distributors, co-marketing alliances, or even key customers.



Tip: try not to look at other actors on your market solely as competitors. Key partnerships can offer cost efficiencies, access to new markets, shared knowledge, or shared risks... All of which can come from a competitor who becomes a partner.



COST STRUCTURE

The *cost structure* outlines the expenses that your business incurs to operate. This includes fixed costs (rent, salaries, etc.) and variable costs (materials, shipping, etc.).












Tip: remember that costs will adapt to revenues, and not the opposite. You should build a pricing model that is based on the market's will and constraints. In other words, costs do not drive prices as such. Prices are dictated by the market you are going to play in. Cost structure helps you to define when you can be profitable and what are the main costs blocks you will have to monitor when your product or service is launched. Do not underestimate costs as you have to cover hazards you may encounter at the launch of your product/service.

3.6. Resources

Templates:

Business Model Canvas Template

The Business Model Canvas					Designed for:	Designed by:	Date:	Version:
Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 				
	Key Resources 		Channels 					
Cost Structure 			Revenue Streams 					










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Lean Canva template

Designed for:		Designed by:		Date:	Version:
Problem <i>(List your 1-3 problems)</i> 	Solution <i>(Outline a possible solution for each problem)</i> 	Unique Value Proposition <i>(Single, clear, compelling message that states why you are different and worth paying attention)</i> 	Unfair Advantage <i>(Something that cannot easily be bought or copied)</i> 	Customer Segments <i>(List your target customers and users)</i> 	
	Key Metrics <i>(List the key numbers that tell you how your business is doing.)</i> 		Channels <i>(List your path to customers (inbound or outbound))</i> 		
Cost Structure <i>(List your fixed and variable costs)</i> 			Revenue Streams <i>(List your sources of revenue)</i> 		

© Ash Maurya, adapted from Alex Osterwalder's *Business Model Canvas* and optimized for Lean Startups.
<https://blog.leanstack.com/tag/lean-canvas/>



Explore: [Why Lean Canvas vs Business Model Canvas?](#)

4. FUNDRAISING

Emmanuelle Szerer

ABOUT THE EXPERT

Emmanuelle Szerer, the founder of Almé Paris, has charted an impressive path towards revolutionizing the fashion industry. After pursuing a commerce education and enjoying a successful career in finance, her deep quest for meaning led her to create an inclusive fashion line that celebrates women with generous curves. Based in Nîmes and supported by the Occitanie Region, Almé Paris swiftly distinguished itself. Under Emmanuelle's leadership alongside her associates, a team of 12 members shares an ambitious vision for the fashion industry, one centered on diversity and self-esteem. Emmanuelle Szerer embodies the determined entrepreneur set on transforming the fashion industry, marking a significant milestone in this transformation.

4.1. What is fundraising?

Fundraising for startups is the process of gathering financial contributions from various sources to secure capital and support the launch or expansion of your business.

4.2. Why is fundraising relevant?

Fundraising is not necessary for every startup; some may choose to bootstrap or rely on other sources of funding. However, it will be key for startups with ambitious growth plans and significant capital requirements.

Remember that fundraising is not just about acquiring funds; it is also about building relationships and partnerships. Approach fundraising as a strategic process that aligns with your overall business objectives and vision.



4.3. When should we prepare the fundraising strategy?

The timing to raise funds for an entrepreneur can be critical to the success of the fundraising process. Here are some **key factors to consider when determining the right timing**:

- **Proven traction**: when you have evidence that your business model is working and gaining traction. Investors are more likely to invest in a startup that has demonstrated some level of traction: customer adoption, revenue generation, user engagement...
- **Milestone achievement**: when your startup reaches a significant milestone. This could be the successful development of a minimum viable product (MVP), securing key partnerships, or achieving a specific growth target. Hitting these milestones shows investors that you are making progress and can deliver on your promises.
- **Clear business plan**: before seeking funding, ensure you have a well-defined business plan that outlines your market opportunity, target audience, marketing strategy, revenue model, and financial projections. Investors will want to see a clear path to profitability and return on investment.
- **Market timing**: pay attention to the overall economic and market conditions. If the market is favourable and there is investor interest in your industry, it might be a good time to seek funding.
- **Networking opportunities**: keep an eye on events, conferences, and networking opportunities where you can meet potential investors. Participating in such events can help you gain exposure and build connections that could lead to funding opportunities. Have your pitch ready!
- **Scaling needs**: if your startup is in a position where it needs to scale rapidly to capture a time-sensitive market opportunity, raising funds earlier may be necessary.

4.4. How to design a fundraising strategy?



Building a fundraising strategy in ten steps:




- 1 **Assess your funding needs**: calculate your budget for various aspects of your business, including product development, marketing, operations, and hiring.
- 2 **Understand your funding options**: what are the funding sources available to you? Common options include bootstrapping (using personal savings), angel investors, venture capital, crowdfunding, bank loans, and government grants. Each option has its pros and cons, so consider which aligns best with your business and long-term goals.

10
steps
strategy

- 3 **Know your investors:** identify and research potential investors who are interested in your industry or sector. Understand their investment focus, track record, and the types of startups they typically support. This will help you tailor your pitch and approach accordingly.
- 4 **Prepare your pitch materials:** to clearly communicate your business idea, market opportunity, unique selling points, team, financial projections, and growth plan. Your pitch deck and business plan should be well-structured, concise, and visually appealing. A pitch deck template is available in Resources.
- 5 **Build relationships:** circling back to the question of timing, it will be key to attend networking events to connect with investors. Leverage your existing network and seek warm introductions whenever possible.
- 6 **Develop a timeline:** understand that raising funds can be time-consuming, so be realistic about the process and give yourself ample time to engage with investors and close deals.
- 7 **Prove traction:** demonstrating your product-market fit and customer base is an avoidable step.
- 8 **Negotiate wisely:** be prepared for negotiation during the funding process. Understand your valuation and terms and be willing to compromise while protecting the long-term interests of your startup.
- 9 **Have a backup plan:** fundraising can be unpredictable, so have a backup plan in case your initial fundraising efforts do not yield the desired results. Consider alternative funding sources or revisiting your strategy if needed.
- 10 **Comply with legal and regulatory requirements:** make sure you are aware of and comply with all legal and regulatory requirements related to fundraising, securities laws, and investor agreements.

4.5. Final recommendations for the S+T+ARTS Community

-  A strong and experienced team can significantly impact your fundraising prospects. Investors often bet on the capabilities of the founding team, so having the right people in place can make a difference.
-  Look out for regulatory environments: if your startup operates in a regulated industry, be aware of any upcoming changes in regulations that may affect your business.

-  It is important to back up your claims with concrete evidence. Investors seek actual proofs that your solution works. To reassure investors, focus on rational and factual metrics that demonstrate what works and where. Show them tangible results and progress.
-  Successfully targeting the right audience in the right place is crucial. Highlight how you have managed to reach your target market effectively.
-  Investors will prefer scalable opportunities. Provide reassurance by showcasing your pilot or first steps towards scalability.

4.6. Resources

Bibliography:



A pitch deck template

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A TED Talk by Simon Sinek on leadership

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/c

5. PUBLIC FUNDING

Ana Solange Leal

ABOUT THE EXPERT

Ana Solange Leal is Head of Unit for Research and Innovation and senior project manager at INOVA+. With more than 15 years of experience, she is expert in the coordination and participation in EU funded projects, and in the elaboration of proposals to submit to various funding programmes of the EC and mainly to the Horizon Europe. In addition, Ana Solange Leal regularly identifies opportunities within EU funding programmes and establishes contacts with national/international organisations for the formation of consortia. These responsibilities include working on proposals and projects (both technical and financial parts).

5.1. What is public funding?

Public funding encompasses financial instruments and mechanisms provided by public authorities or governmental organisations used to support initiatives, programmes and projects.

Within the current chapter we will be focusing on public funding provided by the European Commission. In this context, public funding can be provided in the form of grants or subsidies intended to support, among other, research and innovation activities and/or cultural projects which are aligned to or proposed a contribution to the European Union's policies and objectives.



Considering public funding can be relevant when one is looking for financial resources that can support an idea, an initiative, or a project. Worth to note that by applying to public funding it will be vital that the idea, initiative, or project will benefit and/or have impact beyond the direct participants in the execution of the action funded. This means that the activities, results and outcomes should provide benefits to a wider community and to the progress of the society or economic and sustainable development, as well as to contribute to existing public policies and strategies.

5.2. Where to start?

There are several public funding instruments and programmes available at national, European and international levels. Due to the variety and dispersion of information about the existing opportunities it can be difficult to know how and where one can access the information about them, and how to select the most appropriate to a specific idea, initiative or project.

The first step should be questioning if the idea, initiative or project is of institutional, regional or national interest. If the answer is yes, then one should look for information concerning opportunities within the structural funds and national funding programmes. On the other hand, if the interest surpasses the borders of a region or country and the idea, initiative or project can benefit various communities and countries, most probably the suitable opportunities are found within European funding programmes.

The [Funding and Tenders](#) portal is a valuable source of information on more than twenty funding programmes managed by the European Commission and other EU bodies, addressing various areas, sectors and domains. Interested people can find the rules and conditions of participation for each of the EU funding programmes managed via this portal. It is therefore a good starting point for those looking for relevant public funding.

Important to mention the search function of this portal which allows to find existing opportunities using keywords. For instance, if one is interested in funds to support an idea, initiative or project focused on “urban planning”, this combination of words can be inserted into the search bar, and the system will present a list of calls (closed, open for submission or forthcoming) that integrates them. This can facilitate the initial process of identifying suitable prospects and easily access information about them.

The first step should be questioning if the idea, initiative or project is of institutional, regional, national or international interest.

5.3. Who can apply for public funding?

Each funding programme has its specific participation criteria, which defines the type of participants that can apply to the existing opportunities which can go **from individuals to legal entities (either for-profit or non-for-profit, either public and/or private)**. In fact, there are calls that address individual researchers or innovators, while others (e.g., collaborative actions) that require a consortium, i.e., a group of persons and/or organisations that jointly will present the proposal.

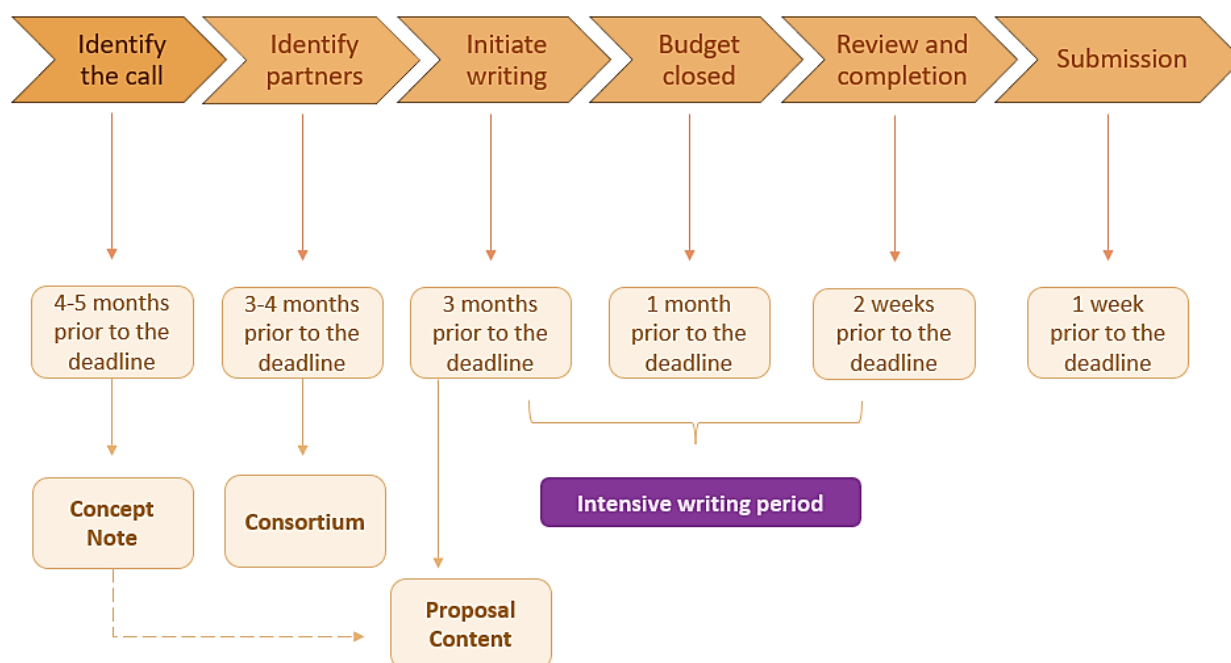
To be mentioned also that the eligibility criteria can also include rules concerning countries of origin of participants. This means that in certain cases, only individuals or entities from selected countries are able to apply to the existing opportunities. It is, therefore, of the utmost importance to ensure that one is aware of the entire eligibility criteria before advancing in the preparation of the application.

5.4. How to prepare an application for public funding?

The preparation of an application for public funding can be a challenging process as it entails various steps and requirements. Also, most of the times, competition is fierce and therefore is not enough to prepare an application – **one should prepare the BEST application** that can stand out from the remaining. This requires time.

Whenever possible, the advisable timing for formulating an application should be of at least 4-5 months before the deadline established for the closing date (Figure 1). This will allow enough time to collect the required information, resources and team, and, importantly, to review and refine the content of the proposed action.

Figure 1. Advisable timeline for preparing an application to public funding opportunity.



1 IDENTIFY THE CALL

The first step, as mentioned above, consists of identifying the call to which one intends to apply. Preparation is key to ensure a proper formulation of a competitive application. This entails become well-informed about the eligibility criteria, conditions of participation, objectives and expected results of the call, templates and submission procedures. As an outcome of this step, one can draft a **concept note** that is a document presenting briefly the idea for the application, including objectives, activities and expected results, as well as a budget estimation for its completion. This 1-2 page document can be used for inviting others to join our idea (for instance within a consortium) and be useful to receive inputs from other that can lead to the enhancement of the initial thoughts.



Tip: Confidential information should not be included in the concept note.

2 IDENTIFY PARTNERS

When the funding opportunity requires the application to be presented by a consortium, then the second step in the preparation of an application should consist of the identification of the individuals/organisations that own the required and necessary knowledge, skills and expertise and invite them to collaborate in the application.



Tip: One should be attentive in ensuring that the individuals/organisations invited to the consortium possess knowledge, skills and expertise that are complementary and multidisciplinary, which jointly can ensure the successful implementation of the proposed initiative or project.

3 INITIATE WRITING

The following step should be initiating the elaboration of the proposal content, using the specific templates provided within the rules of the funding programme and, whenever in a collaborative proposal, ensuring the active participation and engagement of partners in the process. This can encompass various meetings, exchanges and re-editions of pieces of text. Nevertheless, this is what is expected during a shared process and what is desirable when preparing a competitive proposal. Usually, the most intensive writing period occurs in the last month prior to the deadline for submission.

4 BUDGET

An important part of the preparation of an application is the budget distribution. This is not an issue when an application is presented by a single individual/entity. Yet, in proposals presented by a consortium this is a step that can consume quite some time to reach an agreement – usually there is an indication on the available sum to support financially the project that should be considered when designing the concept.

There are two possible approaches to build the budget for the proposal:

- **Top-down:** the leader of the project (e.g., the coordinator) establishes an amount per partner, and then each partner plans their participation and designs the scope of their tasks considering the available sum. This approach is made on a global perspective of the project, rather than on the specificities of the activities to be executed.
- **Bottom-up:** partners are free to propose an estimated budget of their participation in the project. Then, the leader of the project consolidates and review the individual budgets into the overall budget of the project. This may require that partners perform adjustments and therefore negotiations can take time. This approach is usually more time consuming than the top-down approach.



Note: when building a budget, it is vital ensuring that one is aware of the eligible costs within that specific funding programme, as well as the funding rate applicable. Certain funding programmes do not cover 100% of the project expenses (e.g., as a general rule, in the Innovation Actions within the Horizon Europe, for the for-profit entities, the funding rate is of 70% of the eligible

costs) which means that participants should use own resources to cover the difference. In certain cases, this can be a limitation to some entities to be part of the project, and therefore, it should be clarified early in the process of preparation of an application.

5 REVIEW AND COMPLETION

Once the application is written and the budget is built, the applicant/consortium should move on to the review phase. This means that one should *read, read and read* again the proposal to ensure that the ideas are clearly presented, and the objectives and results proposed are aligned with what the call is requesting. It is also useful to ensure that no typos exist and that the formatting is polished. In the fierce competitive arena of the public funding all details count, so it is worth to spend some time in ensuring that the final version of the application is sound, easily understood and clear.



Tip: Whenever possible, ask for a colleague or an expert in the field, who was not involved in the proposal writing, to read it and provide critical feedback. Fresh eyes can see and notice things that are relevant to edit and improve.

6 SUBMISSION

Finally, it is advisable to submit the proposal before the deadline. When using an electronic platform for submitting a proposal, one can face technical issues that might prevent a successful submission. In this sense, whenever feasible, do not wait for the final day of the deadline to send your application.

5.5. Final recommendations for the S+T+ARTS community

For the S+T+ARTS community, interesting public funding opportunities might be found within the following programmes:

- **Creative Europe:** the European Commission's funding program for the cultural, creative, and audiovisual sectors. It supports a wide range of projects, including collaborations between artists and cultural organizations, cross-border initiatives, and cultural exchange programs. Funding is available for various artistic disciplines such as film, literature, music, performing arts, visual arts, and more.
- **Erasmus+:** While primarily known as an education program, Erasmus+ also provides opportunities for artists and creatives to participate in mobility projects and exchange programmes. It can be a valuable programme for networking and gaining experience abroad.

Nevertheless, other opportunities may exist in other funding programmes that initially might not be so obvious. In this sense, we would suggest the use of the search bar of the Funding and Tenders portal to identify suitable opportunities by keywords.

5.6. Resources

- Funding & tender opportunities portal: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>
- Horizon Europe - How to apply: https://rea.ec.europa.eu/horizon-europe-how-apply_en
- Nonprofit Grant Writing: How to Secure Grants for Your Cause: <https://grantsplus.com/nonprofit-grant-writing/>

Good luck in your endeavours in the maze of public funding.

6. INVESTEU PROGRAMME: PUBLIC AND PRIVATE INVESTMENT

Michael Feith and Polona Cigoj

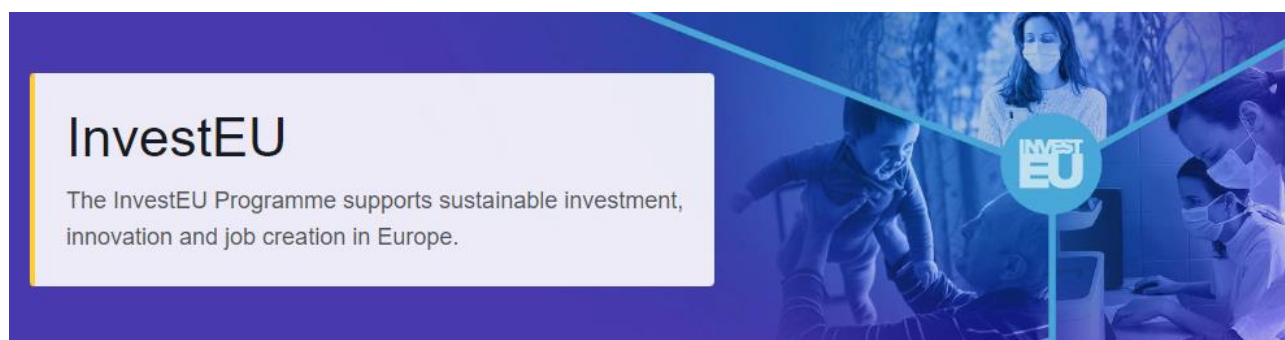
ABOUT THE EXPERTS

Michael Feith is a policy officer at the European Commission, where he deals with financing programs for infrastructure, enterprises, and services. He is mainly involved in the set-up and the governance of the “InvestEU” programme. He is specifically experienced in sustainable and in social infrastructure. He is also head of the secretariat of the InvestEU Investment Committee, the body that approves the use of the EU guarantee for financing and investment operations. Mr. Feith entered the European institutions in 1999 via the European Parliament, before moving to European Commission in 2001. He has background in IT and holds as well a Master’s degree in European Politics.

Polona Cigoj is a Programme Assistant at the European Commission, Directorate-General for Economic and Financial Affairs (DG ECFIN). She is mainly involved in work on the InvestEU Portal – a platform designed to facilitate private financing for SMEs and startups – and in the general InvestEU communication activities. Polona entered the European institutions in 2021 as trainee at the European Economic and Social Committee (EESC), before moving to the European Commission in 2022. She holds a Master’s degree in Business and Economics, and a Bachelor’s degree in International Relations.

6.1. What is InvestEU Programme?

InvestEU Programme provides the EU with crucial long-term funding by leveraging substantial private and public funds. The Programme brings together under one roof the multitude of EU financial instruments currently available to support investment in the EU, making funding for investment projects in Europe simpler, more efficient, and more flexible.



The programme consists of three components:

1. InvestEU Fund;
2. InvestEU Advisory Hub;
3. InvestEU Portal.



<https://investeu.europa.eu/>

6.2. How does the InvestEU Fund work?

The InvestEU Fund mobilises public and private investment through an EU budget guarantee of €26.2 billion that backs the investment projects of the European Investment Bank (EIB) Group and other financial partners (EBRD, NIB, CEB, CDP, CDC, Bpifrance, ICO, BGK), and increase their risk-bearing capacity. The EU budgetary guarantee is indicatively distributed across four policy windows as follows:

1. Sustainable Infrastructure window: €9.9 billion
2. Research, Innovation and Digitisation window: €6.6 billion
3. SME window: €6.9 billion
4. Social Investment and Skills window: €2.8 billion

The InvestEU Fund is implemented through financial partners who invest in projects using the EU guarantee. The main partner is the EIB Group, which has successfully implemented and managed EFSI since its launch in 2015. In addition to the EIB Group, International Financial Institutions active in Europe – such as the European Bank for Reconstruction and Developments (EBRD) - and National Promotional Banks have direct access to the EU guarantee.

To receive financing project promoters should apply directly to implementing partners of the InvestEU Programme. The InvestEU implementing partners offer tailor-made financing solutions to project promoters based on the financial products supported by the EU guarantee. Eligible InvestEU Implementing Partners, in addition to and including the EIB Group, are listed on the [InvestEU website](#).

The most comprehensive resource for information about finance available under European Union initiatives is the Access to Finance website, which you can find at this [link](#). It offers a very wide range of funding and financing alternatives including relevant product information and contact points. This portal will provide you with country-specific financial intermediaries providing loans, guarantees and equity that include a contribution from EU budget resources to share the risk profile of the lending or investment portfolio.

6.3. How does the InvestEU Advisory Hub work?

The InvestEU Advisory Hub is envisioned as the central entry point for project promoters and intermediaries seeking advisory support and technical assistance related to centrally managed EU investment funds. Managed by the European Commission and financed by the EU budget, the hub connects project promoters and intermediaries with advisory partners, who work directly together to help projects reach the financing stage. The InvestEU Advisory Hub complements the InvestEU Fund by supporting the identification, preparation and development of investment projects across the European Union.

Project promoters can easily apply for advisory support through the [InvestEU Central Entry Point](#). A set of questions will help to identify the promoter's advisory needs and the potential advisory partner most suitable to address them.

For further information on the InvestEU Advisory Hub, the project promoter may wish to consult the following websites: [InvestEU Advisory Hub EC website](#) or from its main Advisory Partner, the EIB under [Advisory Hub \(eib.org\)](#).

6.4. How does the InvestEU Portal work?

The InvestEU Portal provides an easily accessible and user-friendly project database granting visibility to EU-based projects for which project promoters seek financing and which provides investors with information about investment opportunities available in the EU.

The Portal is a one-stop-shop where business ideas and projects can be advertised to the European and global investor community. It is a gateway to European deal flow. Designed as a matchmaking online platform to connect EU project promoters and investors worldwide, the InvestEU Portal currently features over 1500 investment opportunities from all Member States, covering high economic-value sectors ranging from knowledge-based economy and renewable energy to small and medium sized enterprises and social infrastructure. Registration is open to investors from all around the world.

Since the InvestEU Portal provides a list of pre-checked quality projects, qualified investors have the opportunity to easily screen various projects before deciding on which ones to invest in.

Furthermore, the European Commission may transmit the projects received for publication on the InvestEU Portal to:

- **The InvestEU implementing partners** (the EIB group and other financial institutions such as National Promotional Banks and International Financial Institutions) who shall then examine projects falling within their geographic and activity scope,
- The central entry point of the **InvestEU Advisory Hub**, as appropriate, where an advisory initiative exists and if the project promoters are requesting advisory support.

We invite project promoters to submit their project on the InvestEU Portal: <https://ec.europa.eu/investeuportal/desktop/en/index.html>. To submit a project for publication,

promoters have to log in and register on the Portal. The submission process is quick and easy, as well as free of charge.

ANNEX I - DEVELOPMENT AND EXPLOITATION STRATEGY STRUCTURE TEMPLATE

S+T+ARTS CROSS-FERTILIZATION PROGRAM

PROJECT:

Include title of project

Image of your project

Development and Exploitation Strategy

Team:

Name, organisation

Individual Mentoring:

Alexandra Garatzogianni, Leibniz Information Center for Science & Technology (TIB) & Leibniz University of Hannover (LUH)

[Confidential Document]

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**** NOTE**

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1. Analysis & Background

In this section, please provide a "state-of-the-art" of your business/ project. The key goal is to summarise our discussion in the first two sessions of mentoring and provide the basis for the next sessions with regard to business development, exploitation and pitch preparation. We thus envision to gain a clear perspective and structured approach during and beyond the project's duration.

ANALYSIS AND BACKGROUND
Project title & short description (marketing slogan/ catchy describing phrase)
Short paragraph description of the project/product for the general public
Value proposition (Why invest? What is the unique value / competitive advantage?) In which ways does this solution differentiate itself from other existing solutions/ products?
Which pain points are addressed? Which problems/ obstacles are tackled by the solution? [pain points per industry / sector] Please make sure to brainstorm about potentially additional industries / sectors which could benefit from your solution/ product).
Which industries / sectors (private, public) can benefit from your product and why?
Stakeholders & customers that benefit from the product:

Which is the vision for the product (i.e. ideal outcome) in the future (eg 10 years from now).
Revenue sources, current & future potential customers (How can each product / service be marketable & raise revenues)
Challenges & obstacles encountered currently (short-term perspective)
Brainstorming solutions & measures to tackle short-term challenges & obstacles
Challenges & obstacles anticipated to potentially hinder growth & expansion (long-term perspective)
Brainstorming solutions & measures to tackle long-term challenges & obstacles

2. Exploitation Strategy

This section aims to identify, analyse and describe the potential of exploitable assets and develop a specific and customised exploitation strategy throughout and beyond the project's duration. The goal is to consider all related parameters in order to develop a robust and inclusive strategic plan.

EXPLOITATION STRATEGY	
Identification of exploitable assets [e.g. tools, products, services (consulting, training)]	
Exploitable asset	Description
Strategic plans for exploitation	
Aspiration, Ambition & Vision (i.e. which would be the ideal outcome in terms of exploitation in the longer-term)	
Identification of Revenue Streams (e.g. member fees, donations, licensing fees, support and maintenance, pledges, participation in research and innovation projects, provision of consulting services / training material, etc.)	

Strategy to approach public and private funded institutions and foundations (please include related activities and a list of foundations you have already contacted or you are planning to contact)

Relevant partners in the same ecosystem (please include related activities and a list of partners you have already contacted or you are planning to contact)

Stakeholder engagement plan and management strategy (e.g. related organizations, private organizations, academic institutions, etc.)

Exploitation plans with regard to the open character of the assets (including dual-licensing, value added services and service level agreements, enabling thus the exploitation of open-source software)

Exploitation activities already in progress or planned for the future (attendance of events and conferences, organisation of workshops etc.)

3. SWOT Analysis

The following SWOT analysis aims to highlight strengths, minimize threats, and take the greatest possible advantage of opportunities. The table can be completed with brief bullet points to steer brainstorming and discussion during the mentoring sessions as per how the perceived weaknesses could be converted to strengths and the identified threats could lead to new opportunities.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

4. Stakeholder Analysis Matrix

The following Stakeholder Analysis Matrix can provide insights with regard to the major stakeholders. The first row and first column are completed to serve as an example. Please feel free to edit/ modify.

STAKEHOLDER ANALYSIS MATRIX					
Stakeholder	Impact	Influence	Stakeholder priorities	Stakeholder contribution	Potential issue(s)
Research institutions	High	High	Accelerate research activities, deliver high quality research results at global level	Use the outputs of the project and provide feedback	None major identified. Research institutions are open to using innovative technologies.
Educational centers					
Training centers					
International companies (private sector)					
Public authorities (public sector)					
Universities (public)					
Universities (private)					

5. PESTLE Analysis

A PESTLE analysis is a tool or framework for marketers that can be used in order to analyze and screen the external marketing environment of each company and/or project. This strategic management tool gauges the macro environmental factors with the aim to facilitate the decision-making process in the short and long term.

Kindly i) indicate level of impact (high, medium, low), ii) include a descriptive text on how each issue is expected to affect your project/company/ service, and iii) indicate the strategy to overcome/ tackle each issue.

PESTLE ANALYSIS	
Issue	i) Impact (high, medium, low) ii) Descriptive text on how each issue is expected to affect your project/company/ service; iii) Strategy to overcome/ tackle each issue.
Political	
Economic	
Social / Sociological	
Technological	
Legal	
Environmental	

6. Others

In this section, please include any materials you might have from previous exercises, so this can serve as a basis for further discussions with your individual mentor.

STARTS CROSS-FERTILIZATION PROGRAM
Project "TITLE"

9

6. Others

In this section, please include any materials you might have from previous exercises, so this can serve as a basis for further discussions with your individual mentor.

6.1. Marketing

6.2. Business canvas

6.3. Pitch

Include link to a pitch presentation.



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(GA No. 956603):

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