

## Deliverable 6.5

### Incubation Plan and Impact

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ICT-10-2015 Collective Awareness Platforms for Sustainability and Social Innovation

**CAPSELLA** (Collective Awareness PlatformS for Environmentally-sound Land management based on data technoLogies and Agrobiodiversity)

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## 1. Introduction

A fundamental shift in the perception of innovation principles and tools has occurred during the last decade. In this new Open Innovation era, pre-existing boundaries in the innovation funnel - from ideation to commercialization- are removed. The innovation cycle has been opened to the wider public and broader societal groups have the opportunity to contribute to this process (i.e. through living labs and fabrication labs).

To facilitate this new massive and open innovation perception, new tools have to be deployed. Innovation platforms, like the CAPSELLA platform, have to be constructed in a way to serve innovation aggregators. Innovation contests have to be organized as optimal tools to leverage the platform's innovation capabilities. The involvement of a great variety of actors with diverse backgrounds is fundamental to the success of such an open innovation process.

Deliverable 6.5 describes the preparation and implementation/outcomes of the CAPSELLA Incubation.

## 2. Overview

After the successful completion of the CAPSELLA Bootcamp participants were prompted to submit their business plans in order to participate in the Business Plan Competition. The Business Plan Competition acted as a selection phase for the team that would be benefiting from the Incubation phase offering. The preparation and implementation process of the Business Plan Competition, including the schedule, venue and evaluation process, will be described in this deliverable. Followingly the process of customising the incubation phase offering to the specific needs of the team and the process of providing these services to the team will be described. This deliverable will conclude with the outcomes of the process up until today and the next actions towards the insuring sustainability.

### 3. CAPSELLA Business Plan Competition

CAPSELLA Business Plan Competition is the 4th phase of the CAPSELLA Acceleration Programme. The scope of the Contest is the evaluation of the submitted business plans for the selection of the participants in the Incubation (5th phase). It was open to the graduates of the CAPSELLA Bootcamp (3rd phase).

#### 3.1 Preparation

A wide range of preparation actions was taken, from the creation of templates and guides, to communication activities with regards to the Business Plan Competition.

##### 3.1.1 Business Plans and Business Plan Presentation

The business plans should be based on the provided template including the following sections: executive summary, the concept, the team, the product, the market, the competition, the business model, the schedule, funding and revenues and if needed an appendix.



1. CAPSELLA Business Plan Competition Business Plan Template

Furthermore, a second template was provided to the participants for the preparation of their presentation for the Business Plan Competition, including the following sections: the need, the solution, the innovation, market and competition, the team.



2. CAPSELLA Business Plan Competition Presentation Template

### 3.1.2 Briefing of involved parties

Detailed information on all the actions needed was sent to all prospect participants -and all participants in the next step - via email. Clarifications were handled and assistance in the preparation was provided via email, phone, Skype and face to face meetings.

A guide for jury was developed for the briefing of the judging committee members including all needed information.



3. CAPSELLA Business Plan Competition Guide for Jury

## 3.2 Venue

The Business Plan Competition took place in the  $\alpha$ 2-innohub, the innovation center where the headquarters of Corallia unit of the Research Center Athena are located. The room was organized to give the opportunity to the teams to work together, and all the needed equipment was provided for their presentations. GoToMeeting application was also set up for the remote participation of the jury.



4. CAPSELLA Business Plan Competition Venue

## 3.3 Schedule

The teams that had graduated from the CAPSELLA Bootcamp and were participating to the Contest submitted their business plans until Wednesday 14 March 2018 at 23:59 via email. The Business Plan Competition took then place on the 17<sup>th</sup> of March 2018.

### 3.3.1 Schedule for Participants

Time	Action
Preparatory Session @Corallia premises	
10:00-12:00 CET	Teams dry run and finalize their presentation
12:00-12:30 CET	Lunch break
12:30-15:00 CET	Teams dry run and finalize their presentation
Main Event @Corallia premises	

15:10-15:15 CET	Welcome speech
15:15- 15:30 CET	1 <sup>st</sup> Team presents
15:30-15:40 CET	Questions from the Jury to the 1 <sup>st</sup> team
15:40-16:55 CET	2 <sup>nd</sup> Team presents
15:55-16:05 CET	Questions from the Jury to the 2 <sup>nd</sup> team
16:05-16:20 CET	3 <sup>rd</sup> Team presents
16:20-16:30 CET	Questions from the Jury to the 3 <sup>rd</sup> team
16:30-16:55 CET	Deliberation of the jury
16:55-17:00 CET	Winner announced

### 3.3.2 Schedule for judges

Time	Duration	Action	Actions for Participants
15:00-15:10 CET	10'	judges getting briefed	participants arrive
15:10-15:15 CET	5'	welcome speech	
15:15-15:30 CET	15'	1 <sup>st</sup> team presents	
15:30-15:40 CET	10'	questions from the Jury to the 1 <sup>st</sup> team	
		all judges have filled in the evaluation of the 1 <sup>st</sup> team in their evaluation grid	
15:40-15:55 CET	15'	2 <sup>nd</sup> team presents	
15:55-16:05 CET	10'	questions from the Jury to the 2 <sup>nd</sup> team	
		all judges have filled in the evaluation of the 2 <sup>nd</sup> team in their evaluation grid	
16:05-16:20 CET	15'	3 <sup>rd</sup> team presents	
16:20-16:30 CET	10'	questions from the Jury to the 3 <sup>rd</sup> team	
		all judges have filled in the evaluation of the 3 <sup>rd</sup> team in their evaluation grid	

16:30-16:35 CET	5'	judges send their evaluation Grid to <a href="mailto:capsella@corallia.org">capsella@corallia.org</a>	pizzas arrive
16:35-16:45 CET	10'	Corallia team incorporates individual evaluations in evaluation tool	
16:45-16:55 CET	10'	final deliberation of the judges - selection of the winner	
16:55-17:00 CET	5'	winner announced	

5. CAPSELLA Business Plan Competition Schedule

### 3.4 Evaluation

#### 3.4.1 Evaluation Process

The evaluation process was based only on the Evaluation Criteria, their submitted Business Plans, the Final Presentations of the Teams and their answers to the Jury’s Questions. Each jury member used a standardized evaluation form and evaluated all the evaluation criteria after the initial submission of the business plans and revised his/her evaluation after the presentation and question session of each group.

Upon completion of the presentation the jury deliberated, ranked the teams based on their score in the CAPSELLA Business Plan Competition criteria and ANNOUNCED the winners.



6. CAPSELLA Business Plan Competition Evaluation grid

#### 3.4.2 Evaluation Criteria

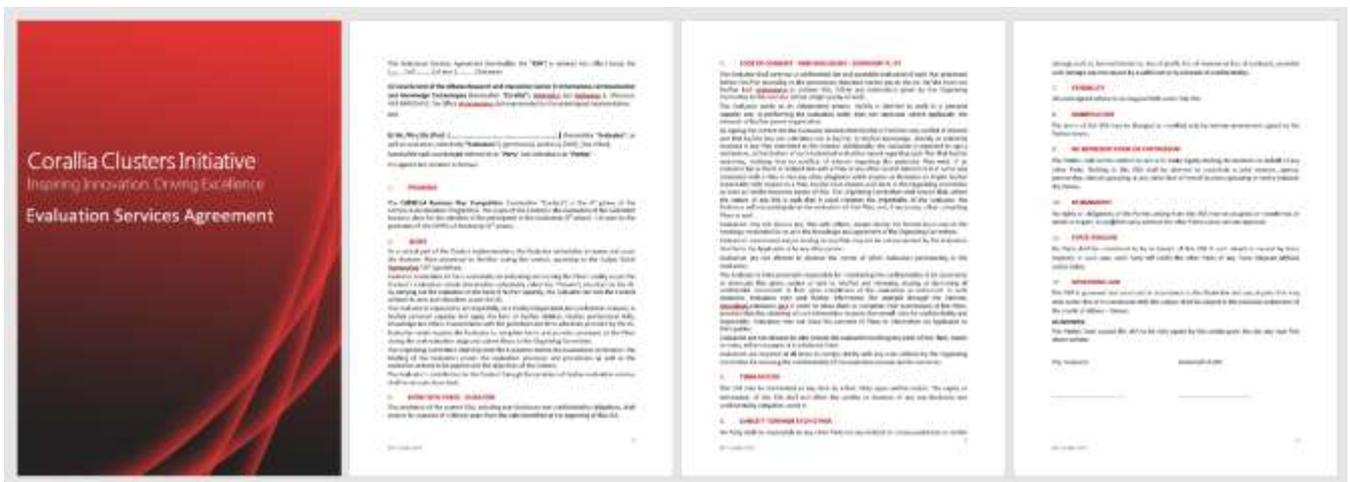
Evaluation criteria for the CAPSELLA Business Plan Competition winners’ selection are only the following:

- Relevance of the business plan with the agro- biodiversity sector.
- Relevance of the business plan with CAPSELLA, alignment to the CAPSELLA principles, relevance to the CAPSELLA communities, pilots, potential utilization of CAPSELLA Infrastructure
- Innovativeness of the plan business plan, with regards to product, service, business model, architectural innovation, technological innovation.
- Aptitude for commercial exploitation, giving the opportunity to enter a local or international market of a sufficient size.
- Team members have complementarity and the necessary skills, knowledge and abilities, as well as the required profile for the successful materialization of the plan.
- A reasonable and realistic preliminary action plan is in place, which must be materialized within nine and up to eighteen (9-18) months, in order to establish the feasibility and/or the value of the business plan (proof of concept/proof of value) and convert the idea into an application, product service, platform, method or process.

### 3.4.3 Judging Committee

The criteria for the selection of the judging committee were the strong scientific or business background, the relevance to the agrobiodiversity sector and the knowledge of and compliance with the CAPSELLA principles.

Furthermore, all the judges signed the evaluation services agreement, describing the specifics of their work and of the process.



7. CAPSELLA Business Plan Competition Evaluation Services Agreement

The judging committee was comprised of Stephen Benians (Zephyr Communications), Pavlos Georgiadis (We deliver Taste), Haris Pagageorgiou (Research Center Athena), Maritina Stavarakaki (Agroknow).

*Stephen Benians* is an expert in innovation management. He has managed innovation portfolios in global organisations, nurtured start-ups and launched innovation labs. With experience in communications and business mentoring he is delighted to provide advice to CapSELLa communities as they

develop ideas and take them to market. Stephen has a master in Innovation Management and a professional diploma in strategic marketing. He speaks fluent French, English and Italian.

*Pavlos Georgiadis* is an ethnobiologist, agri-food author and entrepreneur. Born and raised in Alexandroupolis, Greece, he has lived in eleven countries in Europe, Asia and America working on research projects for biodiversity conservation, sustainable development and rural extension. He is an active social entrepreneur in the agroecological sector, having created the single varietal extra virgin olive oil Calypso and the consultancy company We Deliver Taste. With a focus on participatory design of resilient agrifood systems and food policy, he is consulting major R&I projects in Greece and the EU. He is the Community Manager of GROW, a Citizen Observatory for family farmers, gardeners and growers. Pavlos is a University of Edinburgh graduate with a BSc/(Hons) in Plant Science and an MSc in Biodiversity & Taxonomy of Plants. He holds a second MSc on Environmental Protection & Agricultural Food Production from the University of Hohenheim-Stuttgart, and is currently a PhD candidate on Social Sciences in Agriculture.

*Dr. Haris Papageorgiou* is Research Director at the Institute for Language and Speech Processing (ILSP) of the ATHENA Research Centre. Haris is responsible for building advanced content analytics pipelines for scalable systems and big data infrastructures. He is the Coordinator of the Technical Committee and Technical Responsible of operating the clarin:el shared distributed infrastructure ([www.clarin.gr](http://www.clarin.gr)), which is the Greek part of the European CLARIN infrastructure ([www.clarin.eu](http://www.clarin.eu)), making language resources, technology and expertise available to the humanities and social sciences research communities at large. He co-founded Qualia, a business intelligence company established in 2006. He has held Chief Scientist positions in several European and national projects in the area of multilingual, multimodal and multimedia processing. He holds a PhD in Computer Science from National Tech University of Athens (NTUA) and a B.Sc. in Electrical Engineering from NTUA. His research interests focus on language and speech technology, knowledge discovery and representation, machine/deep learning, web mining and information retrieval. He teaches "Big Data Content Analytics" in the MSc Business Analytics ([analytics.aueb.gr](http://analytics.aueb.gr)) of the Athens University of Economics and Business.

*Dr. Maritina Stavrakaki* is an Agriculturist – Enologist. She holds a diploma (BSc) in Crop Science and Engineering, a MSc in Viticulture and Enology, and a PhD in Viticulture, all from the Agricultural University of Athens (AUA). Her 10-year research experience includes the identification and discrimination of Greek grapevine varieties and their clones using ampelographic and molecular methods, as well as the study of their quality characters. Her teaching experience includes teaching the courses of General and Advanced Viticulture at the Agricultural University of Athens and at the Department of Chemistry, National and Kapodistrian University of Athens. She has participated in various EU and national scientific projects and she is an author and co-author of more than 15 scientific papers and presentations in peer-reviewed journals, symposia and conferences.

The judging committee could physically attend the event at Corallia premises or participate online. Two of the team members physical participated (Charis and Pavlos Georgiadis) and two of them participated online (Stephen Benians and Maritina Stavrakaki)

### 3.5 Participants - Winners

Three teams finally participated in the business plan competition: Progragros, Agrologies and Going Organic.

The Progragros team was the big winner, while Agrologies and Going Organic took second and third place respectively.





8. CAPSELLA Business Plan Competition Photos

## **4. CAPSELLA Incubation Planning**

The last step of the CAPSELLA Accelerator Programme, a complete innovation journey that excited and rewarded those who will participate in it, was the CAPSELLA Incubation.

After completing the first phase of the Incubation, the Business Plan Competition, the winning team was selected.

### **4.1 Needs Specification**

In order to achieve the maximum possible results out of the implementation of the CAPSELLA Innovation Programme it was decided to customize the offering to the real needs of the winning teams. A process was implemented for the identification of this needs and all possible attempts were made in order to cover these needs.

#### **4.1.1 Questionnaire**

A Questionnaire was designed as a tool to facilitate this needs identification process. The possible offering was divided into different categories: business development services, housing services, mentoring services, training services and networking services.

#### **4.1.2 Meetings**

A series of online meetings was conducted in order to specify these needs and plan the best way for the acceleration of the Protragros team business idea during this last phase of the CAPSELLA Acceleration Programme.



The CAPSELLA Acceleration Programme services developed by the incubator team will be submitted to match with the benchmark, strategy, implementation plan and the real needs of your team. The aim of this questionnaire is to assist in tailoring the service needs of a client, so that they can be delivered across the range of the support plan.

**Business services**

Business development services in the framework of the CAPSELLA Acceleration Programme will be offered by the incubator, the technical partnership business and their network of external partners.

**1. In which of the following areas will you need support to further develop your company?**

- Business Strategy/Business Plan Development  
Please specify support services needed: \_\_\_\_\_
- Marketing  
Please specify support services needed: \_\_\_\_\_
- Communication  
Please specify support services needed: \_\_\_\_\_
- Accounting  
Please specify support services needed: \_\_\_\_\_
- Human Resources Management  
Please specify support services needed: \_\_\_\_\_
- Intellectual Property of the programme  
Please specify support services needed: \_\_\_\_\_
- Financing  
Please specify support services needed: \_\_\_\_\_
- Other  
Please specify support services needed: \_\_\_\_\_

Name: \_\_\_\_\_

**Business services**

Marketing services in the framework of the CAPSELLA Acceleration Programme will be offered by the incubator, the technical partnership business and their network of external partners. An essential element in the support plan is a clear offering of marketing services that is essential for the whole system of the programme. Marketing services can be offered by the incubator team and a client within the same sector.

**2. Will you need marketing services?**

- Yes, we will need a consultation
- We will need 1 consultation
- We will need 2 consultations
- We will need more than 2 consultations

Please indicate number of consultations: \_\_\_\_\_

Name: \_\_\_\_\_

**Marketing services**

Marketing services in the framework of the CAPSELLA Acceleration Programme will be offered by the incubator, the technical partnership business and their network of external partners. An essential element in the support plan is a clear offering of marketing services that is essential for the whole system of the programme. Marketing services can be offered by the incubator team and a client within the same sector.

**3. Will you need marketing services offered by an external contact?**

- Yes, we will need external marketing services
- No, we will not need external marketing services

**4. Will you need marketing services offered by the incubator?**

- Yes, we will need marketing services from CAPSELLA
- No, we will not need marketing services from CAPSELLA

Name: \_\_\_\_\_

**Business services**

Marketing services in the framework of the CAPSELLA Acceleration Programme will be offered by the incubator, the technical partnership business and their network of external partners. An essential element in the support plan is a clear offering of marketing services that is essential for the whole system of the programme. Marketing services can be offered by the incubator team and a client within the same sector.

**5. Will you need training services?**

- Yes, we will need for first needed training services
- We will need business coaching services
- We will need for first training services
- No, we will not need training services

Name: \_\_\_\_\_

**Marketing services**

Marketing services in the framework of the CAPSELLA Acceleration Programme will be offered by the incubator, the technical partnership business and their network of external partners. An essential element in the support plan is a clear offering of marketing services that is essential for the whole system of the programme. Marketing services can be offered by the incubator team and a client within the same sector.

**6. Will you need networking services with potential business partners?**

- Yes, we will need networking services with potential business partners
- We will need networking services with potential business partners
- We will need other networking services
- No, we will not need networking services

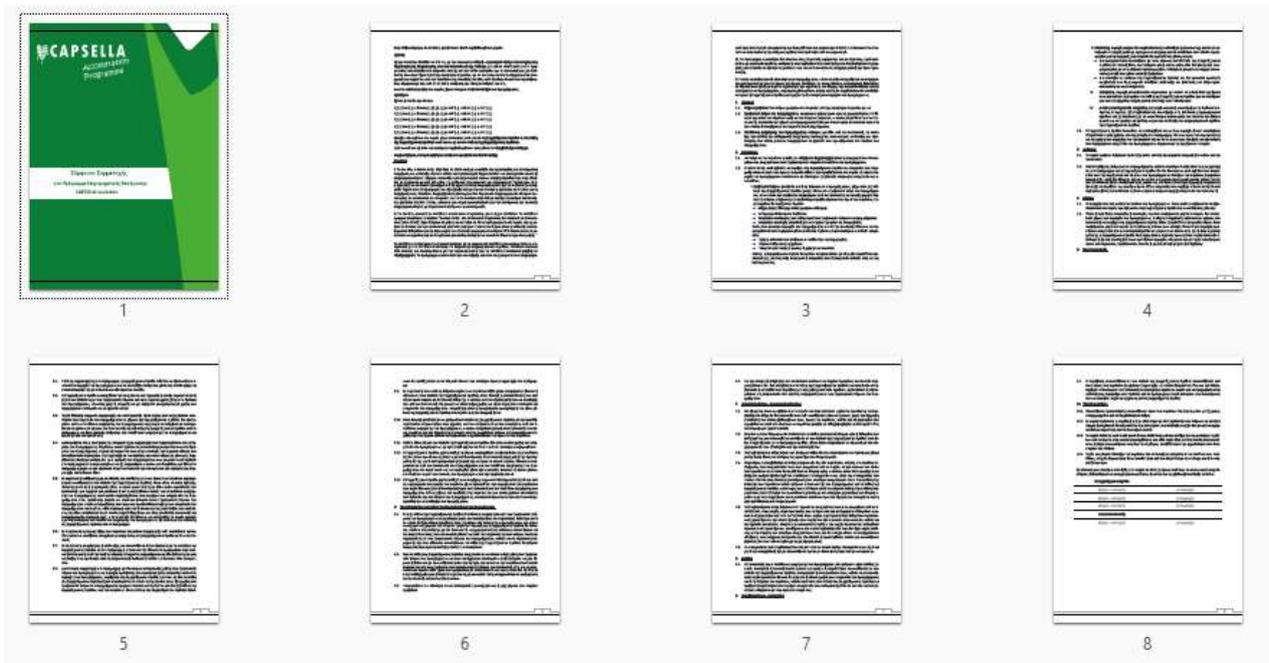
Name: \_\_\_\_\_

Name: \_\_\_\_\_

9. CAPSELLA Innovation Support Services Questionnaire

## 5. CAPSELLA Incubation Induction

After the completion of the CAPSELLA Business Plan Competition an online meeting was conducted with the team in order to agree on the next steps. The innovation services questionnaire was filled in, being reworked and finalized. A participation agreement, based on the offering that was specified, including all details on the offering was signed by the team members of the Progragros team.



10. CAPSELLA Incubation Participation Agreement

## **6. CAPSELLA Incubation Offering**

The CAPSELLA Incubation offering included housing, support services and mentoring.

### **6.1 Housing**

Working place in the co-working facilities of the α2-innohub, a prominent business incubator in Athens (Kifissias 44, 15125 Maroussi, Athens) was offered to the winning team.

### **6.2 Support services**

To improve the quality of the business plans to be submitted, all interested teams received extensive support in the formation of their business plans, support that was offered via online and face to face meetings.

The winning team of the CAPSELLA Business Plan Competition received further support in the acceleration of their idea, analyzed in support in the development of their business plan, support in developing their marketing strategy and support in resolving issues related to agrobiodiversity.

### **6.3 Training**

Training was also offered to the members of the winning team, ensuring a place for them in courses in the following topics, that were specified as needs from the team: Marketing Strategy, Business Strategy, Lean Startup Management, Managing Intellectual Property and Financial Management.

Furthermore, hands on training on the CAPSELLA platform and on IT related issues was offered to them.

### **6.4 Mentoring**

A member of the Corallia team was assigned as a mentor for the CAPSELLA Incubation winning team, following their progress during this phase and providing advice whenever needed. Communication with the mentor was conducted with physical and online meetings, via email, Skype and phone.

## 7. CAPSELLA Incubation Outcomes

The scope of the CAPSELLA Incubation phase is to prepare the CAPSELLA Business Plan Contest winning team for the real world in order to become a viable business in the future. This preparation was focused on three axes, business, technical and agroecology related.

Via the business support service, the further work on their business plan, the business trainings, the development of user requirements collection questionnaires and the first public presentations of the team, the team managed to improve the business side of their idea. This was depicted in the further improvement of their business plan. Furthermore, through the meetings with experts they managed to further improve the agroecology related issues of their business idea, while with the hands on technical support they managed to improve the technical part of the implementation of the idea.

## 8. Next Steps

At the end of the incubation phase the team has a strong, implementable business plan and is ready to make its first step into the real world.

In order to assist them in this step and ensure the sustainability of the endeavour two actions were taken: an industry mentor will be assigned to them and an innovation tour was designed for them.

The mentor, an accredited Startupper, will follow the team into their next steps during the three month post incubation phase. Meetings with this mentor, physical or online, should be conducted at least once a month with the mentor.

Furthermore, an innovation tour was designed and will be implemented within the post-incubation phase, customised to the networking needs of the team. This innovation tour includes meetings with agroecology related federations, potential investors, other related Startups and potential partners.

In this way, through the prolonged support, with the implementation of a post-incubation phase, the team will have a bigger chance to fulfil its mission and change the future of Sustainable Agriculture.