Ref. Ares(2023)5599499 - 14/08/2023

ENTREPRENEDU

Enhancing entrepreneurial ecosystems for education

MENTORING MODULES

14/08/2023

Grant Agreement No.: 101100507
Call: HORIZON-EIE-2022-SCALEUP-01
Topic: HORIZON-EIE-2022-SCALEUP-01-01
Type of action: CSA

D4.1 MENTORING MODULES

SUBTITLE HERE

Work package	WP4
Task	T4.1
Due date	14/08/2023
Submission date	14/08/2023
Deliverable lead	Fraunhofer IPK
Version	1.0
Authors	Fraunhofer IPK
Reviewers	FEA, CTBG, EBAN, CORALLIA, LUISS, F6S
Abstract	This deliverable highlights the development and imminent implementation of a comprehensive mentoring programme under the ENTREPRENEDU Project, aimed at fostering entrepreneurship within the European Union. The programme's inception was guided by a demand analysis to address unique challenges in target regions' entrepreneurial ecosystems. Structured into six modules, the programme combines e-learning and interactive mentorship for a dynamic learning experience. Anticipated to significantly influence the entrepreneurial culture in Europe, the commitment to continuous refinement and feedback-driven approach ensures the programme's effectiveness, longevity, and scalability, holding promise to shape the future of entrepreneurship in the European Union. Implementation is scheduled to begin in October 2023

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Keywords	Hackathon, Mentoring Program, Demand Analysis, Curriculum

Document Revision History

Version	Date	Description of change	List of contributor(s)
V1	14.08.2023	Minor suggestions	All Partners

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EXECUTIVE SUMMARY

This deliverable outlines the development and imminent implementation of a comprehensive mentoring programme under the auspices of the ENTREPRENEDU Project, designed to foster entrepreneurship within the European Union. The programme's inception was guided by a thorough demand analysis with the participating start-ups and teams, identifying the unique challenges and opportunities present within their target regions' entrepreneurial ecosystem. This empirical approach ensures the programme is both robust and responsive to the entrepreneurial pursuits of participants.

The mentoring programme has been carefully structured into six modules, providing a comprehensive journey from ideation to execution for the entrepreneurial teams. We have integrated a blend of e-learning with interactive mentorship to offer a dynamic, tailored learning experience.

The programme's implementation, commencing in October 2023, is a critical milestone for the ENTREPRENEDU Project. This initiative will kickstart a process that is anticipated to significantly influence the entrepreneurial culture in Europe. The commitment to continuous refinement and enhancement, anchored by a feedback-driven approach, will ensure the programme's effectiveness, longevity, and scalability. Thus, while in its inception, the mentoring programme holds promise to shape the future of entrepreneurship in the European Union.

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1 INTRODUCTION OF THE ENTREPRENEDU MENTORING PROGRAMME

This section introduces the ENTREPRENEDU Project and its objectives. Further, it focus on the First Hackathon foreseen within the programme, i.e. the Hackathon in Rimini, Italy and its winners as well as the mentoring organizations and their experiences and expertise are highlighted.

The concept of ENTREPRENEDU is focused on closing the innovation and educational gap between different regions of the EU one important tool to do so is the creation of a highly replicable and scalable Venture Building Program, an educational model for the European entrepreneurial ecosystems that will be validated at the end of the project in 3 different educational entities.

The foundation for the Venture Building Program will be laid by a mentoring program that takes in the 12 teams and start-ups selected during three Hackathons in low to medium-innovation countries of Greece, Italy and Bulgaria. At each Hackathon different teams and start-ups compete to deliver solutions for pressing issues in the European Union. The four most promising ideas at each Hackathon will be selected and take part in the ENTREPRENED U mentoring program as a cohort. Hence, there will be three cohorts in total each one consistingof 4 teams and start-ups.

The first Hackathon took place in Rimini, Italy from the 15th to 17th of June. The participating teams and start-ups pitched their solution addressing three main challenges in the European Union namely **innovative space technology**, **sustainable food systems** and **climate change**. In total eight solutions were pitched to the jury consisting of the consortium partners, Fondazione E. Amaldi (FEA), European Business Angel Network (EBAN), Fraunhofer IPK, Corallia, Cleantech Bulgaria (CTBG), LUISS and F6S. Each partner organization evaluated the pitches on the following criteria:

- FEA: Evaluate Technology Transfer and IPRs
- EBAN: Establish Investor interest
- Fraunhofer IPK: Establish Business viability
- Corallia: Evaluate the market attractiveness
- CTBG: Establish the possibility to access Funding opportunities
- LUISS: Defining the impact in the education sector & Evaluate Team quality and completeness
- F6S: Evaluate branding and marketing

The names of the four winning teams of the first Hackathon are As You Like, Backwards, BOBIS and Shades of Blue. Among these teams, the first two are currently in the ideation phase, working to evolve their concepts into viable businesses, while the latter two are established enterprises. Comprehensive information regarding their respective businesses and ideas can be found in Section 4.1 of this report.

Further, six of the consortium partners will become mentoring organizations. They all possess unique experiences and expertise that they can share with the winning teams and start-ups to

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support them in their endeavours and have been determined before the first Hackathon. Fondazione E. Amaldi is expert in evaluating technology and developing new products as well as financial instruments for which a clear understanding of the technology is paramount and can provide valuable lessons on technology due diligence and the step from technology feasibility to product development. Fraunhofer IPK undertakes applied research of direct utility to private and public enterprises and of wide benefit to society their mentoring expertise centres around the topics of business model, strategy and intellectual capital development. The European Business Angels Network is the Pan-European representative for the early-stage investor community gathering over 100 member organizations in more than 50 countries today. Their vast network allows them to provide valuable insights on the topics of investment readiness & approach, pitching & quantifying funding needs and the preparation of legal documents for investments and company valuation. Further, Cleantech Bulgaria is a business network in Bulgaria that focuses on clean technologies, innovation, and sustainable development. Their expertise lies in the field of accessing finance and related funding. Corallia is one of the main pillars of the Greek innovation ecosystem that implements flagship programs and targeted interventions to support entrepreneurship across Europe. They are experts in business planning, evaluating the readiness levels of companies and solutions and developing investment pitches. Lastly, LUISS is an independent university from Rome, Italy that provides an innovative and sophisticated educational approach that they can leverage to deliver sophisticated insights on problem & solution validation as well as on the topic of value proposition.

Besides the expertise of the mentoring partners, the content of the program will be structured to the needs of the winning teams and start-ups. Thus, a demand analysis was conducted with the four winners of the first Hackathon in Rimini, Italy. Additionally, the mentoring partners evaluated the current state of the four winners to provide an outside perspective and render the mentoring program to the most pressing needs of the participants. Hence, this deliverable will first provide an overview of the rational and structure of the exercised demand analysis. Further, the results of the demand analysis will be presented from them derived from the mentoring topics, structure and curricula. Subsequently, the implementation plan of the mentoring program and the evaluation process will be described. Lastly, a conclusion will be provided.

The deliverable aims to provide an in-depth understanding of the creation of the mentoring program utilizing a demand analysis, to generate a structure and curricula for the mentoring process. Due to the rescheduling of the mentoring program from summer 2023 to autumn 2023, which was jointly decided by the consortium to avoid the holiday seasons, this deliverable was envisioned to provide valuable insight into the creation process of the mentoring programme.

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2 METHODOLOGY: DEMAND ANALYSIS AND DERIVATION OF MENTORING PROGRAMME

In this section, the structure and purpose of the applied demand analysis will be explained. Further, the outcomes of the need analysis will be discussed and the mentoring partners will provide their perspectives on the state of the four winners of the Hackathon in Rimini, Italy.

A demand analysis is a vital step in developing a successful mentoring program. It ensures that the program is tailored to meet the specific needs of the participants, maximizing its impact, relevance, and sustainability. By understanding and addressing the teams' and start-ups' needs, unique challenges, goals, and aspirations the mentoring program becomes a powerful tool for fostering growth, innovation and success. Further, a demand analysis helps to set realistic and achievable goals for the mentoring program and allocate resources efficiently. Clear and achievable objectives enhance the motivation of both mentors and start-ups, leading to a more successful and rewarding program.

The methodological approach utilized for the derivation of the mentoring programme relied on a qualitative research design, namely semi-structured interviews. This approach was selected due to its capacity to delve into the experiences, perceptions, and insights of the participating teams in a comprehensive manner, which in turn informs the creation of a tailored and needs-oriented mentoring programme.

The data collection took place on 30th June 2023. The process comprised online interviews with representatives from each of the four selected teams that constitute the first cohort of the programme. Each interview session lasted for one hour, aiming to capture an in-depth understanding of the participants' experiences and needs. The interviews were conducted by two researchers and one research assistant from Fraunhofer IPK to ensure consistency in data collection and interpretation. Prior to the data collection, an interview guideline was prepared to establish a clear direction and framework for the interview. The guideline was structured around eight key dimensions, namely:

1. Business Objectives and Goals: To determine the teams' aspirations and their feasibility.

2. Resources & Support: To ascertain the support and resources the teams currently have at their disposal and what they anticipate needing throughout their entrepreneurial journey

3. Product or Service Evaluation: To evaluate the teams' existing products or services and discuss potential areas of improvement or development.

4. Target Group: To understand the teams' client base, composition, and preferences.

5. Challenges & Problems: To uncover the main difficulties and hurdles the teams are currently facing or anticipate encountering in the future.

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6. Trends & Innovation: To gain insights into the teams' awareness and understanding of industry trends and innovative practices relevant to their business ideas.

7. Knowledge, Know-How & Attitude: To assess the existing skill sets, knowledge, and attitudes within the teams, as well as identify potential gaps or areas for further development.

8. Learning Objectives: To identify the teams' aspirations and goals for the mentoring programme.

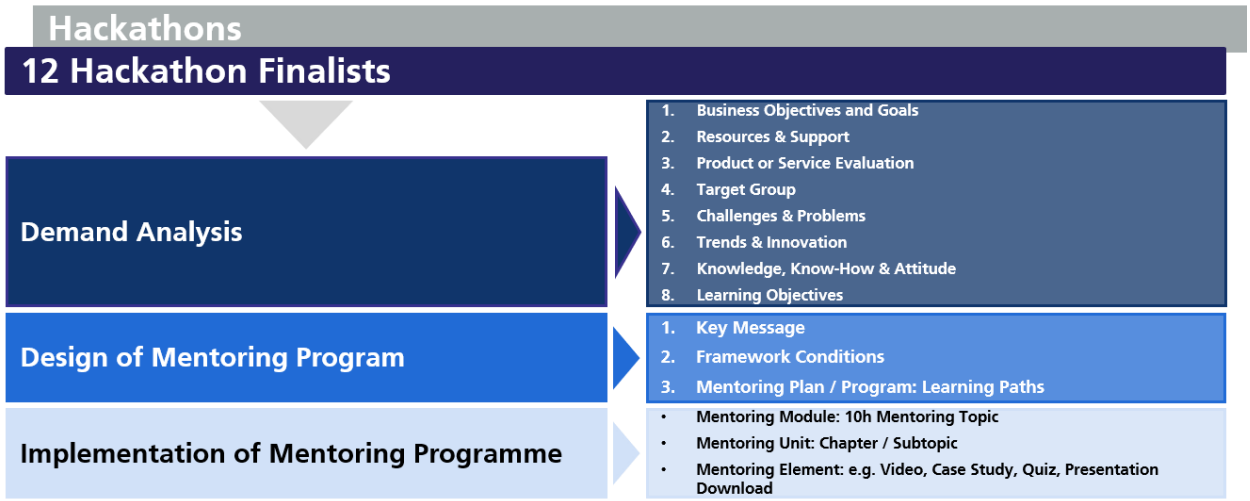

FIGURE 1: Demand Analysis Structure

All interviews were conducted with respect to ethical considerations, including voluntary participation, confidentiality, and privacy of the participants. Each interview was protocolled by two researchers to allow an accurate analysis of the data. Figure 1 highlights the framework of the demand analysis and the subsequent design and implementation of the mentoring programme.

Subsequently, the data from the interviews were analyzed using thematic analysis. This method was employed as it provides a flexible and useful research tool for identifying, analyzing, and interpreting patterns of meaning ('themes') within qualitative data. The themes derived from this analysis process served as a basis for the derivation of the mentoring topics, thereby ensuring that the curriculum is tailored to meet the specific needs and learning objectives of the teams.

Following the data collection, the subsequent stage involved an in-depth analysis of the responses obtained from each of the four participating teams. This was done through a thematic analysis, which was executed in several stages. Based on the protocols of the interviews, we carried out a process known as 'open coding'. This is the first step in qualitative data analysis and it involves identifying and defining themes that emerged from the interviews. In this process, we read through the protocols and labelled segments of the text that encapsulated key thoughts or concepts. After coding the protocols, we examined these codes

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for patterns and began to sort them into broader categories. This stage is often referred to as 'axial coding' and it involves the clustering of related codes to identify the main themes. These themes were then compared across all teams to identify shared or unique demands.

Having established the main themes, we then embarked on the critical task of matching these themes with the selection of pre-defined mentoring topics. To ensure this process was rigorous and transparent, each theme was revisited in the context of the questions in the interview guide and the specific challenges and learning objectives expressed by the teams.

The six derived mentoring topics formed the basis for curriculum development. Each mentoring topic was used to create a separate module. The specific learning objectives within each team guided the content within each module, ensuring the curriculum remains tailored to the teams' needs. In this manner, the mentoring topics and the subsequent curriculum were directly linked to the identified needs of the teams, providing them with targeted guidance that would be most beneficial to their startup journey. The curriculum was thus designed to be a dynamic, responsive entity, capable of being adapted to the learning needs of any cohort of teams.

3 RESULTS OF THE DEMAND ANALYSIS

The following section provides detailed insights into the results of the demand analysis as well as the derived mentoring modules. In order to ensure the confidentiality of the results of the demand analysis, the names of the teams will be anonymized in the following.

3.1 DEMAND AND LEARNING OBJECTIVES OF EACH TEAM

The demand analysis and subsequent interviews with the four start-up teams revealed a variety of learning objectives and demand specific to each team, shaped by their unique business contexts, challenges, and long-term goals. After an introduction of the team, the demand and learning objectives are presented as follows:

1. **Team A**

Team A aims at offering a solution to the problem of a low variety of food options at restaurants. The aim is to create an innovative, multisided business catering service, app with which the end customer can, create a customized meal, balancing optimally balance the nutritional elements, obtain complete nutritional information on the food ordered, consume famous recipes revised from a healthy perspective and reduce food waste by ordering exactly the needed quantity.

In terms of *business objectives and goals*, the team aims to launch their business in 2024 and start generating profit by 2025. This demonstrates a forward-thinking approach, but they might need guidance on strategy and planning to achieve these goals.

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Resources and Support are characterized by nine developers and some international investors' contacts, with one agency assisting in service launch. This indicates a strong resource base but suggests that they could benefit from further guidance on resource management, investor relations, and strategic partnerships.

The team plans to test and validate their *product* via a simple valuable product, focusing on customization. However, they lack enough information at present, despite having conducted a survey with potential customers. This suggests a need for further assistance in product testing and validation, as well as market research methods.

The team has identified two distinct *target groups*: Individuals interested in healthy eating options and restaurants open to implementing their idea. This reflects an understanding of their target market but might require support in how to engage these different customer segments.

In terms of *challenges and problems*, the team anticipates considerable challenges in terms of validation and implementation of their value proposition. Market analysis, as well as addressing legal concerns, are also identified as prominent issues. This suggests that they need guidance in legal aspects and conducting market research efficiently, as well as sharpening their value proposition.

When it comes to *trends and innovation* that influence their business idea, the team recognizes the importance of emerging trends such as Visual AI and the potential application of blockchain. They also note an increasing concern for healthy eating among Italians. This indicates that they are somewhat aware of the current technological trends and customer behaviours, but they may need assistance in applying this knowledge effectively to their business model.

About *Knowledge, Know-how, Attitudes*, the team boasts technical, and programming expertise, while they acknowledge gaps in culinary, nutritional and legal knowledge, despite one member having a finance/business background. This points to a need for comprehensive business and legal education to augment their existing skills.

As *learning objectives*, the team aims to improve their networking skills for better idea generation and funding, set up a viable business model, establish financial plans, and learn new techniques for startup growth. They also express interest in learning about finding suitable funding options. This underscores the importance of incorporating these aspects into the mentoring programme.

2. Team B

Team B was formed at the Hackathon in Rimini by two participants. They want to tackle the issue of waste generated from food delivery packaging through the introduction of a re-usable container. This concept could be introduced at restaurants for take away orders or food delivery.

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The team lacks clear *business objectives* due to their limited knowledge of business management. This highlights the urgent need for training in business planning and goal setting. In terms of *resources and support*, the team is currently supported by friends and family and has access to a significant number of local restaurants. This shows a foundational support network and potential initial customer base but suggests a need for learning how to capitalize on these resources effectively.

For their *product and service evaluation*, the team plans to evaluate competitors' products and derive insights into their offerings. They aim to enhance user-friendliness through an app or online function. This points to a need for competitive analysis skills and user experience design training.

As a *target group*, the team targets the younger generation in Italy, particularly those residing in cities and concerned about the environment. They believe this demographic to be more adaptable, technologically driven, and environmentally conscious. This suggests a need for guidance on engaging this specific target group effectively.

The demand analysis showed that the team perceives a significant *challenge* in business development knowledge, especially regarding the cost structure and customer needs identification on a broader European scale. They also recognize the challenge of creating market demand for their product. This suggests that they would benefit from training on business development, market analysis, and customer identification.

A major *trend* that influences their business idea is the growing interest in the circular economy among young Italians. This indicates their awareness of societal shifts and provides an opportunity to explore more sustainable business strategies.

Concerning *Knowledge, Know-how, Attitudes*, the team's expertise lies in IT and marketing, but they express a need for guidance to develop a robust business strategy and plan. This indicates a gap in strategic business planning skills that the mentoring programme should address.

In terms of *learning objectives*, the team aspires to receive practical advice from mentors and gain confidence in the global startup world. They express interest in learning about business canvas creation, funding acquisition, pricing, market research, and defining the business model. This highlights the need for the mentoring programme to cover a broad range of entrepreneurship aspects.

3. Team C

Team C already-established an online platform that connects local stores with customers. The platform allows stores to set up a digital shop window, including master data, logo, gallery, calendar and geolocation on a map. Further, within the platform, it is possible to create a seller's own product catalogue and even manage one's own warehouse with the help of a digital inventory. Users have the possibility to reserve certain items and look at the offers of local stores nearby. The goal is to encourage local purchasing, and reducing last mile logistics.

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In terms of *Business Objectives and Goals*, the team was not able to name them which highlights the need for strategic business planning in the frame of the mentoring program.

The team identifies their primary *target group* as local businesses and professionals, with consumers as their final clients. However, there is some ambiguity in their target audience definition, suggesting a need for guidance on market segmentation and customer identification. The team uses Instagram, Facebook, and Google Ads for marketing and customer engagement. This shows some digital marketing skills, but there may be room for further development or diversification of their marketing strategies.

With regard to the major *challenges and problems* when developing their business, team C cites communication as their primary challenge. Specifically, they struggle with targeted communication to attract customers, explain the company's value proposition, and address investors. They also mention HR challenges in managing tasks and the team. The analysis of market competition is another area they find challenging. These insights suggest a need for training in effective communication, investor pitching, human resource management, and competitive analysis.

The team is attentive to software development *trends* and is keen on introducing new technology for their website in the future. They are also cognizant of pricing trends in e-commerce. This points to an interest in tech-based solutions and innovation.

Concerning *Knowledge, Know-how, Attitudes*, Team C recognizes the value of their diverse skill set, which includes marketing and communication, psychology, technology, and sales expertise. However, they express difficulty in managing this diversity, indicating a need for training in team management and diversity inclusion.

Finally, with regard to the expectations and *learning objectives*, they express a desire to learn about HR, pitching, funding, value proposition, and all aspects of communication. They are also interested in mentoring and meeting experts, which indicates an openness to external input and learning.

4. Team D

The start-up of Team D was established in 2023 and aims to generate a standardized certification for water used in production processes. At the moment there are certification systems in existence but none for water. However, there is an increase in demand for regulation to certify certain aspects of water usage. Team D wants to offer a Certification system and consultancy services for sustainable management of water resources, providing companies with monitoring, improving and communicating the negative impact on rivers and water.

In terms of *Business Objectives and Goals*, the team was not able to name them which highlights the need for strategic business planning in the frame of the mentoring program.

The team identifies business/private companies as their primary *target customers*, although they are still unsure of their exact target market. This indicates a need for training in customer

identification and segmentation. However, with regard *to Resources and Support*, the team does not currently have any specific plans for reaching and engaging with their target audience. Their preliminary idea is to cold-call companies. This suggests a lack of a solid marketing plan, indicating a need for training in marketing strategies and customer engagement.

Team D finds the starting point in terms of the market situation a primary *challenge*. They are in search of the easiest way to implement their idea and find pilot companies. The team also finds validation problematic, followed by issues related to market and business models, as well as investor acquisition. This indicates the need for guidance in market research, business modelling, investor pitching, and startup validation.

Concerning *Trends and Innovation*, the team observes a gap in the market where no one certifies water, implying a potential business opportunity. They are also aware of emerging technologies for monitoring water and its impact. Additionally, they acknowledge the role of Corporate Social Responsibility (CSR) regulations in pressuring companies, suggesting they are aware of the regulatory landscape affecting their industry.

Regarding *Knowledge, Know-how, Attitudes*, the analysis showed that the team has expertise in management, international relations, and law but lacks environmental, engineering and scientific expertise. They have already contacted a few scientific institutes, companies, and universities for more ideas but want further technical and scientific guidance. This indicates a gap in their team's skillset that they are keen on addressing, either through mentoring or additional team members.

Finally, their primary *learning objectives* revolve around acquiring business-related knowledge and expertise for overall business management. They are also interested in digitalization for innovation and sustainability. The team hopes to find sustainable ways to run their start-up and sell their products. Therefore, the team would benefit from training in digital transformation, sustainable business practices, and the structuring of operations.

3.2 COMMON THEMES AND DERIVATION OF MENTORING TOPICS

The in-depth interviews and subsequent demand analysis with the four start-up teams identified several common themes and needs, which can be addressed through specific mentoring topics. The following six primary demands emerged, which are presented as follows.

1. Demand for a Business Model Development

Throughout the interviews, all teams revealed that one of their most substantial challenges lies in the creation of an implementable business model. This demand became prevalent as they recognized the importance of having a structured approach to effectively target their customer base, capitalize on their unique value propositions, and establish sustainable revenue streams.

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For instance, Team A was primarily concerned with validating its business model and understanding whether its value proposition would be implementable or valuable for its target customers - restaurants and health-conscious individuals. They were looking for ways to start working on their revenue projections based on the validated business model.

Similarly, Team B expressed a need for understanding how to transition from their current project-based model to a more scalable product-based model. This transition directly ties into redefining their business model, which currently lacks scalability.

Team C identified their need for understanding how to monetize their product effectively, indicating the need for a robust business model. They were unsure how to price their product and were struggling with the challenge of making it affordable for users while still profitable for the company.

Team D also shared their struggle with identifying the most suitable business model, especially considering their focus on sustainability. They found it challenging to balance their environmental goals with the commercial viability of their venture.

Hence, all teams emphasized their need for guidance in developing their business models - from understanding their customer segments to creating value propositions and determining revenue streams. This common demand among the teams aligns well with the Fraunhofer IPK's "Business Model Development" mentoring topic, which can provide the teams with a structured approach to developing a robust business model.

This topic can guide start-ups through the process of defining their customers, identifying and communicating their unique value proposition, exploring different revenue streams, and creating a profitable business structure. This support can prove instrumental in helping the teams navigate their current challenges and creating a business model tailored to their unique needs and market conditions.

2. Demand for Technical Feasibility and Product Development Skills

A recurrent theme derived from the interviews is the teams' collective demand for further insights into the technical feasibility of their concepts and the subsequent product development process. Each team illustrated unique challenges that signal a necessity for guidance in transforming their innovative ideas into concrete, market-ready solutions. This observed demand directly aligns with the mentoring topic offered by FEA, namely, "Your Idea Pitch: from Tech Feasibility to Product Development".

The team A specifically highlighted the need to test the applicability of their value proposition within the real-world context of the restaurant industry. To ensure their offering is not only valuable but realistically implementable, they expressed the need to engage directly with potential customers, the restaurants. This indicates a need for the team to understand and apply product testing and validation methodologies to their idea, a topic that FEA can expertly address.

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Team B's concerns similarly pointed towards a desire for greater technical feasibility and product development insights. A dedicated mentoring session focusing on refining their product development strategy would help them build a scalable product, a key requirement for long-term business viability.

Team C showed a need for technical feasibility and product development skills when they expressed difficulty deciding on the right pricing model for their product. An understanding of the perceived value of their product to their potential customer base and its competitive positioning would significantly assist in formulating an effective pricing strategy.

The team D presented a unique challenge. They need guidance to develop a product that balances their commercial aspirations with their commitment to environmental sustainability. They would benefit from insights into how to integrate these potentially conflicting goals into a unified, marketable product.

Given these articulated demands, FEA's mentoring on "Your Idea Pitch: from Tech Feasibility to Product Development" could be instrumental in providing these start-ups with practical guidance. This can involve the introduction of tools to validate their technical concepts, guidelines to structure their development processes, strategies to effectively communicate their product's unique selling points, and methods to validate the product with their target market. Through this targeted mentoring, the teams can improve their product development strategies, ultimately leading to more robust and market-ready solutions.

3. Demand for Access to Finance and Understanding Funding Mechanisms

An apparent need shared by the four teams is the necessity to secure financing for their operations and gain a more profound understanding of various funding mechanisms. This common concern directly correlates with Cleantech Bulgaria's expertise in "Access to finance and related funding".

Team A expressed a keen interest in learning how to find suitable funding options and enhance their networking skills for better funding opportunities. This indicates their awareness of the importance of securing adequate funding but suggests a need for guidance in accessing and effectively utilizing such financing.

Team B similarly expressed concerns about securing finance and the associated legalities. The team's unfamiliarity with the legal aspects of fundraising signals a clear demand for education about legal requirements and constraints when securing funding.

Team C, in its quest for international expansion, needs to comprehend the funding landscapes in different countries. Recognizing various funding mechanisms and the specifics of accessing finance in different markets will be critical to their growth and expansion strategy.

Team D underlined their need for assistance in managing their financial projections and understanding the implications of their financial decisions, reflecting a need for education in financial management and planning, which is essential for any successful fundraising activity.

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Given these articulated demands, Cleantech Bulgaria's mentoring on "Access to finance and related funding" can provide crucial support to these teams. This mentorship can involve practical advice on developing a compelling pitch for potential investors, guidance on identifying suitable funding options, navigating the legalities of securing financing, and effectively managing the funds they acquire. Furthermore, it can include introducing them to various financing mechanisms available for start-ups in different stages and sectors. This targeted mentoring can significantly improve the teams' financial strategies, making them more attractive to investors and equipping them to better manage their financial resources.

4. Demand for Crafting a Unique and Competitive Value Proposition

The creation of a unique and competitive value proposition also emerged as a critical theme across the four start-ups.

Team A recognizes the importance of speaking with restaurants to verify if their value proposition is valuable and implementable, reflecting their understanding that a solid value proposition is central to their business model. Their reference to market analysis indicates the need to create a value proposition that sets them apart in a competitive market.

Team B highlighted its product's uniqueness but also showed concern about its practical implementation and acceptance by customers. This suggests a need to refine their value proposition to ensure it is both unique and practical, making it attractive to their target audience.

Similarly, Team C mentioned a distinct feature of their solution – the chatbot. However, they did not elaborate on how this feature creates unique value for their customers, indicating a need to clarify and enhance their value proposition.

Lastly, Team D was aware of the necessity to differentiate itself from competitors and mentioned using an eco-friendly approach. However, they need guidance in crafting this aspect into a strong, compelling value proposition.

Given these shared demands, LUISS's mentoring in "Value Proposition" development could provide invaluable assistance. This could involve guidance on identifying unique value points, aligning these points with the needs and wants of their target market, and effectively communicating this value to attract and retain customers. This mentoring will help start-ups to create a strong, competitive position in the market, contributing significantly to their overall business success.

5. Demand for Comprehensive Business Planning

Furthermore, comprehensive business planning emerged as a common demand across the teams.

Team A noted its intentions to improve networking skills, refine their business model, and explore funding options. These varied objectives underscore the need for a comprehensive business plan that ties together these diverse components into a cohesive strategy. They

further expressed their goal to launch their service in 2024 and start turning a profit in 2025, underlining the need for a well-laid plan to guide them towards these milestones.

Similarly, team B mentioned the need for guidance in developing a business plan, emphasizing the importance they place on setting clear business objectives. Their interest in expanding into the European market underscores the need for a detailed business plan to help them navigate this ambitious growth strategy.

Team C showed an understanding of the importance of a business plan but acknowledged they need guidance to prepare one. The team members aim to improve their business planning skills to ensure their business' sustainability.

Lastly, Team D mentioned their interest in exploring different revenue streams. Their ambition to expand their product line points towards the necessity for a comprehensive business plan that maps out the steps required to achieve these goals.

Considering these shared demands, Corallia's mentoring in "Business Planning" will be relevant. This could involve helping to formulate the teams to define their business objectives, plan their operations, create financial forecasts, and devise marketing strategies in the frame of a comprehensive business plan. With a comprehensive business plan, these start-ups can have a clear roadmap to guide them towards their business objectives.

6. Demand for Crafting a Successful Investment Pitch and Understanding Funding Needs

Crafting a successful investment pitch and accurately quantifying funding needs emerged as shared demands among the teams.

Team A identified the need to improve their networking skills to find suitable funding options, signifying a clear demand for guidance in crafting an impactful investment pitch. They aim to gain the confidence and skills necessary to effectively engage potential investors. The team also showed an interest in setting up a financial plan, indicative of their need to understand and articulate their financial requirements accurately.

Similarly, team B highlighted its challenges related to financial planning and stated their intent to learn more about finance and management. This resonates with a need for crafting a persuasive investment pitch and a solid understanding of their funding requirements.

Team C acknowledged their lack of business knowledge and expressed their desire to improve their understanding of business operations. This points towards the need for a structured pitch that effectively communicates their business potential and a clear understanding of their funding needs to ensure operational success.

Lastly, team D has the challenge of finding the right funding and support, which links to the need to create an influential investment pitch. They aim to understand their financial requirements better to ensure the sustainability of their business.

Given these shared demands, EBAN's mentoring module in "Investment Pitch and Quantifying Funding Needs" will be relevant for the teams. It could involve assisting the teams in

developing compelling investment pitches, understanding their funding needs accurately, and learning how to approach potential investors effectively. With these skills, the teams will be better prepared to secure the necessary funding to drive their business growth.

3.3 SUMMARY OF DERIVATED MENTORING MODULES

Based on the results from the demand analysis presented above, the following mentoring modules have been selected:

- Mentoring Module 1: Business Model Development (Expert: Fraunhofer IPK)
- Mentoring Module 2: Crafting a Unique and Competitive Value Proposition (Expert: LUISS)
- Mentoring Module 3: Your Idea Pitch: from Tech Feasibility to Product Development (Expert: FEA)
- Mentoring Module 4: Investment Pitch and Quantifying Your Funding Needs (Expert: EBAN)
- Mentoring Module 5: Entrepreneurial Business Planning (Expert: Corallia)
- Mentoring Module 6: Access to Finance and Related Funding (Expert: Cleantech Bulgaria)

This logical sequence ensures that each module builds on the one before it, leading to a comprehensive and robust learning path, from conceptualization to financing. It helps the teams ensure that their business decisions are customer-focused, investment-friendly, and strategically sound.

Business Model Development forms the basis of any startup journey. It helps startups understand their business's core structure, including key partners, activities, resources, customer relationships, channels, and revenue streams. By having this as the first step, teams can gain a holistic understanding of their business, which can guide all subsequent decision-making.

Once the business model is developed, the teams need to articulate their *value proposition*, which is a clear statement about the outcomes that an individual can realize from using their products or services. It is essential to determine this early because it defines the unique value the startup offers to customers and sets it apart from competitors. It is also a critical input to the product development, pitching, and business planning processes.

With a clear value proposition, the teams are better equipped to analyze the *technical feasibility* of their products or services and develop them accordingly. It enables them to ensure that what they are developing is not just technically feasible but also aligns with what their target customers find valuable and how an investor can understand and value their technological proposal.

Once the offering is developed, the teams might need knowledge on how to attract investment to further develop their business idea. At this stage, they have a clear idea of their business

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model, value proposition, and product feasibility, which can be used to develop a compelling *investment pitch*. It is also the right time to *quantify funding needs* as the team would have a better idea of the costs involved in product development and business operations.

After the investment pitch, startups and teams need to delve into more detailed *business planning*. The business plan incorporates all the previous elements (business model, value proposition, product, and funding needs) but also includes more comprehensive information on market analysis, marketing and sales strategies, and financial projections.

Once the business plan is complete, it can be used to secure financing. At this stage, startups learn about different types of *financing and funding opportunities* available to them. They also learn how to approach potential investors, which requires a thorough understanding of their business model, value proposition, product, investment pitch, and business plan.

3.4 STRUCTURE OF THE ENTREPRENEDU MENTORING PROGRAMME DERIVED FROM THE DEMAND ANALYSIS

This section introduces the rationale for the overall structure of the mentoring programme and discusses its distinct phases. The programme follows a blended learning approach that combines live mentoring and interaction with E-Learning to create a transformative educational journey for its participants.

Figure 1 depicts the different phases, learning depth and content structure of the mentoring programme. The structure of the programme was inspired by the results of the demand analysis. The results indicated that the teams and start-ups are located in different geographical regions of Italy and possess varying skill levels and experiences. Hence, a blended learning approach enables the participants to join the programme from their respective geographical regions and can be adjusted to their respective skill levels. The methodical preparation constitutes phase one where the content is standardized, aiming to transfer basic knowledge via online-based formats such as webinars and training videos. This content is identical for all participants of the first cohort and also includes a small learning success control which can be conducted using a quiz format.

The second phase is focused on development and entails more advanced learning experiences that are customized to the participants' needs. This phase takes place in a live mentoring setting that entails interaction between the mentor and the participants. Therefore, workshops, Question & Answer sessions and individual mentoring are all viable formats for this phase.

Lastly, the closing phase focuses on reflection and feedback. Here the participants come together with the mentor for one last time to evaluate their progress, development and achievements of their goals.

FIGURE 2: BLENDED LEARNING STRUCTURE

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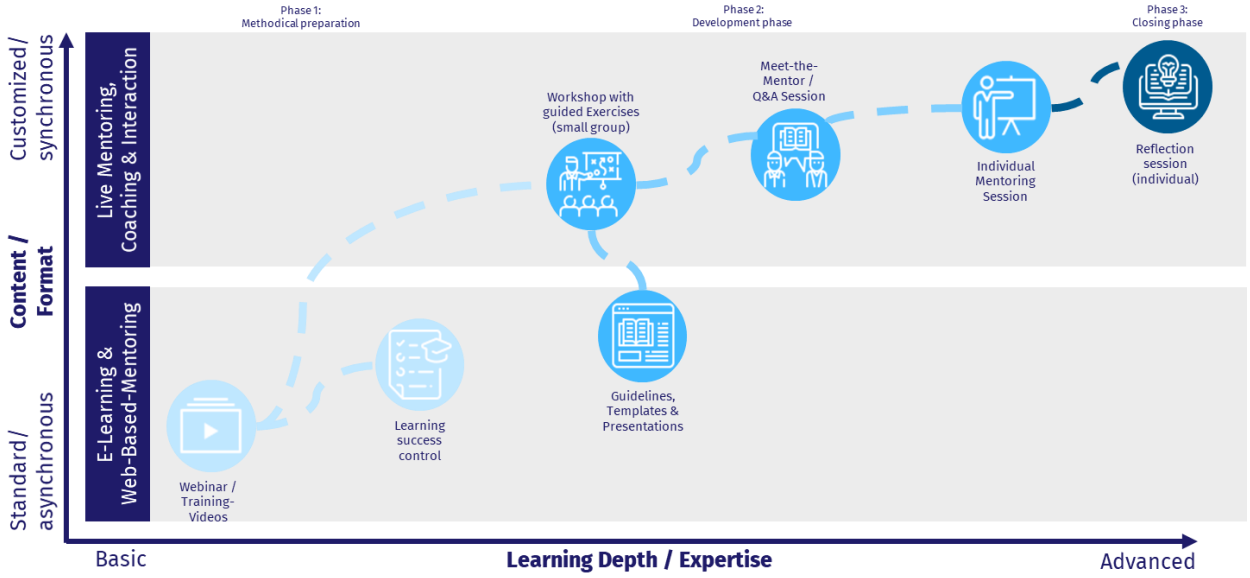

Table 1 provides a comprehensive overview of the mentoring program's three distinctive phases, detailing their respective mentoring units, elements, and objectives, as well as the duration and planned dates for implementation. Phase one is slated to commence in October 2023, serving as the initial stage of the program. Its duration is set at four hours, during which participants will receive essential guidance and support to lay a strong foundation for their entrepreneurial journey.

Spanning from October 2023 to February 2024, phase two constitutes the most extensive segment of the mentoring programme. This phase will provide participants with a substantial five hours of mentoring, aiming to delve deeper into various aspects of their start-up ventures, fostering comprehensive skill development and knowledge enhancement.

The final phase, scheduled for March 2024, encompasses a one-hour mentoring reflection session, representing the shortest duration among the three phases. Combining the durations of all three phases, the mentoring programme will provide a total of ten hours of valuable mentorship to each participant. This extended support seeks to maximize the potential of the first cohort of teams and start-ups and contribute to their long-term success. Considering the participation of six mentoring organizations, each start-up within the first cohort is set to benefit from a total of 60 hours of mentoring.

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TABLE 1: DETAILED VIEW OF THE MENTORING PROGRAMS STRUCTURE

Phase	Mentoring Unit	Mentoring Element	Mentoring Objective	Duration	Dates (for Cohort 1)
Phase 1: Methodical preparation	Webinar / Training-Videos	Three consecutive webinar / training videos (Level 1-3)	Teaching the methodological basis	3h (1h each)	October 2023
	Learning success control	Quiz via online tool	Reflection and deepening of the acquired knowledge	1h	
Phase 2: Development phase	Workshop with guided Exercises (small group)	Interactive Workshop e.g. with whiteboard	Guided Peer learning (start-ups give each other feedback)	2h	October 2023 – February 2024
	Meet-the-Mentor / Q&A Session (small group)	Live session (small group)	Clarification of questions from the guided exercise	1h	
	Individual Mentoring Session	Live session (One-to-One)	Mentor supports identification of obstacles and in developing strategies to overcome them.	2h (2 Sessions à 1h)	
Phase 3: Closing phase	Reflection session (individual)	Live session (One-to-One)	Reflection on the development and progress of the mentee and the achievement of the goals.	1h	March 2024
				Total: 10h	

4 CURRICULUM FOR THE MENTORING PROGRAM

Each mentoring partner will provide a curriculum that begins with a clear outline of the goals and objectives of the mentoring programme. Further, based on the need analysis and expertise of each mentoring partner will define the core subjects that the program aims to impart to the mentees. Each topic will directly support the achievement of the program's objectives. For each topic, the curriculum will define the expected learning outcomes. This helps to clarify what each mentoring module should contain. Content & Resources which includes the materials, resources, and activities that will be used to teach each topic as well as the different applied mentoring methods will be outlined in the curriculum. Further, the curriculum will outline the sequence in which the topics will be covered, as well as the timeline for the entire mentoring program. The curriculum will also define how the progress will be assessed and how feedback will be given.

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4.1 MODULE 1: BUSINESS MODEL DEVELOPMENT

MODULE 1: BUSINESS MODEL DEVELOPMENT	
MENTORING EXPERT	FRAUNHOFER IPK
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVES OF MODULE 1: BUSINESS MODEL DEVELOPMENT ARE TO ENABLE PARTICIPANTS TO UNDERSTAND THE IMPORTANCE OF A WELL-DEFINED BUSINESS MODEL, EQUIP THEM WITH THE NECESSARY TOOLS AND KNOWLEDGE TO DEVELOP THEIR OWN BUSINESS MODEL, AND TO EFFECTIVELY IMPLEMENT IT IN THEIR START-UPS. THE MODULE AIMS TO INSTILL A METHODICAL AND STRATEGIC APPROACH TOWARDS BUSINESS MODEL DEVELOPMENT. THE END GOAL IS FOR PARTICIPANTS TO LEAVE WITH A COMPREHENSIVE, VIABLE BUSINESS MODEL THAT ALIGNS WITH THEIR START-UP'S VISION AND MARKET DEMAND.

PHASE 1: METHODICAL PREPARATION - OCTOBER 2023	
THE METHODICAL PREPARATION PHASE SERVES AS THE FOUNDATION FOR THE ENTIRE MENTORING PROGRAM. THIS PHASE AIMS TO ESTABLISH A STRONG KNOWLEDGE BASE FOR THE PARTICIPANTS, EQUIPPING THEM WITH THE NECESSARY THEORETICAL CONCEPTS AND TOOLS NEEDED TO DEVELOP A ROBUST BUSINESS MODEL.	
WEBINAR #1: INTRODUCTION TO BUSINESS MODELS	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	PARTICIPANTS WILL UNDERSTAND THE ESSENTIAL COMPONENTS OF A BUSINESS MODEL AND THEIR SIGNIFICANCE IN THE START-UP CONTEXT.
CONTENT	THIS WEBINAR WILL START WITH A FUNDAMENTAL INTRODUCTION TO THE CONCEPT OF A BUSINESS MODEL. IT WILL COVER THE IMPORTANCE OF A BUSINESS MODEL FOR A START-UP AND THE ROLE IT PLAYS IN DICTATING OPERATIONAL, FINANCIAL, AND CUSTOMER-RELATED DECISIONS. PARTICIPANTS WILL LEARN ABOUT THE ESSENTIAL COMPONENTS OF A BUSINESS MODEL, INCLUDING THE VALUE PROPOSITION, CUSTOMER SEGMENTS, CUSTOMER RELATIONSHIPS, CHANNELS, KEY ACTIVITIES, KEY RESOURCES, KEY PARTNERSHIPS, REVENUE STREAMS, AND COST STRUCTURE. ADDITIONALLY, THE SESSION WILL INCLUDE REAL-LIFE EXAMPLES OF SUCCESSFUL BUSINESS MODELS.
MATERIALS AND TOOLS	THE WEBINAR WILL BE CONDUCTED USING A COMBINATION OF PRESENTATION SLIDES, VIDEOS, AND REAL-LIFE CASE STUDIES. HANDOUTS WITH KEY POINTS AND ADDITIONAL READING MATERIALS WILL ALSO BE PROVIDED FOR FURTHER SELF-STUDY.
PARTICIPANT INTERACTION	PARTICIPANTS WILL BE ENCOURAGED TO INTERACT DURING THE WEBINAR THROUGH POLLS AND Q&A SEGMENTS. THEY WILL ALSO BE GIVEN SMALL TASKS TO ENGAGE WITH THE MATERIAL ACTIVELY, SUCH AS BRAINSTORMING POTENTIAL CUSTOMER SEGMENTS OR REVENUE STREAMS FOR THEIR START-UP.
WEBINAR #2: BUSINESS MODEL CANVAS AND LEAN STARTUP METHOD	
SKILL LEVEL	2
DURATION	1 HOUR

Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	Participants will become familiar with the Business Model Canvas tool and Lean Startup methodology, learning how these tools can aid in business model development.
Content	The second webinar will delve deeper into business model development tools and methodologies. It will introduce the Business Model Canvas, a visual chart for describing, analyzing, and designing business models, explaining each of its nine building blocks. The webinar will then proceed to discuss the Lean Startup methodology, focusing on its principles of build-measure-learn feedback loops, minimum viable product (MVP), and validated learning. Practical examples and case studies will be used to demonstrate the application of these tools.
Materials and Tools	The webinar will use presentation slides, videos, and case studies. A blank Business Model Canvas template will be provided for participants to use during the mentoring program.
Participant Interaction	Participants will engage in activities such as filling out a Business Model Canvas for their start-up and discussing potential pivots based on the Lean Startup approach.
Webinar #3: Analyzing and Evaluating Business Models (1 hour)	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	Participants will learn techniques for analyzing and evaluating business models, including how to assess the viability, scalability, and sustainability of a business model.
Content	This advanced-level webinar will focus on techniques for analyzing and evaluating business models. Participants will be taught how to conduct SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analyses in the context of a business model. The webinar will emphasize the criteria for assessing a business model's viability, scalability, and sustainability. Practical exercises will provide participants with hands-on experience in business model analysis and evaluation.
Materials	Presentation slides, case studies, and templates for SWOT and PESTEL analyses will be provided.
Participant Interaction	Participants will engage in activities such as performing a SWOT analysis on their business model and discussing the results.
Learning Success Control - Quiz via Online Tool	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars.

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Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.
Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may need further clarification or reinforcement during the subsequent phases of the mentoring program.

Phase 2: Development Phase - October 2023 - February 2024	
The Development Phase for Business Model Development aims to enable start-ups to create and refine their business models. It provides resources and mentor guidance to help participants translate their ideas into actionable plans, identifying key components such as value propositions, customer segments, and revenue streams.	
Workshop: Business Model Development with Guided Exercises	
Skill level	3
Duration	2 Hours
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	By the end of this interactive workshop, participants will be able to apply their theoretical understanding of business models gained in Phase 1 to create a draft of their own business model using the Business Model Canvas. They will develop the skills to provide and receive constructive peer feedback, use feedback to refine their business models and align their models with their start-up's goals and target market.
Content	This workshop is an interactive session where participants will get the chance to put the knowledge gained in phase one into practice. The participants will use the Business Model Canvas tool to draft and visualize their own business models. Guided exercises will steer the participants towards considering the unique aspects of their businesses, including their unique value proposition, customer segments, key resources, and revenue streams. The workshop will employ breakout sessions to facilitate peer-to-peer feedback, which would provide participants with different perspectives on their business models. At the end of the session, each start-up team will have a draft business model that aligns with their business's objectives and target market.
Materials and Tools	Participants will need access to a digital or physical version of the Business Model Canvas. Additional materials such as sticky notes, markers, and whiteboards may be used for physical sessions. Digital tools like Miro or Google Workspace may be used for virtual sessions.
Participant Interaction	The workshop is designed to be highly interactive, with participants working individually and in small groups on their business models. They will engage in peer-to-peer feedback and group discussions facilitated by the mentor.
Meet-the-Mentor / Q&A Session	

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Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This live session aims to help participants clarify any questions or doubts they may have about the business model development process. They will learn how to effectively use feedback to address specific challenges in their business model.
Content	This session aims to provide the start-up teams with an opportunity to clarify their doubts and gain expert input on their draft business models. It will be a live session where each team can present their business models and the challenges they faced while developing it. The mentors will provide their insights, address the teams' queries, and give suggestions to overcome specific challenges. The session will ensure that all teams receive guidance tailored to their unique needs and are on the right path with their business model development.
Materials and Tools	Participants may need notepads and writing tools to note down important points. Digital tools for communication will be necessary for virtual meetings.
Participant Interaction	Participants will interact directly with the mentor in a small group setting. They will be encouraged to share their questions, experiences, and insights with the group.
Individual Mentoring Sessions	
Skill level	3
Duration	2 sessions of 1 hour each
Participants	Each Team individually & Mentoring Expert
Learning Objective	In these individual sessions, participants will receive personalized guidance to refine their business models. They will learn how to strategize their business model implementation, consider resource allocation, and form strategic partnerships.
Content	These are one-on-one sessions between each start-up team and their mentor. In these sessions, the mentor will work closely with the team to refine their business model further. The first session will primarily involve a detailed analysis of the team's draft business model. The mentor will provide feedback on each component of the model, helping the team identify its strengths and weaknesses. The team will then be given a set of tasks or modifications to implement in their model. The second session will review the changes made and how they have improved the model. The mentor will also provide strategic advice on implementing the business model, covering aspects like resource allocation, strategic partnerships, and customer engagement strategies. By the end of these sessions, each team will have a robust and feasible business model that caters to their business needs.

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Materials and Tools	The Business Model Canvas created by the participants during the workshop will be the primary material used. Participants may also need notepads and writing tools.
Participant Interaction	In these individual sessions, the interaction will be one-on-one between the mentor and the participant. The mentor will provide personalized guidance and feedback, and the participant will have the opportunity to discuss their specific concerns and challenges.

Phase 3: Closing Phase - March 2024	
The Closing Phase for Business Model Development is focused on reflection and forward planning. Participants will assess their progress in defining their business models and strategize on how to implement these models effectively in their start-ups.	
Reflection Session	
Skill level	3
Duration	1 Hour
Participants	Each Team individually & Mentoring Expert
Learning Objective	The final reflection session aims to instill a practice of self-assessment and reflection in participants, enabling them to track their progress, recognize their achievements, and identify areas for future development. By the end of this session, participants should be able to evaluate the effectiveness of their business model, articulate the development and progress of their start-up, and establish future goals in line with their business strategy.
Content	The session will consist of a structured discussion, guided by the mentor, covering the journey of the participants from the inception of their business model to its current state. Participants will reflect on their progress, the obstacles they overcame, the skills they developed, and the effectiveness of their business model. They will also discuss their future plans and goals for their start-up.
Materials and Tools	Participants should have access to all the materials created during the program, particularly their Business Model Canvas and any notes or reflections made during the individual mentoring sessions. Additionally, a reflective questionnaire or template may be provided by the mentor to guide the discussion.
Participant Interaction	Interaction during this session will primarily be between the mentor and the individual participant, with the mentor facilitating the reflective discussion. However, if the session is conducted in a group setting, participants will also have the opportunity to learn from the reflections and experiences of their peers. They will be encouraged to provide feedback and share insights with each other to further enrich their learning experience. This interaction aims to foster a sense of community and mutual support among the participants, helping them realize that they are part of a larger entrepreneurial network.

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4.2 MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION

MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION	
MENTORING EXPERT	LUISS
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVES OF MENTORING MODULE 2 ARE TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS TO DEFINE, DEVELOP, AND COMMUNICATE A COMPELLING VALUE PROPOSITION. THE MODULE SEEKS TO ENABLE THEM TO EFFECTIVELY DISTINGUISH THEIR PRODUCT OR SERVICE IN THE MARKET, DEMONSTRATE ITS UNIQUE VALUE TO CUSTOMERS, AND LEVERAGE THIS PROPOSITION FOR COMPETITIVE ADVANTAGE AND SUSTAINABLE SUCCESS.

PHASE 1: METHODICAL PREPARATION - OCTOBER 2023	
THE OBJECTIVE OF THE PREPARATION PHASE OF MENTORING MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION IS TO FAMILIARIZE PARTICIPANTS WITH THE CONCEPT OF VALUE PROPOSITION, ITS CRITICAL ROLE IN STRATEGIC MARKETING, AND THE COMPONENTS THAT MAKE IT COMPELLING AND COMPETITIVE.	
WEBINAR #1: UNDERSTANDING VALUE PROPOSITION	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THIS SESSION AIMS TO FAMILIARIZE PARTICIPANTS WITH THE CONCEPT OF A VALUE PROPOSITION AND ITS IMPORTANCE IN A BUSINESS MODEL. PARTICIPANTS WILL GAIN A BASIC UNDERSTANDING OF THE ROLE A VALUE PROPOSITION PLAYS IN DIFFERENTIATING A STARTUP FROM ITS COMPETITORS.
CONTENT	THE WEBINAR WILL COVER THE BASICS OF VALUE PROPOSITION, INCLUDING ITS DEFINITION, ITS ROLE IN A BUSINESS MODEL, AND THE IMPORTANCE OF HAVING A CLEAR AND COMPELLING VALUE PROPOSITION. IT WILL ALSO DISCUSS THE FACTORS THAT MAKE A VALUE PROPOSITION UNIQUE AND COMPETITIVE.
MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION ALONG WITH REAL-LIFE EXAMPLES AND CASE STUDIES WILL BE USED TO EXPLAIN THE CONCEPT OF A VALUE PROPOSITION. A WORKSHEET FOR CRAFTING A BASIC VALUE PROPOSITION STATEMENT WILL BE PROVIDED TO PARTICIPANTS FOR FURTHER SELF-STUDY.
PARTICIPANT INTERACTION	PARTICIPANTS WILL BE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR THOUGHTS DURING THE WEBINAR. A DISCUSSION FORUM WILL BE SET UP FOR FURTHER INTERACTION AMONG PARTICIPANTS AND WITH THE MENTOR FOLLOWING THE SESSION.
WEBINAR #2: IDENTIFYING UNIQUE VALUE	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT

Learning Objective	This session is designed to help participants identify their unique value and understand how it can differentiate their startup from others. By the end of the webinar, participants should be able to identify their unique selling propositions and how these deliver value to their customers.
Content	The webinar will discuss how to identify a startup's unique value, focusing on aspects like unique selling propositions, customer pain points, and how a product or service uniquely addresses these pain points.
Materials and Tools	A slideshow presentation along with case studies and examples will be used to illustrate the process of identifying unique value. Participants will also be provided with a worksheet to help identify their unique selling propositions.
Participant Interaction	The session will encourage participants to share their thoughts, ask questions, and interact with each other and the mentor, facilitating a more comprehensive understanding of the topic.
Webinar #3: Communicating Your Value Proposition (1 hour)	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The goal of this webinar is to help participants learn how to effectively communicate their value proposition. By the end of the session, participants should be able to craft a compelling value proposition statement that clearly articulates their startup's unique value.
Content	The webinar will guide participants through the process of crafting a value proposition statement. It will cover aspects like articulating the unique value, making the statement customer-oriented, and ensuring clarity and conciseness.
Materials and Tools	A slideshow presentation, along with examples of effective value proposition statements, will be used during the webinar. Participants will also receive a template for crafting their value proposition statement and a list of resources for further learning.
Participant Interaction	Throughout the session, participants will be encouraged to ask questions, share their thoughts and experiences, and interact with each other and the mentor. This will foster a collaborative learning environment and facilitate a deeper understanding of the topic.
Learning Success Control - Quiz via Online Tool	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars.
Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.

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Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may need further clarification or reinforcement during the subsequent phases of the mentoring program.

Phase 2: Development Phase - October 2023 - February 2024	
The Development Phase of the module focuses on practical application, with participants actively working on creating their own distinct value proposition. Through individual and group activities, participants will develop and refine their value proposition, learning how to position their business strategically in the marketplace.	
Workshop: Crafting Your Value Proposition with Guided Exercises	
Skill level	3
Duration	2 Hours
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This workshop aims to provide participants with the opportunity to apply the theoretical concepts learned in Phase 1 to their own startups. By the end of the session, they should have a clear, concise, and compelling value proposition for their startup.
Content	The workshop will involve participants applying the concepts learned about value propositions to their own startups. It will include guided exercises to identify unique selling propositions, articulate customer benefits, and craft a compelling value proposition statement.
Materials and Tools	The session will utilize tools such as worksheets for crafting value propositions and peer feedback templates. It will also feature breakout sessions for peer-to-peer feedback and discussion.
Participant Interaction	Participants will have the opportunity to present their value propositions, receive feedback from their peers and the mentor, and work collaboratively to refine their propositions. An open discussion format will encourage active participation and engagement.
Meet-the-Mentor / Q&A Session	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	By the end of the session, participants should have a clearer understanding of their value proposition, its strengths and areas for improvement. They should be able to articulate and defend their value proposition more effectively, incorporating the insights and feedback received during the session.
Content	This live Q&A session offers participants the opportunity to ask any remaining questions or seek clarification regarding their value propositions. The mentor will provide insights and suggestions to help refine the participants' value propositions further.

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Materials and Tools	An online meeting platform will be utilized to facilitate this live session. The platform will allow for real-time discussions, screen sharing for visual aid, and the ability to record the session for future reference.
Participant Interaction	Participants are encouraged to ask questions and share their challenges and successes in crafting their value propositions. They will also have the opportunity to learn from their peers' experiences and perspectives, fostering a collaborative learning environment.
Individual Mentoring Sessions	
Skill level	3
Duration	2 sessions of 1 hour each
Participants	Each Team individually & Mentoring Expert
Learning Objective	These one-on-one sessions aim to provide each team with personalized advice and support, helping them refine their value proposition further.
Content	During these sessions, the mentor will review the team's value proposition and offer feedback and suggestions for improvement. Topics might include making the value proposition more customer-focused, ensuring it is unique and competitive, and improving its clarity and conciseness.
Materials and Tools	These sessions will be held on a virtual meeting platform, allowing for intimate discussion and screen sharing of materials like value proposition drafts and competitor analysis. The use of digital collaborative tools such as shared documents will also enable the mentor to provide real-time feedback and annotations on the teams' work.
Participant Interaction	Participants will have the opportunity to discuss their specific challenges and receive tailored advice from the mentor. The interactive nature of these sessions will allow for deep, targeted learning and improvement.

Phase 3: Closing Phase - March 2024	
The Closing Phase of the module aims at reflection and forward planning. Participants will evaluate their progress, identify areas of improvement, and strategize future actions to strengthen their value proposition and competitive positioning in the market.	
Reflection Session	
Skill level	3
Duration	1 Hour
Participants	Each Team individually & Mentoring Expert
Learning Objective	The objective of this final reflection session is for participants to analyze their progress in crafting and implementing their value proposition. By the end of the session, participants should be able to measure the effectiveness of their value proposition, understand the impact it has had on their business operations and future strategies, and identify areas for continued refinement.

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Content	In this one-on-one session, each team will meet with the mentor to discuss their journey of crafting their unique value proposition. They will evaluate the effectiveness of their current value proposition, consider how it has influenced their business strategy and operations, and discuss potential improvements or refinements for the future. This is a time for reflection, feedback, and forward planning.
Materials and Tools	The reflection session will be conducted using an online meeting platform, allowing for real-time interaction between the mentor and the participants. Tools like screen-sharing and session recording can be used for a more efficient review process. A structured reflection guide will also be provided to the teams to help facilitate their self-evaluation and planning process.
Participant Interaction	This session will be highly interactive, with the participants discussing their progress, sharing their experiences, and receiving direct feedback from the mentor. They will also discuss the impact of their value proposition on their business and identify steps for continued refinement and improvement. The focus on individual mentoring in this session will allow for detailed, specific feedback and advice tailored to each team's unique circumstances and needs.

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4.3 MODULE 3: YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT

MODULE 3: YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT	
MENTORING EXPERT	FEA
OVERALL LEARNING OBJECTIVES	THE PRIMARY OBJECTIVES OF THE "YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT" MENTORING TOPIC ARE TO GUIDE PARTICIPANTS IN BRIDGING THE GAP BETWEEN TECHNOLOGICAL FEASIBILITY AND PRODUCT DEVELOPMENT, EMPHASIZING THE CREATION OF PERSUASIVE PITCHES. PARTICIPANTS WILL LEARN TO CLEARLY COMMUNICATE THEIR TECHNOLOGY'S VIABILITY, MARKET RELEVANCE, AND THE PROCESS OF ITS DEVELOPMENT. ADDITIONALLY, THE MENTORING WILL EQUIP THEM WITH THE SKILLS TO CREATE A PRELIMINARY PRODUCT DEVELOPMENT PLAN, PROVIDING A ROBUST FOUNDATION FOR THEIR START-UP JOURNEY.

PHASE 1: METHODICAL PREPARATION - OCTOBER 2023	
THE PRIMARY OBJECTIVE OF THE METHODICAL PREPARATION PHASE IS TO PROVIDE PARTICIPANTS WITH A THOROUGH UNDERSTANDING OF TECHNOLOGICAL FEASIBILITY AND HOW IT INFORMS THE PRODUCT DEVELOPMENT PROCESS. ADDITIONALLY, THIS PHASE AIMS TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS NECESSARY TO CRAFT A COMPELLING START-UP IDEA PITCH.	
WEBINAR #1: UNDERSTANDING TECH FEASIBILITY	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRIMARY OBJECTIVE OF THIS WEBINAR IS TO PROVIDE PARTICIPANTS WITH A COMPREHENSIVE UNDERSTANDING OF THE CONCEPT OF TECHNOLOGICAL FEASIBILITY AND ITS IMPORTANCE IN THE CONTEXT OF START-UPS. AS A RESULT OF THIS INTRODUCTORY SESSION, PARTICIPANTS WILL BE EQUIPPED TO UNDERTAKE A BASIC TECHNOLOGICAL FEASIBILITY ASSESSMENT FOR THEIR OWN START-UP IDEA. THEY WILL BE FAMILIAR WITH THE PROCESS OF EVALUATING THE VIABILITY OF THEIR TECHNOLOGY, ITS POTENTIAL IMPLEMENTATION CHALLENGES, AND THE ASSOCIATED LEGAL OR ETHICAL CONSIDERATIONS. THEY WILL ALSO UNDERSTAND THE POTENTIAL CONSEQUENCES OF OVERLOOKING TECHNOLOGICAL FEASIBILITY DURING THE EARLY STAGES OF A START-UP.
CONTENT	THE CONTENT OF THE WEBINAR WILL BE COMPREHENSIVE, YET INTUITIVE, TO CATER TO PARTICIPANTS FROM VARIOUS BACKGROUNDS. THE SESSION WILL BEGIN WITH A GENERAL INTRODUCTION TO TECHNOLOGICAL FEASIBILITY AND ITS SIGNIFICANCE IN A START-UP'S JOURNEY. THIS WILL INCLUDE THE DISCUSSION OF REAL-LIFE EXAMPLES WHERE TECH FEASIBILITY PLAYED A CRUCIAL ROLE IN THE SUCCESS OR FAILURE OF A START-UP. NEXT, THE PARTICIPANTS WILL BE INTRODUCED TO THE FACTORS THAT IMPACT TECHNOLOGICAL FEASIBILITY, SUCH AS AVAILABILITY OF TECHNOLOGY, REQUISITE TECHNICAL SKILLS, RESOURCES, AND LEGAL AND ETHICAL CONSIDERATIONS. THE WEBINAR WILL CONCLUDE WITH A SIMPLIFIED BREAKDOWN OF HOW TO CONDUCT

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	A TECHNOLOGICAL FEASIBILITY STUDY, INCLUDING THE STEPS INVOLVED AND THE CRITICAL QUESTIONS THAT NEED TO BE ADDRESSED.
MATERIALS AND TOOLS	THE WEBINAR WILL UTILIZE A SLIDESHOW PRESENTATION, ILLUSTRATIVE CASE STUDIES, AND EXAMPLES FROM THE INDUSTRY TO EFFECTIVELY CONVEY THE CONTENT. PARTICIPANTS WILL BE PROVIDED WITH A TECH FEASIBILITY ASSESSMENT TEMPLATE AND A READING LIST FOR FURTHER SELF-STUDY.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR THOUGHTS DURING THE WEBINAR. AN ONLINE DISCUSSION FORUM IS ALSO SET UP WHERE PARTICIPANTS CAN INTERACT WITH EACH OTHER AND THE MENTOR AFTER THE SESSION.
WEBINAR #2: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRINCIPAL OBJECTIVE OF THIS INTERMEDIATE-LEVEL WEBINAR IS TO GUIDE THE START-UP TEAMS IN NAVIGATING FROM THE PHASE OF TECHNOLOGICAL FEASIBILITY TO THE ACTUAL PRODUCT DEVELOPMENT PROCESS. WE AIM TO PROVIDE A CLEAR UNDERSTANDING OF THE PROGRESSION THROUGH THE STAGES OF PLANNING, PROTOTYPING, TESTING, AND ITERATING. PARTICIPANTS ARE EXPECTED TO GAIN THE ABILITY TO DRAFT A PRELIMINARY PRODUCT DEVELOPMENT PLAN FOR THEIR UNIQUE START-UP IDEAS BY THE END OF THIS SESSION.
CONTENT	THE CONTENT OF THE WEBINAR IS METHODICALLY DESIGNED TO PROVIDE A THOROUGH OVERVIEW OF THE PRODUCT DEVELOPMENT PROCESS. THE SESSION WILL BEGIN BY ELUCIDATING THE PLANNING STAGE, WHERE WE DISCUSS THE IMPORTANCE OF SETTING CLEAR, MEASURABLE OBJECTIVES, RESOURCE ALLOCATION, AND SETTING A REALISTIC TIMELINE. FOLLOWING THIS, WE WILL DELVE INTO THE PROTOTYPING STAGE, EXPLAINING THE CONCEPT OF MINIMUM VIABLE PRODUCT (MVP) AND THE SIGNIFICANCE OF PROTOTYPING IN VISUALIZING THE FINAL PRODUCT AND GATHERING INITIAL USER FEEDBACK. NEXT, THE WEBINAR WILL ADDRESS THE TESTING PHASE, EMPHASIZING ITERATIVE TESTING, FEEDBACK INCORPORATION, AND VALIDATION OF THE PRODUCT-MARKET FIT. WE WILL CONCLUDE THE SESSION BY OUTLINING THE PROCESS OF ITERATING BASED ON FEEDBACK AND MARKET RESPONSE, LEADING TO A REFINED AND OPTIMIZED PRODUCT. THROUGHOUT THE SESSION, COMMON CHALLENGES ENCOUNTERED DURING THE PRODUCT DEVELOPMENT PROCESS, SUCH AS SCOPE CREEP, BUDGET OVERRUN, AND STAKEHOLDER CONFLICTS, WILL BE DISCUSSED, ALONG WITH EFFECTIVE STRATEGIES TO MITIGATE THEM.
MATERIALS AND TOOLS	THE WEBINAR WILL INCLUDE A SLIDESHOW PRESENTATION, CASE STUDIES, AND A PRODUCT DEVELOPMENT PLAN TEMPLATE. A READING LIST WILL BE PROVIDED FOR ADDITIONAL LEARNING.
PARTICIPANT INTERACTION	INTERACTIVE POLLS AND QUIZZES ARE USED DURING THE WEBINAR TO ENCOURAGE PARTICIPANT ENGAGEMENT. AN ONLINE DISCUSSION FORUM FACILITATES CONTINUED INTERACTION AFTER THE SESSION.
WEBINAR #3: CRAFTING YOUR IDEA PITCH (1 HOUR)	

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Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The principal aim of this advanced-level webinar is to equip the participants with the knowledge and skills required to craft an engaging and persuasive idea pitch. The session is designed to assist the start-up teams in effectively communicating their product idea, articulating the problem it addresses, highlighting its unique selling point, and convincingly presenting its market potential. By the end of this webinar, participants should be capable of crafting and delivering an impactful idea pitch that leaves a lasting impression.
Content	The webinar will provide an in-depth understanding of essential pitch components. We will start by dissecting the structure of an effective pitch, guiding participants on how to open with a hook, articulate the problem and solution, describe the market potential, outline the business model, and end with a compelling call to action. Next, the session will focus on audience analysis and tailoring the pitch accordingly. Participants will learn strategies to adjust their pitches based on the audience's interests, concerns, and level of understanding, be it investors, customers, or partners. Lastly, the webinar will impart strategies for making the pitch more engaging and persuasive, such as storytelling, using compelling visuals, demonstrating passion, and practicing strong delivery skills. We will also address how to handle questions and objections effectively.
Materials	A slideshow presentation, video examples of successful pitches, and a pitch template will be used during the webinar. Participants will also receive a list of further resources for pitching.
Participant Interaction	Participants are encouraged to interact during the webinar by asking questions and sharing thoughts. Post-webinar, they can continue discussions on the online forum.
Learning Success Control - Quiz via Online Tool	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars.
Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.
Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may need further clarification or reinforcement during the subsequent phases of the mentoring program.

Phase 2: Development Phase - October 2023 - February 2024

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The principal objective of the Development Phase is to empower participants to transform the theoretical knowledge obtained in Phase 1 into practical skills through hands-on workshops, thereby enabling them to create persuasive idea pitches and actionable product development plans. Furthermore, through individual mentoring sessions, this phase aims to provide tailored guidance to each team, addressing specific challenges and refining their pitches and development strategies.	
Workshop: Idea Pitch and Product Development with Guided Exercises	
Skill level	3
Duration	2 Hours
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This hands-on workshop aims to take the theoretical knowledge imparted in the webinars and transform it into practical skills. Participants will be working actively on their idea pitches and product development plans. The ultimate objective is to equip participants with the competence and confidence to pitch their ideas persuasively and navigate the product development process effectively.
Content	The workshop will be divided into two parts. The first part will focus on idea pitch development, where participants will be guided through a series of exercises designed to apply the key concepts learned during the webinar. These exercises will assist in crafting compelling narratives, addressing different audience needs, and honing delivery techniques. The second part of the workshop will concentrate on product development, where participants will be guided to draft an initial product development plan based on their technological feasibility analysis. This will include planning, prototyping, testing, and iterating stages, ensuring they have a roadmap to move from concept to product.
Materials and Tools	During the workshop, participants will use pitch templates and product development plan templates to apply their learning practically. Interactive digital platforms will be used to facilitate collaborative activities, while peer review tools will be utilized for feedback exchange.
Participant Interaction	Interactivity is at the heart of this workshop. Participants will engage in collaborative exercises, pitch practice sessions, and peer review activities. These activities will provide opportunities for participants to learn from each other's experiences, ideas, and feedback.
Meet-the-Mentor / Q&A Session	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This live session aims to clear up any lingering questions or uncertainties after the workshop. It is designed to provide a platform for participants to get specific, individualized feedback on their pitches and product development plans.
Content	This Q&A session will open with a brief recap of the workshop, followed by an open floor for questions. Participants will get the opportunity to

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	DISCUSS THE CHALLENGES THEY FACED DURING THE WORKSHOP AND SEEK SOLUTIONS OR SUGGESTIONS FROM MENTORS.
MATERIALS AND TOOLS	A DIGITAL CONFERENCING TOOL WILL BE USED TO HOST THIS LIVE SESSION. MENTORS MAY ALSO REFER TO OR USE TOOLS LIKE DIGITAL WHITEBOARDS OR SHARED DOCUMENTS TO CLARIFY CONCEPTS OR GIVE EXAMPLES.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ACTIVELY PARTICIPATE IN THIS SESSION, ASK QUESTIONS, AND SHARE THEIR EXPERIENCES OR CHALLENGES FACED DURING THE WORKSHOP.
INDIVIDUAL MENTORING SESSIONS	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE INDIVIDUAL MENTORING SESSIONS AIM TO OFFER TAILORED GUIDANCE FOR EACH TEAM, ALLOWING THEM TO OVERCOME SPECIFIC OBSTACLES, REFINE THEIR PITCHES AND PRODUCT DEVELOPMENT PLANS, AND STRATEGIZE THEIR PATH FORWARD EFFECTIVELY.
CONTENT	EACH SESSION WILL FOCUS ON THE UNIQUE NEEDS OF THE INDIVIDUAL TEAM, COVERING AREAS SUCH AS REFINING THE NARRATIVE OF THEIR IDEA PITCH, ADDRESSING SPECIFIC PRODUCT DEVELOPMENT CHALLENGES, OR STRATEGIZING FOR AN UPCOMING PITCH TO INVESTORS.
MATERIALS AND TOOLS	THE TOOLS AND MATERIALS USED IN THESE SESSIONS WILL BE HIGHLY DEPENDENT ON THE SPECIFIC NEEDS OF THE TEAM. HOWEVER, MENTORS MAY REFER TO OR USE TOOLS LIKE DIGITAL WHITEBOARDS, SHARED DOCUMENTS, OR SPECIFIC INDUSTRY RESOURCES TO AID THEIR GUIDANCE.
PARTICIPANT INTERACTION	THESE SESSIONS WILL BE INTERACTIVE, WITH AN EMPHASIS ON OPEN DIALOGUE BETWEEN THE MENTOR AND THE TEAM. PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS, SEEK ADVICE, AND ENGAGE IN DISCUSSIONS TO MAXIMIZE THE VALUE THEY DERIVE FROM THESE SESSIONS.

PHASE 3: CLOSING PHASE - MARCH 2024	
THE PRIMARY AIM OF THE CLOSING PHASE IN "YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT" IS TO CONSOLIDATE PARTICIPANTS' LEARNING, ASSESS THEIR PROGRESS, AND HELP CHART THEIR FUTURE COURSE. THE GOAL IS TO ENSURE PARTICIPANTS LEAVE WITH A CLEAR UNDERSTANDING OF THEIR ACHIEVEMENTS, THE CHALLENGES THEY'VE OVERCOME, AND A WELL-DEFINED PATH TO CONTINUE THEIR PRODUCT DEVELOPMENT JOURNEY.	
REFLECTION SESSION	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE REFLECTION SESSION IS DESIGNED TO CONSOLIDATE LEARNING AND CHART THE PATH FORWARD. THE GOAL IS FOR PARTICIPANTS TO CRITICALLY ASSESS THEIR PROGRESS, GAUGE HOW WELL THEY HAVE MET THEIR INITIAL OBJECTIVES, AND USE THESE INSIGHTS TO PLAN THEIR FUTURE DIRECTION. BY THE END OF THE SESSION, PARTICIPANTS SHOULD HAVE A CLEAR UNDERSTANDING OF WHAT THEY HAVE ACHIEVED,

	WHAT CHALLENGES THEY HAVE OVERCOME, WHAT AREAS NEED FURTHER DEVELOPMENT, AND HOW THEY CAN CONTINUE THEIR JOURNEY TOWARDS LAUNCHING THEIR PRODUCT.
CONTENT	THE SESSION WILL BEGIN WITH A REVIEW OF THE TEAM'S JOURNEY FROM UNDERSTANDING TECHNOLOGICAL FEASIBILITY TO CREATING A PRODUCT DEVELOPMENT PLAN AND CRAFTING THEIR IDEA PITCH. PARTICIPANTS WILL BE GUIDED TO REFLECT ON THEIR EXPERIENCES, LESSONS LEARNED, AND THE PROGRESS THEY HAVE MADE IN TERMS OF BOTH SKILLS AND PRODUCT DEVELOPMENT. THEY WILL THEN BE ENCOURAGED TO DISCUSS THEIR FUTURE PLANS, INCLUDING ANY SPECIFIC GOALS THEY HAVE SET FOR THEMSELVES, STRATEGIES TO ACHIEVE THEM, AND ANY POTENTIAL CHALLENGES THEY ANTICIPATE.
MATERIALS AND TOOLS	A REFLECTION GUIDE WILL BE PROVIDED TO HELP STRUCTURE THE REFLECTION PROCESS AND ENSURE ALL CRUCIAL ASPECTS ARE CONSIDERED. THIS GUIDE MAY INCLUDE PROMPTS TO AID DISCUSSION, AS WELL AS A TEMPLATE TO DOCUMENT REFLECTIONS, PLANS, AND GOALS. THE SESSION MAY ALSO EMPLOY A DIGITAL MEETING TOOL TO FACILITATE A PRODUCTIVE CONVERSATION BETWEEN THE MENTOR AND PARTICIPANTS.
PARTICIPANT INTERACTION	THE REFLECTION SESSION IS INHERENTLY INTERACTIVE AND DEPENDS ON OPEN DIALOGUE BETWEEN THE MENTOR AND THE PARTICIPANTS. PARTICIPANTS WILL BE ASKED TO SHARE THEIR THOUGHTS, EXPERIENCES, AND FUTURE PLANS. THEY WILL RECEIVE FEEDBACK AND GUIDANCE FROM THEIR MENTOR, BUT THEY WILL ALSO BE ENCOURAGED TO ASK QUESTIONS, SEEK ADVICE, AND ENGAGE IN A DISCUSSION TO GAIN AS MUCH INSIGHT AS POSSIBLE FROM THE REFLECTION PROCESS.

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4.4 MODULE 4: INVESTMENT PITCH AND QUANTIFYING YOUR FUNDING NEEDS

MODULE 4: INVESTMENT PITCH AND QUANTIFYING YOUR FUNDING NEEDS	
MENTORING EXPERT	EBAN
OVERALL LEARNING OBJECTIVES	THE MENTORING MODULE 4 AIMS TO EQUIP STARTUPS WITH THE KNOWLEDGE AND SKILLS TO CREATE A PERSUASIVE INVESTMENT PITCH AND ACCURATELY QUANTIFY THEIR FINANCIAL NEEDS. THE OVERALL OBJECTIVE IS TO ENABLE PARTICIPANTS TO EFFECTIVELY COMMUNICATE THEIR BUSINESS'S VALUE, GROWTH POTENTIAL, AND FUNDING REQUIREMENTS TO POTENTIAL INVESTORS, THEREBY ENHANCING THEIR CHANCES OF SECURING CRUCIAL FINANCIAL BACKING.

PHASE 1: METHODICAL PREPARATION - OCTOBER 2023	
PHASE 1 OF MENTORING MODULE 4 AIMS TO LAY A STRONG THEORETICAL FOUNDATION. IT COMPRISES INSTRUCTIVE WEBINARS THAT HELP PARTICIPANTS UNDERSTAND THE CRITICAL COMPONENTS OF AN INVESTMENT PITCH, THE PROCESS OF QUANTIFYING THEIR FUNDING NEEDS, AND THE IMPORTANCE OF THESE ELEMENTS IN SECURING POTENTIAL INVESTMENTS.	
WEBINAR #1: INTRODUCTION TO INVESTMENT PITCHING	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THIS WEBINAR AIMS TO INTRODUCE PARTICIPANTS TO THE CONCEPT AND STRUCTURE OF A COMPELLING INVESTMENT PITCH, FOCUSING ON THE KEY ELEMENTS THAT ATTRACT INVESTORS.
CONTENT	THE SESSION WILL BEGIN BY DEFINING WHAT AN INVESTMENT PITCH IS AND EXPLAINING ITS SIGNIFICANCE IN ATTRACTING FUNDING FOR A BUSINESS. PARTICIPANTS WILL THEN BE GUIDED THROUGH THE STRUCTURE OF A SUCCESSFUL PITCH, INCLUDING ELEMENTS SUCH AS THE PROBLEM, SOLUTION, TARGET MARKET, UNIQUE SELLING PROPOSITION, BUSINESS MODEL, MARKETING STRATEGY, FINANCIALS, AND THE TEAM. CASE STUDIES OF SUCCESSFUL PITCHES MAY ALSO BE DISCUSSED TO PROVIDE PRACTICAL INSIGHTS.
MATERIALS AND TOOLS	A PRESENTATION OR SLIDESHOW OUTLINING THE KEY ASPECTS OF AN INVESTMENT PITCH WILL BE USED. ADDITIONAL RESOURCES, SUCH AS TEMPLATES OR EXAMPLES OF SUCCESSFUL PITCHES, MAY ALSO BE PROVIDED.
PARTICIPANT INTERACTION	PARTICIPANTS WILL HAVE THE OPPORTUNITY TO ASK QUESTIONS DURING THE SESSION. THEY CAN ALSO INTERACT WITH EACH OTHER THROUGH A CHAT FEATURE, FACILITATING PEER LEARNING.
WEBINAR #2: QUANTIFYING YOUR FUNDING NEEDS	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT

Learning Objective	The goal of this webinar is to guide participants on how to calculate the funds they need to raise, based on their projected business costs, revenue, and growth plans.
Content	Participants will learn about different funding needs at various stages of a business, how to estimate operating costs, project revenue, and calculate growth expenses. The session will also cover the importance of having a buffer fund and how to present these calculations in an understandable and compelling way to potential investors.
Materials and Tools	A presentation will be used to guide the session. Additional resources like financial planning templates or tools may also be provided.
Participant Interaction	The webinar will be interactive, with opportunities for participants to ask questions and discuss their thoughts with the group.
Webinar #3: Crafting a Captivating Investment Story (1 hour)	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The aim of this session is to help participants craft their business narrative, tying in their value proposition, business model, and funding needs into a coherent, compelling story.
Content	The webinar will discuss how to create a compelling narrative that aligns with the company's mission and vision, showcases its unique value proposition, explains the business model, and outlines its financial needs. Participants will learn how to weave these elements together into a compelling story that can captivate and convince potential investors.
Materials	A presentation outlining the steps to craft a compelling business narrative will be utilized. Participants might also receive templates or examples to help structure their narratives.
Participant Interaction	Participants can engage in discussion, share thoughts, and ask questions during the webinar, fostering a collaborative learning environment.
Learning Success Control - Quiz via Online Tool	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars.
Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.
Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may need further clarification or reinforcement during the subsequent phases of the mentoring program.

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Phase 2: Development Phase - October 2023 - February 2024	
Phase 2 of Mentoring Module 4 focuses on hands-on application and skill development. During this developmental phase, participants are guided through the practical steps of creating an investment pitch and accurately assessing their financial requirements, with the help of expert mentorship and interactive workshops.	
Workshop: Creating Your Investment Pitch with Guided Exercises	
Skill level	3
Duration	2 Hours
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This workshop aims to guide the teams in applying the concepts learned from the webinars in creating their unique investment pitches.
Content	Teams will be given exercises and tasks to develop their investment pitches. The session will involve outlining the problem their business solves, their unique value proposition, the target market, their business model, and their funding needs. The teams will be guided to weave these elements into a compelling narrative.
Materials and Tools	Templates for creating investment pitches will be provided. An online collaboration tool might be used to facilitate real-time collaboration and feedback.
Participant Interaction	Templates for creating investment pitches will be provided. An online collaboration tool might be used to facilitate real-time collaboration and feedback.
Meet-the-Mentor / Q&A Session	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This Q&A session aims to help teams clarify any doubts and receive additional guidance on their pitches and funding calculations.
Content	Participants will have the opportunity to raise questions or concerns related to their investment pitches and funding needs calculations. The mentor will address these questions and provide further advice and guidance.
Materials and Tools	An online meeting platform will be used for this live session. Participants can share their screens if needed to facilitate the discussion.
Participant Interaction	Teams will have the opportunity to interact with the mentor and other participants, fostering a collaborative learning environment.
Individual Mentoring Sessions	
Skill level	3
Duration	2 sessions of 1 hour each
Participants	Each Team individually & Mentoring Expert

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Learning Objective	The objective of these one-on-one sessions is to provide each team with personalized feedback and guidance, helping them refine their investment pitches and funding calculations.
Content	The mentor will review each team's investment pitch and funding needs calculations. They will provide feedback and suggestions to improve the pitch's effectiveness and the accuracy and clarity of the funding calculations.
Materials and Tools	An online meeting platform will be used to facilitate these personalized sessions. Teams might share their pitch decks and funding calculation documents with the mentor for review.
Participant Interaction	This session will be interactive, with the mentor providing feedback and the team having the opportunity to ask specific questions and discuss their concerns and ideas.

Phase 3: Closing Phase - March 2024	
Phase 3 of Mentoring Module 4 is wrapping up the learning journey and ensuring practical applications. Participants will finalize their investment pitches and funding quantification strategies, receiving final feedback and fine-tuning their strategies to effectively communicate their needs to potential investors.	
Reflection Session	
Skill level	3
Duration	1 Hour
Participants	Each Team individually & Mentoring Expert
Learning Objective	The main aim of this session is for teams to reflect on their journey through the curriculum, discussing their progress and outcomes in creating compelling investment pitches and quantifying their funding needs. The session will also serve as an opportunity to strategize the next steps for their investment pursuits.
Content	The session will start with each team presenting their final investment pitch and discussing their calculated funding needs. They will then engage in a reflective conversation about their learning process, the challenges they encountered, how they overcame them, and the improvements they made. They will also share their plans on how they intend to use their pitches and funding calculations in the real world. The mentor will provide final feedback and suggestions for further improvement.
Materials and Tools	An online meeting platform will be used for this session. Teams may also use their finalized pitch decks and funding calculations as part of their reflection.
Participant Interaction	The reflection session is designed to be highly interactive, encouraging open dialogue between the teams and the mentor. This fosters a supportive learning environment where teams can learn from each other's experiences and strategies. Teams will also have the opportunity to ask the mentor for further advice on their next steps, ensuring they feel prepared to pursue their investment goals.

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4.5 MODULE 5: ENTREPRENEURIAL BUSINESS PLANNING

MODULE 5: ENTREPRENEURIAL BUSINESS PLANNING	
MENTORING EXPERT	CORALLIA
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVE OF THE BUSINESS PLANNING MODULE IS TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS TO CRAFT A ROBUST AND PERSUASIVE BUSINESS PLAN, EMPHASIZING CRITICAL ASPECTS SUCH AS MARKET ANALYSIS, STRATEGY FORMULATION, OPERATIONAL PLANNING, AND FINANCIAL PROJECTIONS. THE MODULE IS DESIGNED TO EMPOWER THE TEAMS TO STRATEGICALLY PLAN THEIR BUSINESS JOURNEY, ALIGN THEIR TEAM TOWARDS SHARED GOALS, AND CONVINCINGLY PRESENT THEIR VENTURE TO POTENTIAL INVESTORS OR STAKEHOLDERS.

PHASE 1: METHODICAL PREPARATION - OCTOBER 2023	
THE METHODICAL PREPARATION PHASE OF THE BUSINESS PLANNING MODULE AIMS TO LAY A SOLID THEORETICAL FOUNDATION FOR CREATING A COMPELLING BUSINESS PLAN. IT AIMS TO ACQUAINT PARTICIPANTS WITH THE CORE ELEMENTS OF A BUSINESS PLAN AND THE SIGNIFICANCE OF EACH IN OUTLINING A VENTURE'S STRATEGIC DIRECTION, OPERATIONAL MECHANISM, AND FINANCIAL VIABILITY.	
WEBINAR #1: THE FUNDAMENTALS OF BUSINESS PLANNING	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THE MAIN OBJECTIVE OF THIS WEBINAR IS TO INTRODUCE PARTICIPANTS TO THE FOUNDATIONAL PRINCIPLES OF BUSINESS PLANNING. BY THE END OF THE WEBINAR, PARTICIPANTS SHOULD UNDERSTAND THE IMPORTANCE OF A BUSINESS PLAN, ITS KEY COMPONENTS, AND HOW TO BEGIN DRAFTING ONE FOR THEIR START-UP.
CONTENT	THE WEBINAR WILL COVER THE DEFINITION AND PURPOSE OF A BUSINESS PLAN, THE ESSENTIAL SECTIONS THAT MAKE UP A BUSINESS PLAN (INCLUDING EXECUTIVE SUMMARY, COMPANY DESCRIPTION, MARKET ANALYSIS, ORGANIZATION AND MANAGEMENT, SERVICE OR PRODUCT LINE, MARKETING AND SALES, AND FINANCIAL PROJECTIONS), AND BEST PRACTICES FOR WRITING A BUSINESS PLAN.
MATERIALS AND TOOLS	THE WEBINAR WILL INCLUDE A SLIDESHOW PRESENTATION AND HANDOUTS THAT OUTLINE THE KEY COMPONENTS OF A BUSINESS PLAN. PARTICIPANTS WILL ALSO BE PROVIDED WITH BUSINESS PLAN TEMPLATES AND SAMPLES.
PARTICIPANT INTERACTION	TO FOSTER INTERACTION, PARTICIPANTS WILL BE ENCOURAGED TO ASK QUESTIONS THROUGHOUT THE WEBINAR. A TOOL TO FACILITATE FURTHER ASYNCHRONOUS LEARNING AND/OR DISCUSSION (E.G., AN ONLINE FORUM-LIKE TOOL) WILL BE USED.
WEBINAR #2: MARKET ANALYSIS AND STRATEGY	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT

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Learning Objective	The goal of this webinar is to guide participants on how to conduct a comprehensive market analysis and develop effective business strategies. By the end of the session, participants should be able to conduct a market analysis, including competitive analysis and customer segmentation, and develop a suitable business strategy.
Content	The session will focus on the importance of understanding the market landscape, including identifying competitors, understanding customer segments, and recognizing market trends. It will then delve into how this understanding informs the development of an effective business strategy.
Materials and Tools	Participants will receive a slideshow presentation, handouts detailing the steps to perform a market analysis, and strategy development worksheets. Recommended reading lists for further learning will also be provided.
Participant Interaction	Interactive polls will be used during the session to engage participants.
Webinar #3: Financial Planning and Projections (1 hour)	
Skill level	3
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The purpose of this webinar is to equip participants with knowledge and skills to effectively plan the financial aspects of their business. By the end of this webinar, participants should be able to create budgets, financial forecasts, and a plan for financial management for their start-ups.
Content	The webinar will cover the fundamentals of financial planning including budgeting, cash flow management, financial forecasting, and understanding key financial statements.
Materials and Tools	Participants will receive a slideshow presentation, financial planning templates, and a list of additional resources to enhance their learning on this topic.
Participant Interaction	The use of interactive examples and scenarios during the webinar will encourage participant engagement. Post-webinar, an online discussion forum will provide a space for participants to ask questions and share insights.
Learning Success Control - Quiz via Online Tool and teams assessment	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars and to identify the specific tools on which future training should be focused.
Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.
Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may

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	NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAM. THESE RESULTS WILL ALSO BE USED TO IDENTIFY FOR EACH TEAM THE SPECIFIC TOOLS ON WHICH THE NEXT PHASES SHOULD FOCUS.

PHASE 2: DEVELOPMENT PHASE - OCTOBER 2023 - FEBRUARY 2024	
THE DEVELOPMENT PHASE OF THE BUSINESS PLANNING MODULE SEEKS TO TRANSITION PARTICIPANTS FROM THEORY TO PRACTICE, FOCUSING ON THE APPLICATION OF PRINCIPLES LEARNED IN THE METHODICAL PREPARATION PHASE. THE OBJECTIVE IS TO GUIDE PARTICIPANTS IN DRAFTING THEIR UNIQUE BUSINESS PLANS, FOCUSING ON MARKET ANALYSIS, COMPETITIVE STRATEGY, OPERATIONAL PLANNING, AND FINANCIAL FORECASTING.	
WORKSHOP: DEVELOPING YOUR BUSINESS PLAN WITH GUIDED EXERCISES	
SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRIMARY AIM OF THIS WORKSHOP IS TO ENABLE PARTICIPANTS TO APPLY THE CONCEPTS LEARNT DURING THE WEBINARS TO DRAFT THEIR BUSINESS PLANS. BY THE END OF THE WORKSHOP, EACH TEAM SHOULD HAVE A PRELIMINARY OUTLINE OF THEIR BUSINESS PLAN, WITH AN UNDERSTANDING OF THE AREAS THEY NEED TO DEVELOP FURTHER.
CONTENT	DURING THE WORKSHOP, PARTICIPANTS WILL WORK ON GUIDED EXERCISES DESIGNED TO APPLY EACH COMPONENT OF THE BUSINESS PLAN. THESE CAN INCLUDE DEVELOPING AN EXECUTIVE SUMMARY, CONDUCTING A MARKET ANALYSIS, DETAILING THEIR ORGANIZATION STRUCTURE, DEFINING THEIR PRODUCT/SERVICE LINE, OUTLINING THEIR MARKETING AND SALES STRATEGY, AND CRAFTING THEIR FINANCIAL PROJECTIONS. THE ACTUAL EXERCISES-PACKAGE TO BE USED WILL BE CUSTOMIZED BASED ON THE RESULTS OF THE PHASE 1 QUIZ AND CORALLIA'S ENTREPRENEURIAL TOOLKIT. FURTHER INSTRUCTIONS MAY BE GIVEN TO FOLLOW EXTRA EXERCISES AFTER THE WORKSHOP.
MATERIALS AND TOOLS	A BUSINESS PLAN TEMPLATE WILL BE PROVIDED TO GUIDE PARTICIPANTS AS THEY DRAFT THEIR PLANS. OTHER TOOLS WILL INCLUDE WORKSHEETS AND HANDOUTS FROM THE PREVIOUS WEBINARS, CORALLIA'S ENTREPRENEURIAL TOOLKIT, AND ANY NECESSARY ONLINE TOOLS FOR COLLABORATION.
PARTICIPANT INTERACTION	PARTICIPANTS WILL ENGAGE IN INTERACTIVE EXERCISES, BRAINSTORMING SESSIONS, AND PEER REVIEW EXERCISES. THE WORKSHOP WILL ENCOURAGE ACTIVE PARTICIPATION, EXCHANGE OF IDEAS, AND COLLABORATIVE LEARNING. PARTICIPANTS WILL ALSO BE REQUESTED TO FOLLOW-UP ON THESE OR OTHER EXERCISES/TOOLS OFFLINE, SO AS TO HAVE MORE MATERIAL READY FOR THE NEXT SESSIONS.
MEET-THE-MENTOR / Q&A SESSION	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT

Learning Objective	This session aims to address any questions or issues that arose during the workshop, providing participants with the clarification and guidance needed to refine their own business plans.
Content	The mentor will answer questions, provide feedback, and offer advice to participants regarding their business plans. They will also provide any clarifications needed regarding the tools to be filled in offline by the teams. The session will be structured but flexible, responding to the needs and questions of the participants.
Materials and Tools	The online meeting platform will enable real-time discussion, screen sharing for visual aids, and recording the session for future reference.
Participant Interaction	Participants will have the opportunity to ask questions, share their work, and provide peer feedback. The mentor will facilitate discussions, encouraging a collaborative and supportive learning environment.
Individual Mentoring Sessions	
Skill level	3
Duration	4 sessions of half an hour each
Participants	Each Team individually & Mentoring Expert
Learning Objective	The goal of these sessions is to provide each team with personalized guidance in refining their business plans, addressing specific challenges, and strategizing improvements. The mentor will also review and asses the quality of the submitted exercises provided after the Workshop.
Content	Each team will meet individually with their mentor to review their submitted entrepreneurial tools/exercises and their business plan. The mentor will provide tailored feedback and advice, addressing any specific issues or challenges encountered by the team and providing guidance on how to enhance their business plan.
Materials and Tools	Participants will use their drafted business plans and any feedback received during the workshop and Q&A session. The mentor might use screen sharing during the online meeting to review and discuss specific sections of the business plan.
Participant Interaction	These sessions will foster direct interaction between the mentor and the team. The mentor will encourage active participation from all team members, fostering a collaborative approach to refining their business plan.

Phase 3: Closing Phase - March 2024	
The Closing Phase of the Business Planning module is designed to consolidate learnings and reflect on the participants' progress. It aims to enable participants to critically assess their drafted business plans, identify areas of strength and those requiring improvements, and set strategic objectives for their business's future.	
Reflection Session	
Skill level	3
Duration	1 Hour

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Participants	Each Team individually & Mentoring Expert
Learning Objective	This session aims to consolidate the learning experience, evaluate progress made in business plan development, discuss implementation, and plan for the future. By the end of the session, participants should be able to identify their achievements, areas of improvement, and the next steps for their business plans.
Content	The reflection session will begin with a recap of the program's objective and the participants' journey through it. Each team will present their business plan and share their experiences of the development process, including challenges faced and solutions found. The mentor will provide feedback on the business plans and the teams' presentations, and facilitate a discussion on how these plans can be implemented or improved. The session will conclude with forward planning, where the teams discuss how they intend to use their business plans in the real world, potential obstacles, and strategies to overcome them.
Materials and Tools	Teams will use their final business plans for this session. They might also use visual aids or presentation tools to present their plans. The session will be conducted via an online meeting platform allowing real-time discussion, screen sharing for visual aids, and recording the session for future reference.
Participant Interaction	Each team will have the opportunity to share their progress, experiences, and future plans. Teams are encouraged to ask questions, provide feedback to their peers, and actively participate in discussions. The mentor will facilitate the interactions, ensuring a collaborative and supportive environment for all participants.

4.6 MODULE 6: ACCESS TO FINANCE AND RELATED FUNDING

Module 6: Access to Finance and Related Funding	
Mentoring Expert	Cleantech Bulgaria
Overall Learning Objectives	The overall objective of Mentoring Module "Access to Finance and Related Funding" is to provide participants with comprehensive knowledge of different funding avenues available for startups, and guide them in effectively navigating the financial landscape. The module aims to equip participants with skills to present a compelling business case to potential investors, understand the intricacies of financial planning, and secure suitable funding to fuel their startup's growth.

Phase 1: Methodical Preparation - October 2023
The Methodical Preparation phase in this Mentoring Module aims to lay a strong foundation in understanding the spectrum of financing options for startups. It seeks to equip participants with the necessary knowledge to

identify appropriate funding opportunities, understand the prerequisites and processes involved in securing financing, and develop an initial strategy for approaching potential investors.	
Webinar #1: Understanding Funding Landscape	
Skill level	1
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The goal of this introductory webinar is to equip participants with a comprehensive understanding of the funding landscape available for startups. Participants should be able to identify and differentiate various types of funding options suitable for different stages of their startup's lifecycle by the end of this session.
Content	The webinar will cover a wide range of financing options including, but not limited to, crowdfunding, grants, loans, angel investments, venture capital, and bootstrapping. It will also explain the implications, advantages, and drawbacks of each option.
Materials and Tools	A PowerPoint presentation will be the primary tool used to deliver the content. Supplementary materials, such as articles and case studies illustrating successful financing strategies, will also be shared.
Participant Interaction	The webinar will allow time for a question-and-answer session. An online discussion board will also be set up to enable ongoing dialogue and information sharing among participants.
Webinar #2: Evaluating Financial Needs	
Skill level	2
Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This webinar aims to empower participants to accurately assess the financial needs of their startups. By the end of the webinar, participants should be able to create a robust financial model and estimate their funding requirements.
Content	The webinar will cover key aspects of financial planning for startups, such as developing a financial model, forecasting revenue and expenses, and determining cash flow needs. It will also provide tips on how to make realistic and convincing financial projections.
Materials and Tools	Participants will receive a financial model template and step-by-step guide to assist them in creating their own financial projections. Real-life examples and case studies will also be used to illustrate these concepts.
Participant Interaction	Participants will be encouraged to ask questions and share their experiences. A discussion forum will be created for further interaction and peer learning.
Webinar #3: Crafting a Successful Investment Pitch	
Skill level	3

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Duration	1 Hour
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	The objective of this session is to teach participants how to prepare an effective investment pitch. Participants should be able to articulate their business's unique selling proposition, financial needs, and growth potential compellingly by the end of the session.
Content	The webinar will outline the essential elements of an investment pitch, including the problem statement, solution, market size, business model, financial projections, and the team. It will also provide tips on how to engage and persuade investors.
Materials and Tools	A pitch deck template will be provided, along with examples of successful pitch decks from real startups. A checklist for an effective pitch will also be shared.
Participant Interaction	Participants will be encouraged to participate in a mock pitching session and provide feedback to each other. An online discussion board will be set up for continued interaction and learning.
Learning Success Control - Quiz via Online Tool	
Duration	1 Hour
Participants	Individually
Learning Objective	To ensure that participants have thoroughly understood and absorbed the content covered in the webinars.
Content	A multiple-choice quiz based on the content of the three webinars.
Materials and Tools	The quiz will be administered through an online tool.
Participant Interaction	Participants will complete the quiz individually. The results will be used to gauge their understanding of the material and identify any areas that may need further clarification or reinforcement during the subsequent phases of the mentoring program.

Phase 2: Development Phase - October 2023 - February 2024	
The Development phase in this Mentoring Module seeks to transform the participants' theoretical understanding of financing into practical strategies. The participants will be guided to apply their knowledge in drafting a financing plan, preparing investor-ready financial documents, and fine-tuning their pitches to potential investors.	
Workshop: Crafting Your Funding Strategy with Guided Exercises	
Skill level	3
Duration	2 Hours
Participants	Cohort 1 (Four Teams) & Mentoring Expert
Learning Objective	This workshop is designed to facilitate participants in the development of an effective funding strategy tailored to their start-up's needs and the current market landscape. The end goal is to enable participants to identify

	POTENTIAL SOURCES OF FUNDING, UNDERSTAND THE DYNAMICS OF APPROACHING THESE SOURCES, AND ALIGN THEIR PITCH ACCORDINGLY.
CONTENT	THE WORKSHOP WILL BEGIN WITH AN OVERVIEW OF THE IMPORTANCE OF A FUNDING STRATEGY FOR START-UPS. FOLLOWING THIS, PARTICIPANTS WILL DELVE INTO DIFFERENT ELEMENTS OF A SUCCESSFUL FUNDING STRATEGY. THE FIRST ELEMENT IS IDENTIFYING THE RIGHT SOURCES OF FUNDING, WHICH INCLUDES UNDERSTANDING THE LANDSCAPE OF GRANTS, LOANS, ANGEL INVESTMENTS, AND VENTURE CAPITAL AND IDENTIFYING THOSE MOST SUITABLE FOR THE START-UP'S STAGE AND GOALS. THE SECOND ELEMENT FOCUSES ON CREATING A ROADMAP TO APPROACH THESE FUNDING SOURCES, WHICH INVOLVES UNDERSTANDING THE PREFERENCES AND REQUIREMENTS OF THESE SOURCES, PLANNING THE TIMING AND MODE OF APPROACH, AND PREPARING NECESSARY DOCUMENTATION. THE FINAL ELEMENT IS CRAFTING AN INVESTMENT PITCH THAT CATERS TO EACH POTENTIAL INVESTOR.
MATERIALS AND TOOLS	A VARIETY OF MATERIALS AND TOOLS WILL BE UTILIZED DURING THE WORKSHOP, INCLUDING A FUNDING STRATEGY TEMPLATE, A COMPREHENSIVE LIST OF POTENTIAL FUNDING SOURCES WITH THEIR DESCRIPTIONS, AND SAMPLE INVESTOR PITCH DECKS. THE USE OF REAL-WORLD CASE STUDIES WILL ILLUSTRATE SUCCESSFUL FUNDING STRATEGIES AND PROVIDE INSIGHTS INTO EFFECTIVE PRACTICES.
PARTICIPANT INTERACTION	THE WORKSHOP IS DESIGNED TO BE HIGHLY INTERACTIVE, WITH ACTIVITIES LIKE GROUP DISCUSSIONS AND ROLE-PLAYS. PARTICIPANTS WILL WORK IN BREAKOUT ROOMS FOR A PORTION OF THE WORKSHOP TO DISCUSS AND SHARE THEIR FUNDING PLANS. THEY WILL ALSO GET A CHANCE TO ROLE-PLAY INVESTOR MEETINGS, GIVING THEM A PLATFORM TO PRACTICE THEIR PITCHES AND RECEIVE PEER FEEDBACK. THROUGHOUT THE WORKSHOP, PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS, SHARE THEIR THOUGHTS, AND PROVIDE FEEDBACK TO OTHERS, FOSTERING AN ENVIRONMENT OF COLLABORATIVE LEARNING. AFTER THE WORKSHOP, PARTICIPANTS WILL HAVE ACCESS TO AN ONLINE FORUM TO CONTINUE DISCUSSIONS AND SHARE RESOURCES.
MEET-THE-MENTOR / Q&A SESSION	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	COHORT 1 (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	THIS LIVE Q&A SESSION'S PRIMARY OBJECTIVE IS TO PROVIDE PARTICIPANTS WITH THE OPPORTUNITY TO CLARIFY THEIR QUERIES AND ADDRESS ANY CHALLENGES FACED DURING THE CRAFTING OF THEIR FUNDING STRATEGY AND INVESTMENT PITCH. THEY WILL ALSO GAIN INSIGHTS FROM EXPERIENCED MENTORS AND LEARN FROM THEIR PEERS' EXPERIENCES.
CONTENT	THE SESSION'S FORMAT WILL BE PRIMARILY QUESTION-DRIVEN, WITH THE MENTORS RESPONDING TO QUERIES RAISED BY THE PARTICIPANTS. THE MENTORS, DRAWING FROM THEIR OWN EXPERIENCES, MAY DISCUSS COMMON PITFALLS IN DEVELOPING A FUNDING STRATEGY, KEY ELEMENTS THAT MAKE AN INVESTMENT PITCH COMPELLING, OR HOW TO NEGOTIATE WITH POTENTIAL INVESTORS. THEY WILL ALSO SHARE BEST PRACTICES AND STRATEGIES TO EFFECTIVELY APPROACH POTENTIAL FUNDING SOURCES.
MATERIALS AND TOOLS	NO ADDITIONAL MATERIALS AND TOOLS WILL BE NEEDED FOR THIS SESSION, AS IT IS PRIMARILY DIALOGUE-BASED. HOWEVER, MENTORS MAY REFER TO OR SHARE

	RESOURCES BASED ON THE QUERIES POSED BY PARTICIPANTS, SUCH AS SPECIFIC CASE STUDIES, ARTICLES, OR TEMPLATES.
PARTICIPANT INTERACTION	PARTICIPANTS WILL DRIVE THE SESSION THROUGH THEIR QUESTIONS AND SHARED EXPERIENCES. OPEN DISCUSSION IS ENCOURAGED, ALLOWING PARTICIPANTS TO LEARN NOT ONLY FROM THE MENTORS BUT ALSO FROM THEIR PEERS. THIS MUTUAL LEARNING ENVIRONMENT CAN LEAD TO DEEPER UNDERSTANDING AND COLLABORATIVE PROBLEM-SOLVING. THE DIGITAL PLATFORM HOSTING THE SESSION WILL SUPPORT THESE INTERACTIONS, PROVIDING FEATURES FOR PARTICIPANTS TO RAISE THEIR HAND VIRTUALLY, POSE QUESTIONS IN A CHATBOX, OR SHARE THEIR SCREEN TO ILLUSTRATE A POINT.
INDIVIDUAL MENTORING SESSIONS	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRIMARY AIM OF THESE INDIVIDUAL MENTORING SESSIONS IS TO PROVIDE EACH TEAM WITH PERSONALIZED GUIDANCE TO REFINE THEIR FUNDING STRATEGY AND INVESTMENT PITCH. BY THE END OF THESE SESSIONS, PARTICIPANTS SHOULD HAVE AN IMPROVED UNDERSTANDING OF THEIR UNIQUE FUNDING NEEDS AND BE ABLE TO ARTICULATE THEIR START-UP'S VALUE PROPOSITION CONVINCINGLY TO POTENTIAL INVESTORS.
CONTENT	THESE SESSIONS WILL FOCUS ON PROVIDING FEEDBACK AND GUIDANCE TO EACH TEAM ON THEIR FUNDING STRATEGY AND INVESTMENT PITCH. THE MENTORS, UTILIZING THEIR EXPERTISE AND INDUSTRY EXPERIENCE, WILL PROVIDE CONSTRUCTIVE FEEDBACK, HIGHLIGHT AREAS FOR IMPROVEMENT, AND SHARE PERSONALIZED ADVICE ON EFFECTIVELY APPROACHING POTENTIAL FUNDING SOURCES.
MATERIALS AND TOOLS	THE PRIMARY MATERIALS FOR THESE SESSIONS ARE THE FUNDING STRATEGIES AND INVESTMENT PITCHES PREPARED BY THE TEAMS. ADDITIONAL RESOURCES LIKE PITCH TEMPLATES, FUNDING STRATEGY GUIDES, AND CASE STUDIES MAY BE USED BY MENTORS TO ILLUSTRATE THEIR POINTS AND PROVIDE PRACTICAL GUIDANCE.
PARTICIPANT INTERACTION	THESE SESSIONS WILL BE HIGHLY INTERACTIVE, WITH CONSTANT DIALOGUE BETWEEN THE MENTOR AND THE TEAM. TEAMS ARE ENCOURAGED TO ASK QUESTIONS, SEEK CLARIFICATION, AND REQUEST SPECIFIC ADVICE. THESE SESSIONS OFFER A SAFE SPACE FOR TEAMS TO EXPRESS THEIR CONCERNS, SHARE THEIR IDEAS, AND RECEIVE CONSTRUCTIVE CRITICISM, FACILITATING THEIR GROWTH AND LEARNING.

PHASE 3: CLOSING PHASE - MARCH 2024	
THE CLOSING PHASE OF THIS MENTORING MODULE IS DESIGNED FOR CONSOLIDATION OF LEARNINGS AND PLANNING FUTURE STRATEGIES. IT AIMS FOR PARTICIPANTS TO REFLECT UPON THEIR PROGRESS, CRITICALLY EVALUATE THEIR FINANCIAL STRATEGIES, AND FORMULATE A CLEAR ROADMAP FOR SECURING NECESSARY FUNDING AND MANAGING FINANCIAL RESOURCES EFFECTIVELY IN THEIR STARTUP JOURNEY.	
REFLECTION SESSION	
SKILL LEVEL	3
DURATION	1 HOUR

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Participants	Each Team individually & Mentoring Expert
Learning Objective	This reflection session serves as a platform for participants to review their accomplishments, evaluate their progress towards their funding goals, and plan for the future. By the end of the session, participants should be able to identify their strengths and areas for improvement in their funding strategies, articulate their key learnings, and set clear goals for their future financial strategy.
Content	The session will start with a review of the participants' funding strategies and investment pitches. Each team will share their experiences, challenges faced, and lessons learned. Mentors will provide feedback and discuss the next steps in the funding journey. There will also be a discussion on the broader start-up funding landscape, with insights into emerging trends and opportunities.
Materials and Tools	The primary materials for this session will be the participants' funding strategies and investment pitches, along with any progress reports or other documents reflecting their funding journey. Participants may also utilize the feedback and suggestions they received during the program.
Participant Interaction	Participants are encouraged to be open and reflective during this session, sharing their experiences and learnings. They can discuss their successes and challenges, ask questions about their future funding strategy, and seek feedback from their mentors. This interactive dialogue contributes to a deeper understanding of the funding process and lays the foundation for continued learning and development post-program.

5 IMPLEMENTATION PLAN

This section presents the implementation plan for the mentoring programme, which has been designed to foster the growth of the most promising teams and start-ups hailing from the Hackathon in Rimini, Italy. The systematic implementation of the mentoring programme entails a series of meticulously orchestrated stages, each marked by significant milestones and underpinned by the concerted effort of key stakeholders.

Demand Analysis (July 2023): In pursuit of identifying the most promising teams and start-ups, four finalists hailing from Rimini have been chosen to partake in the mentoring programme. They have demonstrated notable potential, and their selection aims to foster their growth and contribute to the overall innovation landscape. During the initial phase of July 2023, Fraunhofer IPK carried out a thorough demand analysis in collaboration with the selected winners. The outcomes of this analysis were utilized to fine-tune and finalize the topics to be encompassed within the mentoring program's comprehensive curriculum.

Content Development (August 2023 - September 2023): Upon the conclusion of the demand analysis, the mentoring partners, equipped with the knowledge of the start-up's requisites, shall commence the development of content. This includes the creation of presentations, workshop materials, and other learning resources that are designed to address the respective

topics effectively. The developed content will be stored on the F6S platform, an online tool used for easy content sharing and management.

Introduction Meeting (Beginning of October 2023): A vital juncture in the implementation timeline is the formal introduction meeting. This gathering serves as a platform for mentors and start-ups to establish contact with each other, facilitated via Microsoft Teams. Additionally, it acts as an opportunity to clarify the structure of the program, set expectations, determine skill levels and ideal starting modules as well as elucidate any guidelines that need to be adhered to throughout the course of the program.

Mentoring Program Execution (October 2023 - March 2024): With the commencement of the mentoring program in October 2023, each participating start-up is allocated 60 mentoring hours, distributed equally among the six mentoring entities. These mentoring sessions will be carried out via Microsoft Teams to ensure seamless communication and interaction. In order to monitor the progress and make necessary course corrections, periodic check-ins will be facilitated between October 2023 and March 2024.

Program Evaluation and Feedback Collection (March 2024): Upon completion of the mentoring program, a feedback collection drive is initiated, involving all stakeholders and participating start-ups. This feedback will provide valuable insights into the efficacy of the program and help in identifying areas that require further improvements. LimeSurvey, a tool developed by Fraunhofer, will be employed to conduct learning quizzes, assisting in capturing feedback and understanding the learning outcomes.

In terms of resources, this program necessitates the expertise of mentors from each entity to develop and deliver the sessions, logistical arrangements for the introduction meeting and check-ins, technological tools for delivering the mentoring programme and preparing the associated materials, such as the F6S platform, LimeSurvey, and Microsoft Teams.

With regard to responsibilities, the stakeholders involved encompass Fraunhofer IPK, LUISS, FEA, EBAN, Corallia, and CTBG, each tasked with the preparation and delivery of respective mentoring modules. The start-ups are required to actively engage in the programme, provide regular feedback, and implement the acquired knowledge in their business operations. Besides, Fraunhofer as task leader will oversee the entire process, managing program logistics, coordinating with mentors and start-ups, facilitating check-ins, and managing program evaluation.

6 EVALUATION OF THE PROGRAMME

This section describes the evaluation methodology and outlines the schedule for data collection, analysis and potential improvements.

To ensure the continuous enhancement of the mentoring programme, a comprehensive evaluation approach will be employed. The evaluation will begin after the end of the programme in March 2024 and will primarily consist of gathering feedback from participating

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teams, start-ups, and mentors. This feedback will serve as a critical component in refining the mentoring programme, its structure, and themes. Feedback will be collected from participating teams and start-ups of the mentoring programme who will be invited to share their valuable insights through a post-programme survey.

The survey will cover various aspects of the programme, including their overall experience, mentorship quality, and perceived impact on their projects. The mentors who contributed with their expertise and time to the mentoring programme will be approached for feedback on the effectiveness of their mentorship, the challenges encountered, and suggestions for improvement. Upon completion of the mentoring programme, all collected feedback will be cautiously analyzed. The goal is to identify trends, common themes, and areas requiring improvement. Based on the insights obtained from the data analysis, specific derivations will be formulated to enhance the mentoring programme. These derivations will be aimed at addressing any identified issues, optimizing the programme's structure, and refining the thematic focus to better meet the needs of the participants.

7 CONCLUSIONS

In this report, we have outlined the task of developing a mentoring programme for the ENTREPRENEDU Project. Guided by an extensive demand analysis, the programme has been designed to reflect and respond to the unique challenges and opportunities of the entrepreneurial ecosystem in our target regions. This critical examination of needs and corresponding programme design is an emblem of our commitment to a nuanced and adaptable approach to entrepreneurship development.

The objective of this report was to conceptualize and outline a mentoring programme that is both robust in its foundational structure and flexible enough to accommodate a diverse range of entrepreneurial pursuits. We aimed to ensure that this programme offers a comprehensive learning journey, from ideation to strategy execution, for the participating teams. Reflecting upon the development process, the achievement of this objective is evident in the structured six-module approach and the innovative integration of e-learning with interactive mentorship.

The implementation plan, set to begin in October 2023, ensures the transition of these insights from paper to practice. This marks a significant milestone for the ENTREPRENEDU Project and further underscores the project's vision of fostering a vibrant entrepreneurial culture within Europe. The selected start-ups and teams from the Hackathon, stand as the vanguard of this mentoring journey.

As we move forward, continuous refinement and enhancement will be critical. This includes a commitment to a feedback-driven approach and an openness to iterative evolution, ensuring the programme's effectiveness, longevity, and scalability. The ENTREPRENEDU Project's mentoring programme, while at its inception, aims to make an impact on entrepreneurship within the European Union.