D4.1

Implementation & Deployment of the S3E framework

International Development Ireland Ltd (IDI)

D4.1

Implementation & Deployment of the S3E framework

Work package	WP4
Task	T4.1
Submission date	20-03-2023
Deliverable lead	International Development Ireland Ltd (IDI)
Version	v0.2
Authors	Odysseas Spyroglou (IDI)
Reviewers	Claudia Barbosa, Manuel Nina (HST)

Document revision history

Version	Date	Description of change	Contributor(s)
v0.1	09-03-2023	1st version	IDI
v0.2	20-03-2023	Final revision	HST

Disclaimer

The information, documentation and figures available in this deliverable are provided by the S3E project's consortium under EC grant agreement **101072135** and do not necessarily reflect the views of the European Commission. The European Commission is not liable for any use that may be made of the information contained herein.

Copyright notice

Project co-funded by the European Commission in the H2020 Programme

Nature of the deliverable   DEM

Dissemination level

PU	Public, fully open. e.g., website	✓
CL	Classified information as referred to in Commission Decision 2001/844/EC	
SEN	Confidential to S3E project and Commission Services	

Table of contents

1 Executive summary

The purpose of this deliverable is to present the S3E framework that includes all processes, tools and activities that were designed and are being implemented as part of our Engine programme. In essence, the document is a reference guide with explanations and references to all other documents that have been prepared as part of our project.

Its aim is to serve as a guide in the implementation of our Engine programme.

This Deliverable concludes the results of T4.1 (Connect) and continues with T4.3 (Boost). It will offer to test and pilot the use of the basic features for S3E users to deploy the offered services.

2 Introduction to the S3E Programme

2.1 S3E Project

South Europe Entrepreneurship Engine or **S3E** is an EU-funded project under the European Innovation Ecosystem initiative of Horizon Europe[1]. We aim to improve the market connectedness & efficiency of research teams, startups & SMEs working on Deep Tech.

The core of the S3E activities is the implementation of an Engine **Programme** that will offer innovation support services to the Research Teams, Technology Transfer Offices (TTOs) and start-ups in various stages of their growth journey.

The **mission** of the S3E programme is to accelerate Deep Tech projects coming from research teams, and deep tech solutions coming from start-ups and SMEs that can impact social development and economic growth for a more sustainable future.

The **goal** of S3E is to reduce the market risk for Southern Europe Deep Tech companies in their struggle to secure funding and reach the market. The programme will focus on:

- Upskilling researchers to an *entrepreneurship mindset*
- Supporting growth-stage startups in *business development*
- *Brokering* access to investment
- Facilitating *Open Innovation* with Industry
- Contributing to *Sustainable Development Goals (SDGs)*

The **S3E – Southern European Entrepreneurship Engine** project vision is to develop an **engine of growth** that will contribute to improving the connectedness and efficiency of the **entrepreneurship ecosystems in Southern European countries.**

According to the European Innovation Scoreboard, EU countries are classified into four performance groups based on their scores: Innovation Leaders, Strong Innovators, Moderate Innovators, and Emerging Innovators[2]. The *European Innovation Scoreboard* provides a comparative analysis of innovation performance in EU countries, other European countries, and regional neighbours. It assesses the relative strengths and weaknesses of national innovation systems and helps countries identify areas they need to address[3].

For the scope of S3E, Southern European countries include the following European countries: Bulgaria, Croatia, Greece, Italy, Malta, Portugal, Cyprus, Romania, Slovenia, and

---

[1] Grant agreement ID: 101072135 (see here the Cordis fact sheet)

[2] https://research-and-innovation.ec.europa.eu/statistics/performance-indicators/european-innovation-scoreboard_en

[3] Inforegio - European Innovation Scoreboard: Innovation performance keeps improving in EU Member States and regions (europa.eu)

Spain. And the following Associated countries: Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Kosovo, and Turkey.

This selection was made on the basis of the capacities of the partners to offer services in these areas.

2.2 Purpose of the document

This document is a description of the design and implementation of our **S3E Engine Framework.** It is a consolidated document that curates and explains our processes and refers to all our body of work for our acceleration programme.

2.3 S3E Partners

The S3E project is implemented by a consortium of 4 partners coming from strong and moderate innovation countries. The S3E consortium partners are:

HiSeedTech (HST) is a not-for-profit business association that aims to foster the creation of social and economic value from research and development activities. HiSeedTech initiatives are grounded upon a collaborative network (made up of member companies, researchers, investors, and start-ups) that works as a platform to link researchers and companies and have the goal of bridging the gap between science and the market. HiSeedTech executive team has more than 18 years' experience in supporting researchers moving their deep technologies to the market. Since their first training program (in 2004) they have provided technology commercialization skills, with the help of more than 120 mentors, to 632 researchers and supported the creation of 44 start-ups in a wide range of fields (including materials science, biotechnology, chemistry, nanotechnology, energy, etc.). The team has experience in managing large scale projects both at the national as at the international level and have extensive connections with the European and North American innovation ecosystems.

The European Public Law Organization (EPLO), an international organisation with observer status to UNGA and other international institutions, that has an acclaimed and accredited educational institution, the European Law and Governance School, ELGS. EPLO, for over 30 years, has created a vast worldwide network of professionals in the fields of public law, intellectual property and governance. It is headquartered in Athens, Greece, with offices and branches world-wide including Brussels, Geneva, New York, and the newly established branches in Rome, Italy, Tbilisi, Georgia, and Sao Paulo, Brasil. The Institute has close connections especially with the Cascais, Portugal and Tbilisi, Georgia, offices. In the former, it has established the Blue Accelerators Platform to promote the blue economy and sustainable finance targeting SMEs. EPLO can facilitate the use of the ELGS campus and other EPLO facilities in Athens, in Europe and around the world for meetings, workshops and conferences. The project is building on the EPLO's expertise and network on sustainability and sustainable development, ESG and sustainable finance, the blue economy, and all SDGs in line with the EU Green Deal, the RRF and NextGenerationEU, as well

	as an extensive network of European Universities, in order to promote the Open Calls and reach potential deep tech teams.
IDI INTERNATIONAL DEVELOPMENT IRELAND	International Development Ireland Ltd. (IDI) is an Irish-based consulting company focused on providing world-class and wide–range services to transition economies in its core areas of expertise: Innovation Management, Technology Transfer, Research and Development, SME Competitiveness, Export Promotion and Foreign Direct Investment Attraction. IDI has successfully completed over 260 projects in 80 countries internationally to date. IDI has long experience in implementing SME support projects and will participate in this consortium with the added experience of the successful implementation of BLOCK.IS project (INNOSUP-01-2018). A competitive advantage of IDI is that we are implementing "The İzmir Network and Innovation Centre (İzmir NIC) Project". The project, implemented with partners as İzmir Institute of Technology (İYTE) and the Software Industrialists Association (YASAD), is planned to be completed in 3 years. Since its start, the IDI team has set up synergies with the stakeholders (Investors, Entrepreneurs, Techno parks, SMEs, Startups, TTOs, TDZs, R&D Centers) in İzmir and got familiarised with the innovation ecosystem. The İzmir NIC project's purpose is to enhance the commercialization and internationalisation of innovative products, by fostering networks and strategic partnership among relevant stakeholders that aligns with the purpose of the S3E project. We plan to establish strong ties between two projects which will provide considerable advantage to the S3E consortium.
AUSTRALO LOGO	Building upon 10+ years of experience, Australo Interinnov Marketing Lab SI (AUS) is a marketing company providing services to thrive in the Lab-to-Market leap. AUSTRALO' mission is to accelerate the potential of landmarks in Science & Technology to transform real-life challenges, creating, communicating, and delivering value to key stakeholders. AUS works with communities, thought leaders, researchers, and entrepreneurs, advocating for a trustworthy, fair and sustainable data-driven economy. AUS will be utilising S3E in order to expand its network of actors and organisations plus becoming a gateway for SME participating in the following initiative, to which AUS is a key and active members such as the Next Generation Internet (NGI), 5G Infrastructure PPP (5G PPP), Future Internet PPP (FIWARE), and the Future Internet Research & Experimentation (FIRE). This is complemented with their membership in strategic networks, including 5G Infrastructure Association, NetWorld2020, Association European NanoElectronics ActivitieS (AENEAS), Photonics21, Big Data Value Association (BDVA), World Smart Sustainable Cities Organization (WeGO) and OpenCommons, Global Alliance for Genomics and Health (GA4GH) and EU Platform on Renewable Heating and Cooling (RHC).

2.4 The S3E Engine Programme Structure

S3E will focus on accelerating **deep tech projects, start-ups, and SMEs** that, by providing solutions towards a more sustainable society and economy, can impact social development and economic growth in these countries and contribute to the timely achievement of the United Nations *Sustainable Development Goals*, in line with the *EU Green Deal*, the *Recovery and Resilience Facility* and the *Next Generation EU* fund.

S3E will provide skills to researchers and technology transfer actors in science-based entrepreneurship and technology commercialization, supporting growth stage start-ups in business development and in procuring investment, and providing technology brokerage for corporates and scale-up stage start-ups and SMEs.

The program is built around **three tracks** of bespoke services tailored to start-ups' varying levels of maturity (i.e., early, growth, and scaling stages):

- **S3E Start:** Aimed at research teams and technology transfer offices, S3E offers a hands-on training program to hone their commercial skills and secure early funding for development.
- **S3E Charge:** Aimed at growth start-ups, S3E provides mentoring and networking to develop an investment-ready business plan and facilitate access to non-dilutable and dilutable funding
- **S3E Reverse:** Aimed at scaling start-ups and SMEs, S3E will set up an Open Innovation ecosystem to broker, connect and match corporates to scaling start-ups through a challenge-solution duality.

The acceleration programme will be implemented through 2 Open Calls which will open simultaneously for all 3 tracks to allow better promotion of the programme and a greater level of flexibility to assign applying startups to the correct path. Although there are overlapping activities and common goals the 3 tracks have some significant differences which are illustrated in the following table.

	S3E START	S3E CHARGE	S3E REVERSE

What?	**Training and hands-on experience** for research teams and TTOs	**Mentoring Program** on Deep Tech	**A Open Innovation Brokerage Programme** on Deep Tech
Who is it for?	**Research teams** with deep tech projects **Technology transfer officers**	**Startups in growth phase**	**Scale-up Startups**
How it Works?	• **18-week** programme • **14 hours of online training** in early stages of business development. • **10.5 hours of mentoring** w/ industry experts to support project development. • **7 hours of webinars** (War stories, IP, Cold calling, Business case development, Path to Net zero, how to make a pitch, Funding opportunities) • **Networking** with industry leaders and showcase opportunities at the S3E Open day.	• **14-week** programme • **10.5 hours mentoring** with industry experts • **Non-dilutable funding** opportunities (both national and / or European) and support for application • **Networking with industry leaders**, other innovators and showcase their start-up at the S3E Open day. • **Webinars and masterclasses** (IP, sustainability, ESG, sustainable finance, etc.)	• **Innovation Readiness Assessment** • **Training in public procurement**, including PCP/PPIs • **Webinars**, access to the webinars of Tracks 1 & 2 • **Networking** with industry leaders and showcase opportunities at the S3E Open day and in collaboration with other programmes and initiatives. • **Gaining market traction** by connecting to larger companies and potential customers or test-beds.

3 S3E Engine Programme Setup

3.1 Timeline of the Engine Programme

As already mentioned, the S3E programme is implemented through Open Calls. The first Open Call was launched in November 2022 and the 2nd will be launched in the second quarter of 2023. The timeline of the project is common for all tracks, and it commenced with the launch of the calls for all 3 tracks.

In REVERSE our goal was to first collect the challenges, so we launched the call for Challenge Organisations (both from the public and private sectors) to submit their problems and challenges.

The timeline below provides an overview of the milestones for the 1st Open Call.
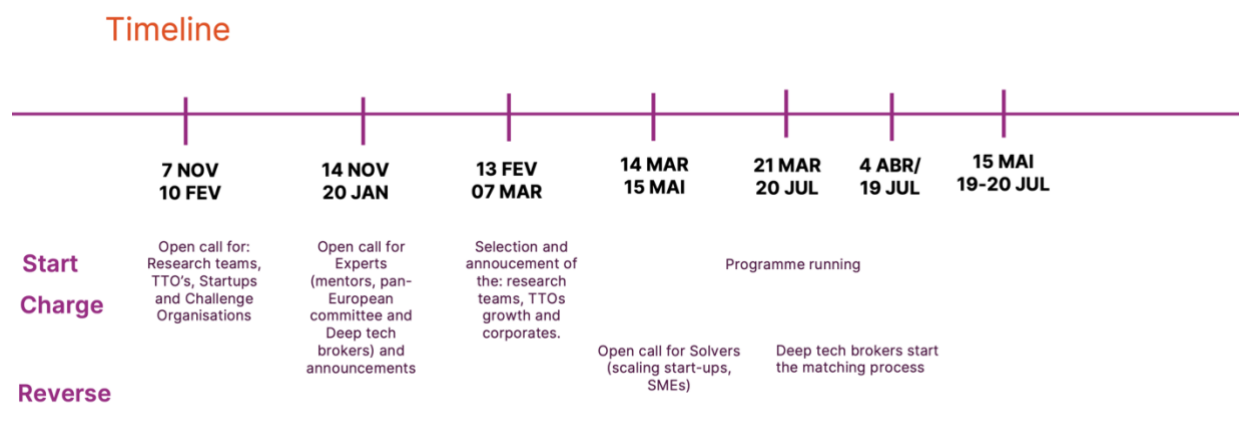
3.2 Promotion and Awareness Roadshows

Once the Open Calls opened, the consortium started implementing an awareness campaign through Roadshows and Webinars. The consortium launched the Open Call in Greece with visits to major Research Institutions and an open event. Following the announcements partners individually implemented a number of webinars to familiarise potential applicants with the programme and the calls.

In addition to the online events, the consortium visited Milan to present the programme to B4i – Bocconi for innovation, PoliHub and the Politecnico di Milano. Following the Milano Roadshow, the coordinator of the project, HST, also ran a roadshow for Portuguese R&D organisations and partners in charge of the tracks (EPLO/ISD for Charge and IDI for Reverse) organised webinars for participants from Greece and Turkey respectively.

A full set of presentations and promo material was utilised during these Roadshows. All this material has been uploaded to Zenodo:

Document	Description	DOI (Zenodo)

S3E Press Kit	The S3E press kit is an information pack that we have prepared for organisations and media that want to support the promotion of the S3E Open Call #1 and communicate the opportunity to potential beneficiaries about enrolling in tailored programs and services aiming at boosting the South European Deep Tech ecosystem. This document is suitable for all types of organisations.	10.5281/zenodo.7331436
Twitter Promo	S3E Open Call graphic material for promotion (Twitter)	10.5281/zenodo.7331353
Linkedin Promo	S3E Open Call graphic material for promotion (Linkedin)	10.5281/zenodo.7331342
S3E One Pager	The S3E one pager is a written pitch of our project.	10.5281/zenodo.7331182
S3E Trifold Brochure	S3E Trifold Brochure to be used in Road Shows.	10.5281/zenodo.7233912
S3E Rollup	S3E Poster Rollup	10.5281/zenodo.7233890

3.3 Establishing a pool of Experts

3.3.1 The need for a pool of experts

The creation of a pool of experts is necessary for every acceleration program for several reasons. Evaluators can assess the potential of startups and select the most promising ones to participate in the program. This will ensure the impartiality of the evaluation process and the selection of the best candidates boosting the chances of success for the program and the startups.

Mentors and coaches can provide guidance and support to the startups throughout the program. They can share their knowledge and experience, provide feedback on the startups' progress, and help them navigate the challenges of starting and growing a business. This can considerably improve the chances of success for the startups and the program as a whole.

Finally, experts such as industry specialists, and successful entrepreneurs can provide valuable insights and connections to the startups. This can help the startups to refine their business models, develop their products and services, and access funding and other resources.

S3E relies heavily on the support of external experts that, based on their experience, will complement the diverse activities envisioned by the project: evaluation of proposals, mentorship, business advice, matching and brokering. This is why the consortium decided to open a call for expression of interest for experts to support the S3E program on its first open call for the three tracks (Start, Charge, Reverse).

Experts are expected to perform a variety of roles and tasks:

- **Evaluators** are responsible for evaluating proposals submitted by research teams, technology transfer officers, and growth start-ups in response to the call for proposals under the S3E Start and S3E Charge Programs.
- **Mentors** for deep tech projects that will guide research teams on developing a business case for a product, service, or process grounded on a technology proposed to the S3E Start Program.
- **Mentors** for deep tech growth startups that will help develop an investment-ready business plan in the frame of the S3E Charge Program.
- **Deep tech brokers** will match identified corporate challenges with the portfolio of solutions offered by scaling startups in the frame of the S3E Reverse Program.
- Experts will have to perform this work and provide services as independent individuals and NOT represent a company or organisation.

Applying to our expert's programme through the F6S platform is a mandatory prerequisite to work as an expert for S3E. The application does not automatically mean that the experts will be joining the program. This will depend on the project needs and the fulfilment of certain formal requirements. **When experts are assigned to any of the described roles, they need to sign a memorandum of understanding (MoU) that contains a non-disclosure agreement.**

3.3.2 S3E Expert Types

S3E involves different types of independent experts to assist in the implementation, evaluation, and monitoring of the program. These include:

S3E Evaluators

The S3E Evaluators will select the research teams, technology transfer officers, and growth startups that will participate in the S3E Start and S3E Charge, respectively. On the S3E Start the evaluators will receive the applications forms from research teams and rank them according to the following criteria:

- perceived "*breadth*" of the technology, i.e., the platform potential of the technology, and
- perceived "*depth*" of the technology, i.e., the unique features of the technology.
- *motivation* to participate in the training program and the entrepreneurial spirit of the team, perceived from the interview, will also contribute to the applications ranking.
- also, will receive the applications forms from technology transfer officers and rank them according to the following criteria:

  - motivation to participate in the training program, namely how could S3E Start help their TTO to succeed in getting their discoveries into the market.
  - *geographic dispersion* – meaning that S3E Start will try to cover all the southern European Countries so it's not expected to have more than two participants from the same country.

On the S3E Charge, the evaluators receive the application forms and rank them according to a set of detailed criteria related: to the sustainability of the economic opportunity resulting from the match between the technology and the market and the perception of the motivation of the team to participate in the program. The pitch and the written business case along with the alignment to the UN SDGs will also carry significant value during the evaluation process.

Given the different approaches for all 3 Tracks, different Guidelines are prepared for each track along with the necessary evaluation gridlines.

Guidelines to evaluate the proposals and evaluation grids are provided to all the S3E evaluators to complete the evaluation process. These guidelines are not publicly available and are communicated only to the approved evaluators.

Start Mentors for deep tech projects (Research Teams)

The S3E Mentors for deep tech projects will guide research teams on developing a business case for a product, service or process and a pitch-deck of the project, both grounded on the technology proposed to S3E Start. It is important to note that the approach used in the program will be highly iterative in the sense that as the teams amass information from the market, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the teams to iterate back and select the best opportunities.

S3E Mentors for deep tech growth startups

The S3E Mentors for deep tech growth startups will guide the startups on developing an investment ready business plan, to be delivered as the outcome of the program. The business plan will build upon the business case provided by the participating teams on the application form and shall include detailed sections on: (i) opportunity description, (ii) product concept, (iii) technology, IP and pipeline, (iv) market analysis, (v) strategic framework, (vi) sales plan and marketing, (vii) development roadmap, (viii) financials and (ix) team. Exchanging experiences and network of contacts are expected.

The mentors for deep tech projects and deep tech growth startups receive a mentoring handbook outlining the main pillars of the mentoring process, to ensure that each participating research team and start-up receive high-quality mentoring and in accordance with the vision of S3E project.

S3E Deep tech brokers

The role of S3E deep tech brokers is to analyse the challenges posed by corporates that require a relevant field of expertise, interview the liaison element of the corporate for a better understanding of the challenge and fine-tune its specification, analyse and interview scale start-ups that match their field(s) of expertise, and to choose the adequate solution provider and broker the contacts between the corporate and the start-up(s) that may have a solution to solve the challenge.

3.3.3 Experts Assignment

S3E experts will be assigned to the relevant targets based on several key factors:

- The right fit between project/startup and evaluators/mentors/brokers' expertise.
- The geographic proximity – mentors/brokers are assigned to projects/startups within their Regional/National Hub.
- Other factors include language skills, track record, sectoral expertise, and so on.

Selected experts will sign a Non-Disclosure Agreement and Memorandum of Understanding with the details regarding their role.

3.3.4 Working as an S3E expert

Place of Work

All tasks may be carried out online or in the startup premises (if proximity allows) – note that in-person mentoring/matching is not a requirement and travel expenses are not covered by the S3E project.

Conflict of interest

Experts shall **NOT** be appointed for proposals, projects, startups, or corporations if they have a vested interest that could influence their evaluation or mentoring process.

Confidentiality

Experts are going to be handling classified information, so they shall need to sign a Non-Disclosure Agreement.

Remuneration

This is a volunteer program carried out on a pro-bono basis. By participating, experts indicate their understanding that they are not paid for their time, and that they do not expect anything in return (no equity, no cash, no future contract, etc.), other than the satisfaction of helping research teams or start-ups with whom they are assigned to evaluate/mentoring/match.

3.3.5 Benefits for all experts

As well as benefiting from the opportunity to draw on your own experience and knowledge to help another colleague grow and develop, as an expert, you also benefit from the chance to:

- Play an active role in the southern European deep tech ecosystem.
- Access to the S3E Network and expand your professional network.
- Training on "Sustainable Development and Investments" with a certificate from the Institute for Sustainable Development at EPLO.
- Connect with relevant EU institutions and stakeholders.
- Have the opportunity to "give something back":
  - Give insights into processes and practices that you are familiar with.
  - Share good practices from your own experience.
  - Offer perspectives and insights into new or different ways of doing things.
  - Enable new colleagues to hit the ground running and be as effective as possible in their roles.
- Learn by gaining exposure to new ideas, approaches, and perspectives.
- Gain recognition for your skills and experience and your contribution as an expert, raising your professional profile.
- Develop valuable interpersonal and communication skills such as listening and questioning.
- **Be at the forefront of the revolution of deep tech.**

3.3.6 Amount of work and schedule

The amount of work and schedule depends on the role to be performed:

S3E Evaluators (S3E Start, S3E Charge)

On the evaluation of deep tech projects and growth startups proposals applying, the evaluation process is composed of two stages:

- First, the application will be evaluated by S3E project partners to validate whether it conforms to the eligibility criteria of S3E Start and S3E Charge.
- Second, the application will be assessed by the evaluators, who, if required, will determine teams for an interview.

We will provide a guideline to evaluate the proposals and an evaluation grid. Each evaluator will be signed with a maximum of five applications that will correspond to an amount of work of eight hours, approximately.

S3E Mentors for deep tech projects (S3E Start)

On mentoring deep tech projects, mentors are expected to meet with the research teams 8 times in a 1.5-hour meeting in a period of 3 months. The S3E team will try to assign each mentor to a team from the same country to avoid major time differences. Besides that, it is expected that mentors are available for a briefing and debriefing meeting with the S3E team and to assist with the open day of the program. All meetings will be held online. The meetings will be scheduled by the teams and mentors within the 5 months of the mentoring programme.

M1	M2	M3	M4	M5
#1 (Week 1)	#2 (Week 1)	#4 (Week 1)	#6 (Week 1)	#8 (Week 3)
	#3 (Week 3)	#5 (Week 3)	#7 (Week 3)	

Table 1. Schedule of S3E Start mentors

Mentors for deep tech growth startups (S3E Charge)

Mentors for deep tech growth projects (S3E Charge) are expected to have seven 1,5 hour long meetings during a 14-week period with the start-up they have been designated to assist in developing an investment-ready business plan. Each mentor is assigned one start-up team for the S3E Charge program. It is expected that mentors are available for a briefing and debriefing meeting with the S3E team and to assist the open day of the program. The meetings will be held online on the scheduled dates (there is flexibility on the date as long as it takes place within that specific week).

Deep tech brokers (S3E Reverse)

Technology Brokers are professionals that can bridge the gap between research and industry. They are intermediaries and mediators between science and industry. They have a deep understanding of the R&I process and can understand the challenges that corporates and public organisations encounter today. They have product and/or project management experience and the technical background to break down problems and ask the right questions. They are experienced experts and specialists in their scientific fields but at the same time, they have a broad understanding of innovation processes.

Their job will be to help the Challenge Organisations better define their challenge and develop a set of solid technical specifications that will help the scale-ups design the best solutions for them. Through our technology brokerage process, the organisations will be able to better define their problems and needs and find potential solutions through their collaboration with a smaller innovative company.

Deep Tech Brokers selected for our program are expected to dedicate around 10 hours in private consultations and meetings with the Challenge Organisations and/or the scale-ups to

support them, define their needs, and agree on a common action plan that will be described in a *Deep Tech Broker's Guide document*.

This document will provide the basic requirements that will be needed by the scaleups to adapt or customise their solutions and products and will outline their future collaboration options: direct sale, common R&I project, pre-commercial procurements (PCPs) and public procurements of innovative solutions (PPIs) opportunities, further work etc.

3.3.7 Procedure

To work as experts assisting the S3E project, **professionals need to** declare **their** interest by applying to the "S3E Call for Experts". Applications must be submitted via our F6S Page at https://www.f6s.com/s3e-call-for-experts/apply.

Selection of experts will be made from F6S applications by the S3E team, based on selection criteria such as professional expertise and experience, language skills, geographical and business-sector balance, gender balance, regular rotation, and absence of conflict of interest. The procedure will be objective and follow the principles of non-discrimination and equal treatment.

3.4 UN Sustainable Development Goals

A critical aspect of our program is the alignment of all proposals and projects with the UN SDG. Every team, project, startup and challenge will need to be aligned with at least one of the 17 **Sustainable Development Goals**:

1. **No Poverty (SDG 1):** End poverty in all its forms everywhere.

2. **Zero Hunger (SDG 2):** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

3. **Good Health and Well-Being (SDG 3):** Ensure healthy lives and promote well-being for all at all ages.

4. **Quality Education (SDG 4):** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

5. **Gender Equality (SDG 5):** Achieve gender equality and empower all women and girls.

6. **Clean Water and Sanitation (SDG 6):** Ensure availability and sustainable management of water and sanitation for all.

7. **Affordable and Clean Energy (SDG 7):** Ensure access to affordable, reliable, sustainable, and modern energy for all.

8. **Decent Work and Economic Growth (SDG 8):** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

9. **Industry Innovation and Infrastructure (SDG 9):** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

10. **Reduced Inequalities (SDG 10):** Reduce inequality within and among countries.

11. **Sustainable Cities and Communities (SDG 11):** Make cities and human settlements inclusive, safe, resilient, and sustainable

12. **Responsible consumption and production (SDG 12):** Ensure sustainable consumption and production patterns

13. **Climate Action (SDG 13):** Take urgent action to combat climate change and its impacts.

14. **Life below water (SDG 14):** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

15. **Life on land (SDG 15):** Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

16. **Peace, justice and strong Institutions (SDG 16):** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17. **Partnership for the goals (SDG 17):** Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.

3.5 S3E Start Track

3.5.1 Who is this program for?

S3E Start is designed for **research teams with deep tech projects,** grounded in scientific discovery or meaningful engineering innovation, that want to explore the path from the lab to the market.

S3E Start is also for **technology transfer officers** that want to learn a thoroughly tested methodology to foster science-based entrepreneurship and technology commercialization.

3.5.2 What will you get from the program?

S3E Start is driven by an internationally proven process for technology commercialization that was specifically developed for deep-tech projects. The hands-on approach of the process guides the **research teams** in the development of a business case for a product, service or process grounded on the scientific discovery or engineering innovation with which the team applied to the Program. So, you will acquire skills in technology commercialisation and science-based entrepreneurship using your own project and the set of deliverables that, in each class, will be provided to the teams to guide you through the process. When you finish the Program, you will have developed a business case for a product, service or process developed from your research outcomes and you will have acquired skills to:

● link Science & Technology to product and market needs,
● better communicate science to a non-scientific audience,
● evaluate the different paths to move the technology to the market.

The outcome of S3E Start will also better position you to apply for public or private funding because it will help you link your science to market needs and validate the assumptions that support the arguments to justify why you will be creating social and/or economic value.

Technology transfer officers will participate by joining a team and will learn the Program methodology through the same hands-on approach.

3.5.3 How is the program structured?

The starting point of the Program is a technology proposed (in the application form) by each participating research team. Over a **period of 18n weeks** research teams will receive **online training** that will help them understand the process required to develop a business case for a product (or service) grounded on the proposed technology (hour and a half every week), **webinars** on topics relevant to the development of the business case (one hour every two weeks) and **mentoring** (hour and a half every two weeks).

So, S3E Start offers an 18-week hands-on experience that involves:

● **In-class tutorials**, mainly on the topics related to the process used to guide the participating teams in the development of a business case for a product, service, or process grounded on the proposed technology. Note: classes are held every week for one hour and a half.

● **Webinars,** on diverse topics pertinent to the development of the relevant skills (e.g. intellectual property, financials, business development, venture funding.). Note: a total of seven webinars (one hour long) will be held.

● **Mentoring** (industry experts) that will guide the teams on the validation of the project and in the development of the business case. The mentors supporting the S3E Start edition are individuals who are somehow connected to the area of deep tech and entrepreneurship, and who are prepared to assist teams solve problems that arise throughout the program. You can see an updated list of mentors on the S3E website (https://south3e.eu). Note: Meetings with mentors last an hour and a half and are held every two weeks.

● **Networking** with industry leaders and showcasing opportunities at the S3E Open day.

It is also important to mention that:

● The teams will undergo a training program that will have as the visible outcome a business case for a product/service or process concept sustained by the technology proposed.

● The teams will pitch their project, at the S3E Open day, to pre-seed stage investors and corporate ventures.

The diagram below illustrates a more detailed look into the three phases of the S3E Start process:

IDEATION	DEVELOPMENT	COMMERCIALIZATION
Multiple Product Concepts	One Product	Business model

21/03/2023 – 20/07/2023

Figure 2. S3E Start program approach

The approach used in the **S3E Start program will be highly iterative**; in the sense that as the teams amass information from the market, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the teams to iterate back and select the best opportunities. At the end of the program, there will be an **Open Day.**

In the table below, further details are provided about each step of the S3E Start program:

IDEATION PHASE	In this phase a set of clearly defined product concepts will be developed and prioritised considering the linkages between the unique capabilities of the technologies and customer/market needs (**Technology-Product-Market linkages**). Each team is required to generate multiple product concepts that can be enabled by each technology. Then research teams will have to identify diverse market opportunities for each product concept to further specify product attributes.
DEVELOPMENT PHASE	During this phase, teams will refine, improve, validate and select among the product concepts devised in the 'ideation' phase using a guided approach that will force them to **contact the 'market' to challenge and sustain each of the T-P-M linkages** proposed in the ideation phase. In the early stages of this phase, teams will be looking for 'fatal flaws' (product or market) that will justify 'dumping' one (or more) T-P-M linkage(s). With the information gathered from the market teams will develop **"value propositions"** for their products using a standard format that will force them to (i) clearly define the product, (ii) tie customer needs to the benefits of using the product in economic terms and (iii) differentiate the product from competitors based on unique product features. Additionally, they will **build a business model** that, for the product moving forward, describes the rationale of how the company will create, deliver, and capture value. Throughout this phase participants will have to use **a set of management tools** (e.g., 5 Forces Analysis, SWOT Analysis, Industry Mapping, "Voice of the Customer", etc.) to **gain a much better understanding of the way the market works** and will be supported by the tools embedded in the approach, thus fine-tuning their product concept choices.
COMMERCIALIZATION PHASE	In this phase, teams put the pieces of the puzzle together by building **a strategy to bring the product to market.** This phase begins with the definitions of the **pricing point and the sales plan** answering strategic questions such as market traction and market entry point(s). Additionally, drawing on the business model

previously designed teams will define their **development roadmap** that will allow them to build the **financial projections and risk analysis**. At this stage teams will have all the elements needed to produce a business case and a final pitch that will be the final deliverables for the Program.

3.5.4 Eligibility criteria

S3E Start call is open to research teams from Southern European countries[4] with deep tech projects, grounded in scientific discovery or meaningful engineering innovation, that want to explore the path from the lab to the market. Projects in the following scientific fields will be considered: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. The projects must envisage an economic and social impact, targeting any of the UN Sustainable Development Goals.

S3E Start call is also open to technology transfer officers from Southern European countries that want to learn a thoroughly tested methodology to foster science-based entrepreneurship and technology commercialization.

Research teams

Research teams are considered eligible for S3E Start Open Call #1 if complying with **ALL** the following rules:

- Must be organised as a research team (2 to 5 team members), whereby one team member is designated as the Principal Applicant and the others as Co-Applicants. (Note: applications from individual researchers are not eligible).
- Have a deep tech project from the following science fields: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. Please check the full categories here.
- The proposed project must envisage providing an impact in one (or more) SDGs: No Poverty (SDG 1); Zero Hunger (SDG 2); Good Health and Well-Being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5); Clean Water and Sanitation (SDG 6); Affordable and Clean Energy (SDG 7); Decent Work and Economic Growth (SDG 8); Industry Innovation and Infrastructure (SDG 9): Reduced Inequalities (SDG 10); Sustainable Cities and Communities (SDG 11); Responsible consumption and production (SDG 12); Climate Action (SDG 13); Life below water (SDG 14); Life on land (SDG 15); Peace, justice and strong Institutions (SDG 16) and Partnership for the goals (SDG 17).
- Belonging to R&D organisations from one (or more) of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Turkey, Kosovo, and Albania.

---

[4] For the scope of S3E, Southern European countries include the following European countries: Bulgaria, Croatia, Greece, Italy, Malta, Portugal, Cyprus, Romania, Slovenia, and Spain. And the following Associated countries: Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Kosovo, and Turkey.

Technology transfer officers

Technology transfer officers are considered eligible for S3E Start Open Call #1 if complying with **ALL** the following rules:

- Must be an individual application supported by an R&D organisation.
- Belong to a technology transfer office of R&D organisations from one of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Turkey, Kosovo, and Albania.

3.5.5 Open call submission

On open call #1, S3E Start will **select 25 research teams** and **20 technology transfer officers.** All research teams and technology transfer officers should fulfil the eligibility criteria as expressed in section 5 and submit the application form on F6S.

3.5.6 Criteria rank

The criteria to rank the applications from **research teams** will include the:

- perceived "breadth" of the technology, i.e., the platform potential of the technology, and
- perceived "depth" of the technology, i.e., the unique features of the technology.
- motivation to participate in the training program and the entrepreneurial spirit of the team, perceived from the interview, will also contribute to the ranking of applications.

The criteria to rank the applications from **technology transfer officers** will include the:

- motivation to participate in the training program, namely how could S3E Start help their TTO to succeed in getting their discoveries into the market.
- geographic dispersion – meaning that S3E Start will try to cover all the southern European Countries so it's not expected to have more than two participants from the same country.

Selected **research teams** and **technology transfer officers** will be announced on the 7th of March and the kick-off of the program will start on the 21st of March 2023 and end on the 20th of July 2023.

3.5.7 Open Call Documentation

The Open Call #1 documentation consists of the following documents and is uploaded in Zenodo:

- **S3E Start Open Call #1 Text**, which provides a full set of information regarding the Open Call for Proposals for the S3E Start.
- **S3E Start Guidelines for Applicants**, a more detailed document to guide applicants in the process.

Submissions will be done ONLY via the F6S platform. A full list of proposers will be drafted containing their basic information for statistical purposes and clarity (which will be also shared with the European Commission for transparency).

The application form for **research teams** is available at:
https://www.f6s.com/south3e-start-for-researchers/apply

The application form for **technology transfer officers** is available at:
https://www.f6s.com/south3e-start-for-tech-transfer-offices/apply

3.6 S3E Charge Track

3.6.1 Who is this program for?

S3E Charge is for **growth start-ups** with deep tech products, services, or process concepts, grounded in scientific discovery or meaningful engineering innovation and at a growth development stage, that are already in the market.

For this program, a **growth start-up** is a business that aims to grow and scale quickly to serve a global market and needs support to develop an investment-ready business plan to access non-dilutable and/or dilutable funding, that is, it does not have funding or have just pre-seed and its TRL is up to 6-7.

3.6.2 What will you get from the program?

On S3E Charge startups get mentoring and networking to develop an investment-ready business plan and will have support to access non-dilutable and dilutable funding.

The mentoring process will guide the growth start-up teams in the development of a business plan for a product, service or process that makes them investment ready and takes their validated business case to an investor attractive level. So, you will acquire skills in technology commercialisation, science-based entrepreneurship, business development and intellectual property protection using your own business offerings through tailor-made mentorship.

When start-ups finish the program, they will have developed a business plan for a product, service or process and will have acquired skills and be investment ready to:

- link your product/service/process product with market needs,
- better communicate your offerings to potential clients and investors,
- become market ready to pitch, persuade and readapt your business offerings to different audiences, depending on market needs
- connect to 'Innovation Leaders' and 'Strong Innovators' Ecosystems
- better understanding to protect IP
- prepare an investment ready business plan
- get access to funds and funding

The outcome of the S3E Charge **will better position you to apply for public or private funding and programs** because it will help you link your business offerings to market needs and become market ready to pitch and attract investments whilst having validated and honed your business plan and your value proposition.

3.6.3 How is the program structured?

The **starting point must be a written business case** characterising the product concept and the opportunity (market need), the technology and the development plan, the intellectual and strategy, the market and the first customer, the competitive advantage, and the funding needs. The selected start-ups will participate in a program that provides **mentoring and networking**.

Regular mentor meetings will be held throughout the program to exchange experiences and the network of contacts to provide to the participating start-ups. Each start-up will be assigned one mentor.

S3E Charge offers you a 14-week tailor-made program that involves:

● **Mentoring** (by pan-European industry experts) that will guide each growth start-up through the validation of the project, the development of the investment-ready business plan and the investment process. The mentors supporting the S3E Charge edition are individuals who are connected to deep tech and entrepreneurship, and who are prepared to help start-ups solve problems that arise throughout the program. You can see an updated list of mentors on the S3E website (https://south3e.eu). Note: meetings with mentors last 1,5 hours and are held every two weeks (7 meetings in total).
● **Networking** with industry leaders and investors and showcasing opportunities at the S3E Open day in which the teams will deliver a 7-minute pitch followed by a 10-minute Q&A period to investors. **Post Open Day** the project will have a mechanism to facilitate one-on-one meetings between investors and start-ups.

It is also important to mention that the investment ready business plan, to be delivered as the outcome of the program, will build upon the business case provided by the participating teams, and shall include detailed sections on (i) opportunity description, (ii) product concept, (iii) technology, IP and pipeline, (iv) market analysis, (v) strategic framework, (vi) sales plan and marketing, (vii) development roadmap, (viii) financials and (ix) team. The validation of the assumptions supporting the different sections of the business plan (using external primary sources) is a key point that the mentors will need to provide support through their personal networks and enforce.

Non-dilutable funding opportunities (both national and/or European) will be permanently scouted and posted on the project website and mentors will also provide support for the start-ups to apply to these opportunities.

It is important to note that the approach used in the program **will be highly iterative**; in the sense that as the teams amass information from the market, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the teams to iterate back and select the best opportunities. At the end of the program there will be an **Open Day.**

3.6.4 Eligibility criteria

S3E Charge is for **growth start-ups with deep tech products, services or process concepts,** grounded in scientific discovery or meaningful engineering innovation and at a **growth** development stage that want to take their business offerings to investors and leverage the mentoring and networking opportunities of the S3E program, all aligned to the UN Sustainable Development Goals (UN SDGs).

For this program, a **growth start-up** is a business that aims to grow and scale quickly to serve a global market and needs support to develop an investment ready business plan to access to non-dilutable and/or dilutable funding, that is, it does not have funding or have just pre-seed funding and its TRL is up to 6-7.

Growth start-ups are considered eligible for S3E Charge Open Call #1 if complying with **ALL** the following rules:

- Must be established as a start-up in the following science fields: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. Please check the full categories here.
- The deep tech solution project must envisage providing an impact on one (or more) UN SDGs for this call.
- Must submit a **short description** of the start-up and activities; a **video presentation** of a pitch deck focused on sustaining the value proposition for the proposed product, service or process concept; a **written business case** characterising the product concept and the opportunity (market need), the technology and the development plan, intellectual property status and strategy, the market and the first customer, the competitive advantage and the funding needs, and a **statement of the motivation** of the team to participate in the call.
- Must be established in one (or more) of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Turkey, Kosovo, and Albania.

3.6.5 Open call submission

On the open call #1, S3E Charge will **select 30 growth start-ups to participate in the program. S3E Charge will accept growth start-ups** from Southern European countries[5] with deep tech products, services or process concepts, grounded in a scientific discovery or meaningful engineering innovation and in a growth development stage. Projects in the following scientific fields will be considered: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. The projects must envisage an economic and social impact, targeting one or more UN Sustainable Goals.

3.6.6 Criteria rank

The criteria to rank the applications from **growth start-ups** will include the:

- the value proposition for the proposed product, service, or process concept, and
- the unique market opportunity that the product covers,
- motivation to participate in the training program and the entrepreneurial spirit of the team, as perceived from the interview, will also contribute to the applications ranking

---

[5] For the scope of S3E, Southern European countries include the following European countries: Bulgaria, Croatia, Greece, Italy, Malta, Portugal, Cyprus, Romania, Slovenia and Spain. And the following Associated countries: Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Turkey.

Selected **growth start-ups** will be announced on the 24th of March and the kick-off of the program will start on the 10th of April 2023 and end on the 19th of July 2023.

3.6.7 Open Call Documentation

The Open Call #1 documentation consists of the following documents and is uploaded in [Zenodo](#):

● **S3E Charge Open Call #1 Text**, which provides a full set of information regarding the Open Call for Proposals for the S3E Charge.
● **S3E Charge Guidelines for Applicants**, a more detailed document to guide applicants in the process.

Interested applicants should register at the F6S (www.f6s.com). This will be the central interface for managing the proposal applications for the remainder of the open calls.

3.7 S3E Reverse Track

3.7.1 Who is this programme for?

S3E Reverse is designed to help SMEs and **scaling start-ups (or scale-ups)**, gain market traction through a pan-European brokerage program that will connect them with corporate and public organisations, with specific challenges and problems, which they can work together to solve.

The program will start by inviting corporates and the public sector (**Challenge Organisations**) to unveil challenges they face, related to the SDGs that could be addressed through deep tech solutions.

The program will concentrate on **challenges** related to at least one of the 17 **Sustainable Development Goals**. The **Challenge Organisations** (corporates and public organisations) will submit their challenges through our open call mechanism. S3E experts (selected through an open Expression of Interest) will work as deep tech brokers by reviewing the submitted challenges and selecting those with the highest degree of potential, impact and innovation, and feasibility.

The challenges will be published on the S3E website. After that, an **Open Call for SMEs and start-ups** will be launched inviting them to submit their ideas, products, and solutions that can address those specific challenges. Our evaluators will select the most mature and appropriate start-ups to **match them with the Challenge Organisations**.
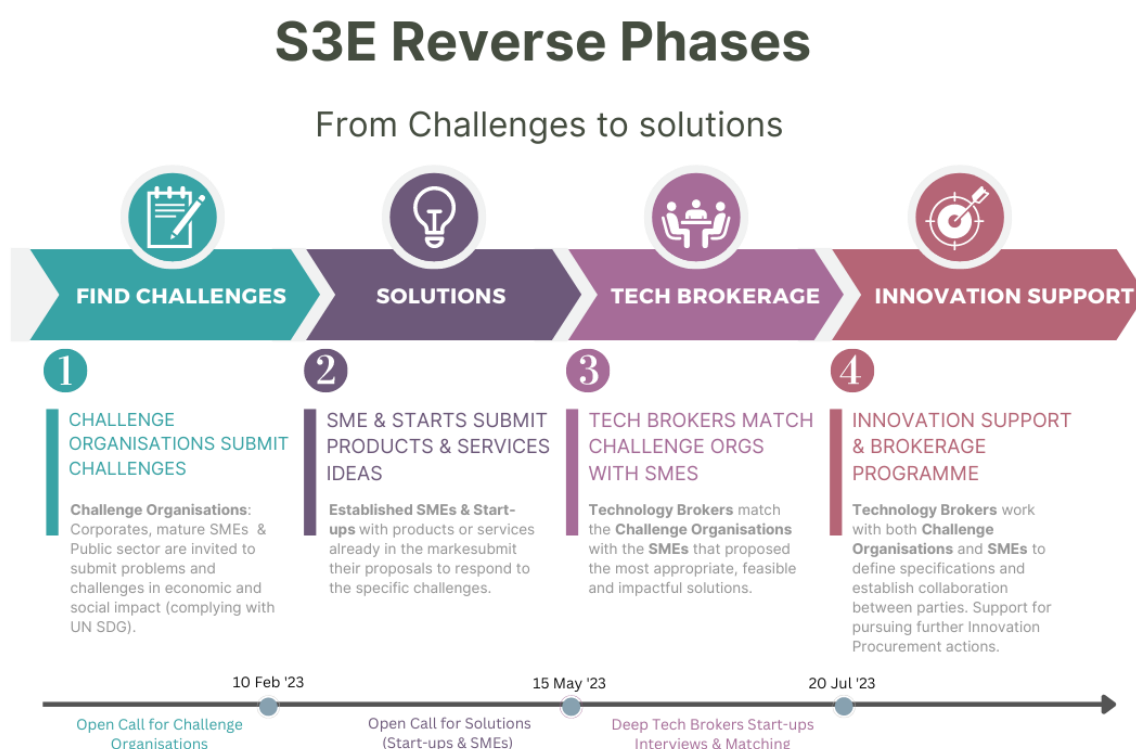
The starting point of the **Reverse Program** is the challenges and/or problems that corporations face in complying with the UN SDG and creating a more sustainable business. Our **deep tech brokers** will formulate these challenges into specific problems, translating the requirements of the challenge organisations into precise specifications with which the start-ups can work.

During the program, the selected experts, i.e., the **deep tech brokers** will facilitate the process and support both the Challenge Organisations to define their specifications and frame their requirements and the solvers, the SMEs, and scale-ups that will design solutions to address these challenges.

In addition, the selected SMEs and scale-ups (**The Solvers**) can benefit from a **customised innovation support program** designed specifically for them and the coaching and technology brokerage services they will receive. The details of this programme will be announced in the call for SMEs in 2023.

3.7.2 How is the programme structured?

S3E Reverse Phases

From Challenges to solutions

FIND CHALLENGES	SOLUTIONS	TECH BROKERAGE	INNOVATION SUPPORT
1	**2**	**3**	**4**
CHALLENGE ORGANISATIONS SUBMIT CHALLENGES	SME & STARTS SUBMIT PRODUCTS & SERVICES IDEAS	TECH BROKERS MATCH CHALLENGE ORGS WITH SMES	INNOVATION SUPPORT & BROKERAGE PROGRAMME
Challenge Organisations: Corporates, mature SMEs & Public sector are invited to submit problems and challenges in economic and social impact (complying with UN SDG).	**Established SMEs & Start-ups** with products or services already in the markesubmit their proposals to respond to the specific challenges.	**Technology Brokers** match the **Challenge Organisations** with the **SMEs** that proposed the most appropriate, feasible and impactful solutions.	**Technology Brokers** work with both **Challenge Organisations** and **SMEs** to define specifications and establish collaboration between parties. Support for pursuing further Innovation Procurement actions.

10 Feb '23	15 May '23	20 Jul '23
Open Call for Challenge Organisations	Open Call for Solutions (Start-ups & SMEs)	Deep Tech Brokers Start-ups Interviews & Matching

3.7.3 Eligibility Criteria for Challenge Organisations

S3E Reverse is launching its first open call for applications to **Challenge Organisations: Corporates and public organisations** that have one or more challenges to contribute.

Any kind of public or private organisation can participate as long as it meets the following criteria:

- Is established in any country eligible for the Horizon Europe program including associated countries.
- Is facing a challenge related to any of the 17 Sustainable Development Goals.
- Requires a Deep Tech solution.

3.7.4 Application Procedure

The **Challenge Organisation** will be invited to submit a simple and quick application to elaborate on the challenge it is facing. The application will be submitted through the F6S platform, and it will contain the following questions:

- Challenge description.

- Technology domain/domains in need (Selection).

- Context of use.

- Technical key criteria, requirements, and constraints.

- Benefits that a solution will bring to the organisation.

- Potential commercial impact of finding a solution for the challenge.

- Relevant SDG (Selection).

Organisations may apply for more than one Challenge in the same Open Call, with different applications, preferably in a different area, and may also apply again in future Calls. It is also possible that 2 challenge organisations submit a very similar challenge. In this case, the Technology Broker will work with both of them (in full confidentiality) to combine the challenges in the best possible way and to make the best use of available resources.

3.7.5 Selection Process for Challenges

The challenges are going to be selected by an independent committee of experts based on the following criteria:

Category	Criterion	Weight
Challenge	Degree of Innovation and novelty of the challenge	15%
	Feasibility (Technical, time, budget)	15%
	ESG (Environmental / Social / Governance) Impact	30%
	Relevance to EU priorities	10%
Organisation	Reliability & Technical Capacity of Organisation	15%
	Robustness of the Organisation	15%

The Selection Committee will be composed of three independent experts (invited through an Open Expression of Interest) and a member of the S3E consortium. Each member will evaluate the challenges individually based on the above criteria. The final ranking will be decided at a consensus meeting of the committee. The committee will justify the final selection decision and prepare the report and the list of challenges that will be published.

At least 15 challenges will be selected in this first call and will be published with a brief description and justification on our website to create the starting point for inviting scale-ups and SMEs to submit their solutions. The decision of the committee cannot be appealed.

Challenge Organisations will be notified regardless of the results of the selection process. The challenges are also published on the S3E website and in the Open Call for Solvers documentation.

The second phase of the **REVERSE** track will launch an **Open Call for solvers** where SMEs and Scale-ups acting as Solvers, will address and suggest solutions to the challenges and/or problems that the Challenge organisations face in their operations. All these solutions will also help the organisations comply with the UN SDG and create a more sustainable business and ultimately a better world.

Our deep tech brokers will select the most mature and appropriate start-ups or SMEs to **match them with the Challenger Organisations**. Once solvers will start to respond to the call, our independent selected experts as **deep tech brokers** will facilitate the matchmaking process between the "challenge organisations" and the "challenge solvers" of this second phase. The selected SMEs and scale-ups (**The Solvers**) will benefit from a **customised innovation support program** designed specifically for them and the coaching and technology brokerage services they will receive.

The programme will operate on a First come – First Served for the SMEs so when a match is identified the challenge provider organisation and the solver can start working together immediately.

3.7.6 Eligibility Criteria for Solvers

Any kind of SME can participate as long as it meets the **following criteria:**

- Is established in any country of the Southern European science-based innovation ecosystem and is eligible for the Horizon Europe program including associated countries[6].

- Is capable of addressing a challenge that has been submitted as part of the conducted open call for Challenges and which is related to the 17 Sustainable Development Goals.

- Can justify the development and/or deployment of a Deep Tech solution.

---

[6] For the scope of S3E, Southern European countries include the following European countries: Bulgaria, Croatia, Greece, Italy, Malta, Portugal, Cyprus, Romania, Slovenia and Spain. And the following Associated countries: Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Kosovo and Turkey.

3.7.7 Open Call Documentation

The Open Call #1 documentation for **Challenge Organisations** consists of the following documents and is uploaded in Zenodo:

- **S3E Reverse Open Call #1 Text**, The open call text.
- **S3E Reverse: Selecting the Challenges**, that provides detailed information regarding the S3E Reverse program application process for Large Companies, Corporations & Public Organisations.

The Open Call #1 documentation for **Solvers** consists of the following documents:

- **S3E Reverse for Solvers: Guidelines for Applicants**, the open call text.

- **S3E Reverse Open Call Text for Solvers #1,** containing information about the open call text, announcing the launch of the new call for solvers and the main conditions to participate.

4 Overview of the virtual platforms and tools used for the program

Descriptions of the systems and how we utilise them.

4.1 Data Management Plan (D1.1)

The Data Management Plan provides the framework required to ensure the compliant and safe operation of the **S3E project**. It defines policies and guidelines for all stages of data collection. It addresses issues such as the collection of data, data set identifiers and descriptions, standards and metadata used in the project, data sharing, property rights and privacy protection, and long-term preservation and re-use, complying with national and EU legislation.

The Data Management Plan (DMP) establishes the Data Management strategy and planning to be defined within the S3E Project. It provides details of the data management process, including policies and guidelines for:

a) Data collection and processing;
b) Identification of possible ethical and/or legal issues; and
c) A definition of all processes and instruments for regular conformity assessment and risk mitigation measures.

The DMP addresses issues such as the collection of data and privacy protection, and long-term preservation and re-use, complying with national and EU legislation.

It can be found in Zenodo.

4.2 Project Website

S3E website   : https://south3e.eu/

The project website, is continuously updated to share S3E progress, activities and achievements:

- Gives a general overview of the Program.
- Engages in the promotion of open calls and their outcomes.
- Shares updates about S3E achievements, including news about solutions.
- Promotes the S3E Community (research teams, Technology transfer officers, startups, corporates, public organisations, experts,) towards external stakeholders.

The S3E team highly recommends promoting the project website as often as possible (in any presentation, social media posts, newsletters, blog posts, etc.)
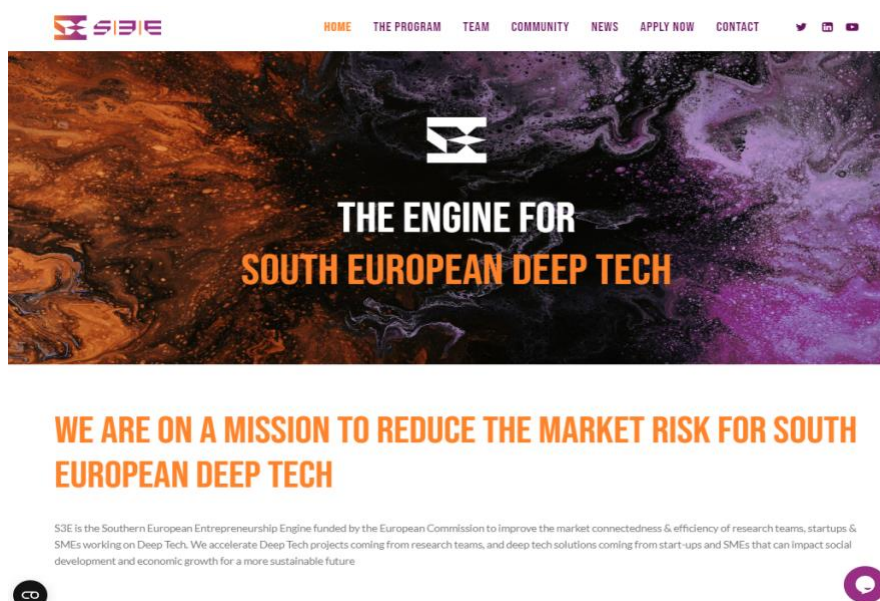
4.3 F6S platform

The F6S platform is used for the management of Open Calls including their promotion to its vast community. F6S is a global community that delivers billions in growth to startups and companies with funding, accelerators, jobs, grants and thousands more opportunities. It is the largest global network for tech founders and startups. By joining F6S, founders can connect with accelerators, grants, and contracts, get help with free stuff, talent search, and exposure, and grow their startup in the #1 global community. Our project is using F6S as the single point of access to all our calls. It publishes all Open Calls through the system and receives all applications.

Our team has created the S3E Organisation Page with the application forms for all the tracks and the experts. In total, 5 different application forms have been generated for our Open Calls:

- S3E START for Researchers
- S3E START for Technology Transfer Offices
- S3E CHARGE for Growth Startups
- S3E REVERSE for CHALLENGE ORGANISATION to collect Challenges
- S3E REVERSE for SOLVERS to find a startup that can address the Challenges
- S3E Call for Experts

4.4 Tawk.to Helpdesk

An online **knowledge base and helpdesk** are deployed, detailing the application process as well as the selection criteria. This helpdesk is based on Tawk.to and supports all engaged stakeholders: both applicants and committee members. The knowledge base is embedded in all pages of our website and is also available at https://south3e.tawk.help.

Any user can search our knowledge base for Frequently Asked Questions and can find the call text and guidelines for all tracks. The system also offers a ticketing service where applicants and participants can submit tickets which are collected and redirected to the person responsible. The questions are kept in the system and can be used to create and update our FAQs.

5 S3E Engine Program Implementation

The purpose of this chapter is to describe and provide the necessary references to the implementation of the acceleration programme beginning from the evaluation of the companies and proceeding to the support operations.

5.1 Evaluation

5.1.1 Experts' selection: Evaluators, Mentors, Tech Brokers

Once the Call for the Expression of Interest from Experts is closed, the consortium partners evaluate the profiles of the experts based on their knowledge and experience. Experts are assigned to one of the roles:

- S3E Evaluators
- START Mentors for deep tech projects (Research Teams)
- S3E Mentors for deep tech growth startups
- S3E Deep tech brokers

				EXPERTS F6S Export						
Startup	ROLE	Item Name	Pipeline	Status	Avg Sc	Location	Markets	Role the candidate applied for	Gender	Country
449448	S3E CHARGE MENTOR		S3E Call for Experts	Finalized	4,8	Bern, Switzerland	Team Leadership, Sales	CHARGE	Male	Switzerland
4781706	S3E START EVALUATOR		S3E Call for Experts	Finalized	4	Porto, Portugal		START	Female	Portugal
4794756	S3E START MENTOR		S3E Call for Experts	Finalized	4,5	Feira, Portugal		START	Female	Portugal
4774537	S3E START EVALUATOR		S3E Call for Experts	Finalized	3,5	Hannover, Germany	Innovation Management	EVALUATOR	Female	Germany
712298	S3E CHARGE EVALUATOR		S3E Call for Experts	Finalized	5			EVALUATOR	Male	Greece
4791951	S3E CHARGE MENTOR		S3E Call for Experts	Finalized	5	Vila Real, Portugal		CHARGE	Male	Portugal
4794838	S3E START MENTOR		S3E Call for Experts	Finalized	4,8	Feira, Portugal		START	Female	Portugal
3270799			S3E Call for Experts	Finalized	5	Glasgow, United King	Agile Project Manageme	EVALUATORS & START	Male	United Kingdom

All experts are notified and are invited to participate in an onboarding kick off meeting to explain the programme processes and the implementation modalities.

S3E Evaluators, receives up to five applications to evaluate. These applications will be shared on a Google Drive folder with their name, where they can find the application form and a spreadsheet to score the project/startup.

All Experts must sign a Memorandum of Understanding (MoU) and Non-Disclosure Agreement (NDA).

5.1.2 Evaluation Process

The evaluation process will be composed of two stages:

- First, the application will be assessed by S3E project partners to validate if it conforms to the eligibility criteria.
- Second, the application will be assessed by a board of remote peer reviewers meaning, you.

The first stage of the evaluation process will be done based on the following criteria:

- Applications must be organised as a research team (2 to 5 team members), whereby one team member is designated as the Principal Applicant and the others as Co-Applicants. (Note: applications from individual researchers are not eligible).
- Have a deep tech project from the following science fields: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. Please check the full categories here.
- The technologies proposed in the applications need to sustain a product/service or process that addresses at least one of the sustainable development goals (SDGs).
- The information provided in the application needs to be complete and clear.
- Belonging to R&D organisations from one (or more) of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Turkey, and Albania.

During the second stage, you will receive five applications that comply with all the eligibility criteria to evaluate. Please note that each evaluator will be assigned to a maximum of five applications that will correspond to an **amount of work of eight hours, approximately.** For you to hold this task, the S3E consortium will share with you a Google Drive folder with your name. In there, you can find the research teams' applications extracted from F6S for you to evaluate. Please note, that we will only share the application forms **AFTER** you send us the signed Non-Disclosure Agreement (NDA).

5.1.3 START Evaluation Grid

The evaluation grid has three distinct sheets:

- Pre-assessment
- Assessment
- Assessment - Example

The first one "Pre-assessment" is just for you to fill in your name and the name of the projects that you were assigned (see figure 1).

Figure 1. S3E Start Evaluators grid: Pre-Assessment

The "Assignment sheet" is where you will score the assigned projects (see figure 2).

Figure 2. S3E Start Evaluators grid: Assessment

The "Assessment Example" is just an example of how your ranking would look like.

The criteria to rank the application of the **research teams** will include the:

- **Technology uniqueness**: technologies that are "deep" enough to show unique features and competitiveness on a global basis have certain characteristics or features that allow them to be protected (e.g., by a patent). As a guideline, evaluators should give the highest mark (5) to a technology that clearly has all the characteristics to be protectable; the

average mark (3) to a technology that although not truly unique the team is using it to enable a unique application of that technology; and the lower mark (1) to a technology that is not new and is not used in an innovative way

- **Technology broadness**: technologies that are "broad" enough to support a range of product possibilities (i.e., platform technologies). As a guideline, evaluators should give the highest mark (5) to a technology that enables a wide variety of products (or services or processes) that can be used in a diverse range of markets (e.g., temperature-sensitive resistor – thermistors – technology enabled the development of temperature sensors that can be used in a wide variety of applications and markets); the average mark (3) to a technology that allows for a wide variety of products but for restricted market segments; and the lower mark (1) to a technology that enables a product for a very specific application.
- **Global market size and reach:** the commercial potential of the products, services or processes that can be generated from the technologies, that is, the potential of the technologies to generate products or services for large global markets and clearly identifiable customers. This criterion is linked to the perceived strength of the market need that can be fulfilled by the product enabled by the technology.
- **Team motivation:** motivation to participate in the training program and the entrepreneurial spirit of the team, perceived from the application form.

In each application, you will need to score them by using a scale of 1-5. Each of these criteria has a different weight thus contributing differently to the overall score. After you read each application form, you need to open the grid and fill it with your classification.

An onboarding webinar with the evaluators will be scheduled on the 9th of February, at 13:00 to make clear your role and explain all the details regarding it.

5.1.4 CHARGE Evaluation Grid

The evaluation process will be composed of **two stages:**

- First, the application will be assessed by S3E project partners to validate if it conforms to the eligibility criteria.
- Second, the application will be assessed by a pan-European Committee that, if required, will select the top ones for an interview. The second stage will take place between February 13 till February 27, 2023. As an S3E Charge Evaluator, you directly become a member of this pan-European Committee.

The selected projects will be announced on March 24th, 2023, and the program will start April 10th, 2023 and last till July 19th, 2023 when the Open Day will take place.

The baseline criteria for the first stage are:

- The team must have **established a start-up with a deep tech solution** in the following science fields: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. Please check the full categories here.
- The deep tech solution project must be aligned with one (or more) UN SDGs for this call.

- The team must submit a **short description** of the start-up and its activities; a **video presentation** of a pitch deck focused on sustaining the value proposition for the proposed product, service or process concept; a **written business case** characterising the product concept and the opportunity (market need), the technology and the development plan, intellectual property status and strategy, the market and the first customer, the competitive advantage and the funding needs, and a **statement of the motivation** of the team to participate in the call.
- The start-up must be established in one (or more) of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Turkey, and Albania.

In the mentioned Google Drive folder, you will find the evaluation grid (an excel sheet) with three distinct tabs: "Pre-assessment", "Assessment Example" and "Assessment". The first tab will be filled in with your name and the name of the projects that you were assigned (see the image below).

The "Assignment" tab is where you will score the assigned projects (see image below).

The "Assessment Example" is just an instance of how your ranking would look like.

The criteria to rank the applications from **growth start-ups** will include:

- the **value proposition** and **market validation** for the proposed product, service, or process concept,
- the **unique market opportunity** that the product, service, or process concept covers,
- the team's **motivation** to participate in the training program and its **entrepreneurial spirit**.

Each application will be evaluated by using a **score of 1-5**. Each of these criteria has a different weight, thus contributing differently to the overall score.

The selected projects will be announced on **March 24th, 2023**, and thus the deadline for completing the evaluation and sharing the evaluation grid via email to S3Ehorizon@eplo.int is **February 27th, 2023.**

5.1.5 REVERSE Evaluation Grid

This Track is very different from the rest since we are inviting SMEs and startups to respond to very specific challenges that we have collected from the Challenge Organisations. The evaluation of the SMEs in the REVERSE track is on a First Come-First Serve basis.

Our Deep Tech Brokers will interview the Challenge Organisations and will run an initial Innovation capacity assessment to better understand the challenge and the requirements. In that way, Deep Tech Brokers will be ready and will have established a communication channel with the Challenge Organisation. The evaluation process of SOLVERS will be composed of the same **two stages:**

- First, the application will be assessed by S3E project partners to validate if it conforms to the eligibility criteria.
- Second, the application will be assessed by a pan-European Committee of experts based on the following criteria:

The baseline criteria for the first stage are:

- The team must have **established a start-up with a deep tech solution** in the following science fields: agricultural sciences, engineering and technology, medical and health sciences, and natural sciences. Please check the full categories here.
- The deep tech solution project must be aligned with one (or more) UN SDGs for this call.
- The team must submit a **short description** of the start-up and its activities; a **video presentation** of a pitch deck focused on sustaining the value proposition for the proposed product, service or process concept; a **written business case** characterising the product concept and the opportunity (market need), the technology and the development plan, intellectual property status and strategy, the market and the first customer, the competitive advantage and the funding needs, and a **statement of the motivation** of the team to participate in the call.
- The start-up must be established in one (or more) of these countries: Croatia, Greece, Italy, Malta, Portugal, Cyprus, Slovenia, Spain, Bulgaria, Romania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Turkey, and Albania.

The difference in this track is that since we are following a First Come-First Served approach, we are going to evaluate SMEs as they apply. To streamline operations, we evaluate

companies every 3 weeks and if a Solver reaches a capacity percentage of at least 60%, we will, then, forward this company to the appropriate Broker to assess the match.

Category	Criterion	Weight
Challenge response	Degree of Innovation and novelty of the proposed solution to a challenge	20%
	Feasibility (Technical, time, budget)	20%
	ESG (Environmental / Social / Governance) Impact	20%
	Relevance to EU priorities	10%
Company	Reliability & Technical Capacity of Organisation	15%
	Robustness of the Organisation	15%

5.2 The S3E Mentorship programme

Mentoring might be described as the process of sharing knowledge, skills, and life experience to guide others towards reaching their full potential; it is a journey of shared discovery. It is also one of the broadest methods of encouraging human growth. Drawing on this definition the role of a mentor wherever the realm he might be acting in would be:

- Keep perspective
- Encourage self-reliance and leadership
- Help the mentee reflect on the learnings along the path
- Coach the mentee in a non-directive manner

A mentor is a trusted advisor who shares their insights, advice, knowledge, and support with others. Mentors are usually role models or thought leaders who are well-established in a career or industry. In any mentoring partnership, the mentor and mentee both share responsibility for ensuring the partnership is effective (see table 3).

Mentee	Mentor
- Be prepared to 'drive' the relationship, namely by maintaining a record of agreed tasks and goals. - Come to the first meeting with clarity on what you want to achieve. - Be prepared to reflect and evaluate your own practice – what went well, what could have been done differently. - Show commitment and flexibility. - Be honest and transparent when sharing information.	- Act as a confidential and non-judgmental sounding board. - Listen well, question constructively and offer supportive challenges when needed. - Encourage reflection, and independent and creative thinking. - Give constructive feedback and provide new insights. - Respect and keep to the points agreed at the start. - Recognize and celebrate achievements. - Focus on the objectives set by the process.

• Be prepared to step out of your comfort zone and consider new ways of doing things. • Be receptive to challenges. • Commit to completing agreed tasks between meetings. • Be sensitive to the individual – culture, gender etc.	• Be willing to share experience, knowledge, and expertise. • Provide advice when relevant. • Be encouraging and supportive. • Show commitment and flexibility. • Be sensitive to the mentee – culture, gender etc.

Table 3. Mentee and mentor roles and responsibilities

Their roles may be slightly different, but they are both equally important in making the mentoring a success. Before starting the mentoring relationship, it is important that both the mentee and the mentor are comfortable with taking on their roles and responsibilities.

5.2.1 The START Mentors

Mentoring in S3E START is a formal process and was specifically designed to support the participating teams in developing a business case grounded on the scientific discovery or technology brought by the team to the program.

Building upon the mentor's role definition given in the section above, mentors for deep tech projects are industry executive professionals at the middle or advanced stage of their careers who enjoy supporting the development of research-based business projects.

The mentors supporting the S3E START edition are individuals who are somehow connected to the area of deep tech and entrepreneurship that have relevant experience in the development and management of businesses and will guide the participating teams on the validation of the project and on the development of the business case. In a word, helping the teams in the identification of issues and in their decision-making process.

The outcome of the S3E START is a business case for a product and a pitch of the project, both grounded on the technology proposed by the participating team to the program. To deliver the referred outcomes teamwork is required, among others. Teamwork relies on the identification of relevant issues, proposing solutions and validating them through interviews with professionals active in the relevant industries (getting validation from the market to the assumptions made and the decision-making process). The mentor should help the participating team identify the issues and the people that may support to validate the solutions proposed so that both the business case and the pitch are built on solutions validated by the market.

It is crucial to note that the approach used in S3E START is highly iterative in the sense that as the teams amass information from the market, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the teams to iterate back and select the best opportunities.

The S3E START hands-on training program is anchored on a set of guided deliverables to be performed weekly in between the in-class tutorials. As mentioned before close attention needs

to be given to the deliverables since they provide the building blocks to assemble the business case.

Each mentor will be allocated to a specific team although no previous specific experience in the technological area is required, nor in the target market (although this may help). For all issues that are specific to the target industry, the mentor can suggest, identify, and mediate, if possible, contacts with professionals active in the relevant industrial sector.

Summarising mentoring deep tech projects, mentors are expected to exchange their experiences and the network of contacts to provide to the participating teams and meet 8 times in a 1.5-hour online meeting. The S3E team will encourage in-person meetings whenever feasible.

The S3E team will try to assign each mentor to a team from the same country to avoid major time differences. Besides that, it is expected that mentors are available for a briefing and debriefing meeting with the S3E team and to assist with the open day of the program that will be held on the 20th of July 2023.

The meetings will be held online (or in person), the first one the 23rd of March 2023. The remaining meetings will be scheduled by the mentors and the teams between the following days:

For each meeting, the S3E team proposes detailed content (see section 6 – meetings content). The proposed topics for each meeting rely on our long experience with similar programs and assume the previous analysis by the mentors of the deliverables done by the team until the meeting occurrence. This is the only way to ensure a complete alignment of the mentors' meetings with the pace of the program.

5.2.2 The CHARGE Track Mentors

Mentoring in S3E Charge is a formal process and was specifically designed to support the participating teams developing a business case grounded on the scientific discovery or a technology brought by the team to the program.

Building upon the mentor's role definition given in the section above, mentors for deep tech projects are **industry executive professionals at the middle or advanced stage of their careers who enjoy supporting the development of research-based business projects**.

The mentors supporting the S3E Charge edition are individuals who are somehow connected to the area of deep tech and entrepreneurship that have relevant experience in the development and management of businesses and will guide the participating teams on the validation of the project and on the development of the investment-ready business plan. In other words, helping the start-up teams in building the business plan and the pitch and in their decision-making process at large.

The outcome of the S3E Charge is an **investment ready business plan for a product and a pitch of the growth start-up,** both grounded on the technology products/services/process concept proposed by the participating start-up team to the program. To deliver the referred

outcomes teamwork is required, among others. Teamwork relies on the identification of relevant issues, on proposing solutions and validating them through interviews with professionals active in the relevant industries, through extensive research. The mentor should help the participating team identify the issues and the people that may help to validate the solutions proposed so that both the business plan and the pitch are of such quality as to present to potential investors and to the market at large.

It is important to note that the approach used in S3E Charge is highly iterative in the sense that as the start-ups amass information from the market and from their own teams, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the start-up team to iterate back and select the best opportunities.

The S3E Charge hands-on training program is anchored on a set of guided deliverables to be performed weekly. As mentioned before close attention needs to be given to the deliverables since they provide the building blocks to assemble the business plan.

Each mentor will be assigned to a specific team based on several key factors:

- The right fit between project and mentors' expertise. No previous specific experience in the target market is required (although this may help). For all issues that are specific to the target industry the mentor can suggest, identify and if possible mediate contacts with professionals active in the relevant industrial sector. Regarding the technological area, the S3E team will not match mentors and teams with the same background, otherwise the mentoring process could fall on discussions about the technology and not in the construction of the investment-ready business plan.
- The geographic proximity. The S3E team will try to assign each mentor to a team of the same country to avoid major time differences.
- Other factors include language skills, track record, sectoral expertise, and so on.

Summarising on mentoring deep tech projects, mentors are expected to exchange their experiences and the network of contacts to provide to the participating teams and meet 7 times in a 1.5-hour online meeting. The S3E team will encourage physical meetings whenever feasible.

Besides that, it is expected that mentors are available for a briefing and debriefing meeting with the S3E team and to assist the open day of the program that will be held on July 19th, 2023.

The meetings will be held online (or in person), the first one organised on April 11th, 2023. The remaining meetings will be scheduled by the mentors and the start-ups between the following days:

April	May	June	July
11	8-12	5-9	3-7
24-29	22-26	19-23	

Table 4. Agenda of S3E Charge mentors' meetings

For each meeting the S3E team proposes detailed content (see section 6 – meetings content). The proposed topics for each meeting rely on our long experience with similar programs and assume the previous analysis by the mentors of the deliverables done by the team until the meeting occurrence. This is the only way to ensure a complete alignment of the mentors' meetings with the pace of the program.

The end product of the mentoring sessions will be an investment ready business plan that should follow the below stated format and some material for this will be provided, but mentors are encouraged to use their own material that has been tested in the field.

Business Plan outline

- Executive Summary
- Business Opportunity (Problem)
- Solution – Product / Service concept
- R&D, IP and Pipeline
- Operations
- Industry and Competition
- Market Analysis
- Business Model and Strategy
- Marketing and Sales Plan
- Milestones, Roadmap and Funding Needs
- Financial Forecast
- Risk Analysis
- Team and Management Structure

It has to be noted that before the program starts, there will be a mentor onboarding meeting with the S3E Charge team at the end of March 2023.

5.3 S3E START Training curriculum and content

5.3.1 START Training content structure

The S3E Start includes online classes (mainly on the topics related to the development of a business case for deep tech projects) and webinars (on diverse topics pertinent to the development of the relevant skills). These in-class tutorials will account for less than half of the total workload of the Program, the remaining time being allocated to group meetings facilitated by the mentors. There are deliverables to be fulfilled each week and these deliverables will guide the participants throughout the three phases of the Program, namely:

IDEATION PHASE: In this phase a set of clearly defined product concepts will be developed and prioritised considering the linkages between the unique capabilities of the technologies and customer/market needs (**Technology-Product-Market linkages**). Each team is required to generate multiple product concepts that can be enabled by each technology. Then research teams will have to identify diverse market opportunities for each product concept to further specify product attributes.

DEVELOPMENT PHASE In this phase teams will refine, improve, validate and select among the product concepts devised in the 'ideation' phase using a guided approach that will force them to **contact the 'market' to challenge and sustain each of the T-P-M linkages** proposed in the ideation phase. In the early stages of this phase, teams will be looking for 'fatal flaws' (product or market) that will justify 'dumping' one (or more) T-P-M linkage(s). With the information gathered from the market teams will develop **"value propositions"** for their products using a standard format that will force them to (i) clearly define the product, (ii) tie customer needs to the benefits of using the product in economic terms and (iii) differentiate the product from competitors based on unique product features. Additionally, they will **build a business model** that, for the product moving forward, describes the rationale of how the company will create, deliver, and capture value. Throughout this phase participants will have to use **a set of management tools** (e.g., 5 Forces Analysis, SWOT Analysis, Industry Mapping, "Voice of the Customer", etc.) to **gain a much better understanding of the way the market works** and will be supported by the tools embedded in the approach, thus fine-tuning their product concept choices.

COMMERCIALIZATION PHASE: In this phase teams put the pieces of the puzzle together by building **a strategy to bring the product to market**. This phase begins with the definitions of the **pricing point and the sales plan** answering strategic questions such as market traction and market entry point(s). Additionally, drawing on the business model previously designed teams will define their **development roadmap** that will allow them to build the **financial projections and risk analysis.** At this stage teams will have all the elements needed to produce a business case and a final pitch that will be the final deliverables for the Program.

5.3.2 Program duration and schedule

The program has a regular schedule that is kept throughout the first 15 weeks. The final 3 weeks encompass an intense sequence of meetings that are set in advance. Please read

"Appendix 1" to see the schedule of the program in detail. All teams will previously receive a document with the rules of the program (Appendix 2) and need to sign a *Manifesto* to ensure that they are aware of their responsibilities and commitment (Appendix 3) and will also sign a Non-Disclosure Agreement (NDA).

IMPORTANT: The estimated workload for teamwork beyond classes, seminars, and formal meetings, is at least 144 hours (15 weeks x 8 hours), with the exception of the final 3 weeks. In the last three weeks (including   the open day week) of the program the time requirements of the activities (meetings with the faculty, teamwork and closing session) largely exceed the ones experienced in the previous weeks.

5.3.3 Training content overview

Online classes

The in-class tutorials, grounded on the pedagogical approach 'learning-by-doing', are designed to support the teams fulfilling a set of deliverables in between classes which provide the building blocks to assemble the business case and the final pitch. Therefore, a significant part of the learning process and workload relies on the work carried out by the participating teams in the development of their projects outside the formal in-class training. The online classes are mainly on the topics related to the process used to guide the participating teams in the development of a business case and a pitch for the product grounded on the proposed technology (the outcomes of the program), see table 1. Note: in-class tutorials are held every week for one hour and a half.

#	Content	#	Content
1	Kick-off (Goals and Outcomes) / Technology Description / Technology Landscape	9	Strategy and Positioning
2	Technology Pitch / Business Case outline	10	Business model
3	Uniqueness	11	Value proposition reality check
4	Ideation Process / Introduction to market needs	12	Pricing point
5	Technology-Product-Market (T-P-M)	13	Sales plan
6	Value Proposition	14	Roadmap
7	Preliminary market assessment	15	Financials
8	Customer and validation of the value proposition		

Table 1. S3E Start in-class tutorials content

During the last three weeks there will be customised tutorials to help the teams fine-tuning and preparing their pitches for the Open day.

Webinars

Webinars will focus on subjects relevant to the deep tech projects commercialization process, such as (un)successful cases, intellectual property, voice of the customer, new venture development strategy, venture funding, path to net zero, and the art of pitching. A total of seven webinars (one hour long) will be held and will take place after the in-class tutorials sessions, see table 2.

#	Content
1	War Stories
2	Intellectual Property (IP)
3	Cold calling
4	Business Development
5	Path to net zero
6	How to make a pitch
7	Funding opportunities

Table 2. S3E Start Webinars

5.4 S3E CHARGE Training Curriculum and content

5.4.1 Structure

The **starting point must be a written business case** characterising the product concept and the opportunity (market need), the technology and the development plan, intellectual and strategy, the market and the first customer, the competitive advantage, and the funding needs. The selected start-ups will participate in a program that provides **mentoring and networking**. Regular mentor meetings will be held throughout the program to exchange experiences and the network of contacts to provide to the participating start-ups. Each start-up will be assigned one mentor.

S3E Charge offers a **14-week tailor-made program** that involves:

- **Mentoring** (by pan-European industry experts) that will guide each growth start-up through the validation of the project, the development of the investment-ready business plan and the investment process. The mentors supporting the S3E Charge edition are individuals who are connected to deep tech and entrepreneurship, and who are prepared to help start-ups solve problems that arise throughout the program. An updated list of mentors on the S3E website (https://south3e.eu). Note: meetings with mentors last 1,5 hours and are held every two weeks (7 meetings in total).
- **Networking** with industry leaders and investors and showcase opportunities at the S3E Open day in which the teams will give a 7-minute pitch followed by a 10-minute Q&A period to investors. **Post Open Day** the project will have a mechanism to facilitate one-on-one meetings between investors and start-ups.

It is also important to mention that the investment ready business plan, to be delivered as the outcome of the program, will build upon the business case provided by the participating teams, and shall include detailed sections on (i) opportunity description, (ii) product concept, (iii) technology, IP and pipeline, (iv) market analysis, (v) strategic framework, (vi) sales plan and marketing, (vii) development roadmap, (viii) financials and (ix) team. The validation of the assumptions supporting the different sections of the business plan (using external primary sources) is a key point that the mentors will need to provide support through their personal networks and enforce.

Non-dilutable funding opportunities (both national and / or European) will be permanently scouted and posted on the project web site and mentors will also provide support for the start-ups to apply to these opportunities.

It is important to note that the approach used in the program **will be highly iterative**; in the sense that as the teams amass information from the market, they may be required to iterate back to improve previous decisions and findings. The role of the mentors is crucial in this iterative process in forcing the teams to iterate back and select the best opportunities. At the end of the program there will be an **Open Day on the 19th of July 2023.**

5.4.2 Program duration and schedule

The program has a regular schedule that is kept throughout the 14 weeks. Please read "Appendix 1" to see the schedule of the program in detail. All start-up teams will previously receive a document with the responsibilities of the program and need to sign a *Manifesto* to ensure that they are aware of their responsibilities and commitments (Appendix 2) and will also sign a Non-Disclosure Agreement (NDA).

IMPORTANT: The estimated workload for the start-ups beyond classes, seminars, and formal meetings, is at least 70 hours (14 weeks x 5 hours). In the last two weeks (including the open day week) of the program the time requirements of the activities (meetings with the faculty, teamwork and closing session) largely exceed the ones experienced in the previous weeks.

5.4.3 Training content overview

Webinars

Webinars will focus on subjects relevant to the deep tech projects commercialization process, such as intellectual property protection, sustainability, ESG, Carbon Emissions reduction (the Path to net zero), sustainable finance, marketing and sales and the art of pitching. A total of seven webinars (one hour long) will be held and will take place in-between the mentor sessions, see table 2.

#	Content
1	Introduction to Sustainability and ESG
2	Intellectual Property (IP) Protection
3	Marketing and Sales
4	The Path to net zero
5	Sustainable Finance
6	How to make a pitch
7	Funding opportunities

Table 2. S3E Charge Webinars

5.5 REVERSE Training Content

PCP/PPI

5.6 Technology Brokerage in REVERSE

5.6.1 The benefits for participation to S3E Reverse

Both the private and the public sector are facing countless challenges that could be addressed through innovation and technology. On the other hand, there are so many teams, entrepreneurs, and start-ups that although they have worked and developed wonderful innovative solutions, they cannot find their way to the market, or they fail to focus on the actual problems because simply they are not able to identify them. There is a clear gap of communication and collaboration between the organisations that must respond to specific challenges and those companies that could help address them.

S3E Reverse has a twofold objective. First to collect challenges from corporates and public organisations and secondly to invite innovative SMEs and start-ups to contribute with Deep Tech based solutions to address those challenges. The aim of our brokerage program is to bridge this gap and match the challenge organisations with the most appropriate start-ups and SMEs that can provide solutions and address these challenges.

The brokerage program is a highly customised program that will be designed explicitly for each case.

5.6.2 What's in it for the Challenge Organisations?

Challenge Organisations (Corporates and Public Organisations) will apply to **S3E Reverse** Open Calls to present a challenge that will help them solve a problem that needs a deep tech approach, that impacts their contribution to the attainment of at least one of the SDGs.

The selected organisations will work with our **Tech Brokers** to better define their challenge and develop a set of solid technical specifications that will help the scale-ups design the best solutions for them.

Through our technology brokerage process the organisations will be able to better define their problems and needs and find potential solutions through their collaboration with a smaller innovative company.

Such collaborations may lead to the direct procurement of innovative solutions that may prove much more efficient and affordable than what is currently available to the market.

Moreover, our program will help organisations to team up with innovative scale-ups to partner in a common proposal under Horizon Europe calls for Pre-Commercial Procurement (PCP) or Public Procurement for Innovative Solutions (PPIs) or other opportunities that may improve the capacity of both.

5.6.3 What's in it for the Solvers?

Solver organisations (SMEs, mature Start-ups, scale-ups) will apply to **S3E REVERSE** Open Calls to present a Deep Tech Solution to a submitted challenge that will help the challenge organisation solve the problem in need of a deep tech approach and which impacts to the attainment of at least one of the SDGs.

The selected Solver organisations will work with our **Tech Brokers** to better define their Solution to a challenge and develop a solid technical roadmap that will devise the path towards a viable solution.

Through the technology brokerage process both the Challenge and the Solver organisations will be able to match a problem with a potential solution by means of a collaborative and co-creation approach.

Such collaborations may lead to, amongst others, the direct procurement of innovative solutions, the formation of a new joint venture, the establishment of a research collaboration, or some other type of collaboration that will be explored, defined and agreed by both sides during the technology brokerage phase.

Moreover, our program will help organisations to team up with innovative scale-ups to partner in a common proposal under Horizon Europe calls for Pre-Commercial Procurement (PCP) or Public Procurement for Innovative Solutions (PPIs) or other opportunities that may improve the capacity of both.

5.6.4 How else can Solvers benefit?

In addition to the technology brokerage, solvers will be able to benefit from a portfolio of appropriate services which will be customised to their specific case by their tech broker:

- **Innovation Readiness Assessment**: a Self-assessment of the solver that will help the company identify weak points or problems in their growth. Our Technology brokers can then suggest specific actions that can help the solver improve their operations.

- **Training in public procurement**, including Pre-Commercial Procurement and Public Procurement for Innovative solutions (PPIs) that will help scale-ups access bigger projects and clients.

- **Webinars**, access to the webinars of Tracks 1 & 2, on diverse topics pertinent to the development of the relevant skills (e.g., intellectual property, financials, business development, venture funding.). Note: a total of six webinars (one hours long) will be held.

- **Networking** with industry leaders and showcase opportunities at the S3E Open day and in collaboration with other programmes and initiatives.

- **Gaining market traction** by being connected to larger companies and potential customers or test-beds.

Participation in the above is optional for the Solver start-up or SME. Our technology broker will suggest a customised support programme but it is up to the Solvers to decide what service they would like to use.

5.7 S3E support activities

5.7.1 Mentors Meetings

Mentors, as described later in this document, will work with the research teams, and meet them on a regular basis. These meetings will take place every two weeks and have an approximate duration of 1h30 in a total of 8 meetings. **The corresponding overall workload will be approximately 20 hours.**

5.7.2 Open Day

The closing session takes place at the end of the Program and is open to the public. Each participating team gives a 7-minute presentation followed by a Q&A period. The audience of this closing session is composed of researchers, mentors, investors, government officials, media, and society at large.

6 Results & Impact

6.1 Raising Awareness and Community Building

6.1.1 Ecosystem Mapping (T2.1)

Any awareness raising and community building activity must begin with a mapping of the ecosystem.This was presented under Deliverable 2.1. which reports on the southern European and European at large start-up and deep tech ecosystem on which the work performed by the S3E consortium has relied on, both in the preparation of the S3E 1st Call for applications, and on all other deliverables that are interconnected with this, including D5.1. "Stakeholder Collaboration Framework", D5.2 "Dissemination, Communication & Exploitation Plan". Along with the database of more than 12,000 contacts in the southern European Ecosystem. It forms the basis for most work on WP2 on Community and Platform and informs other work packages.

In the scope of Horizon Europe, the EU-funded Southern European Entrepreneurship Engine project and in our ecosystem mapping, we have focused on southern European Countries, and more specifically on the following EU member state countries: Bulgaria, Croatia, Cyprus, Greece, Italy, Malta, Portugal, Romania, Slovenia, Spain, and the following Associated Countries: Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, and Turkey.

In our ecosystem mapping as regards contacts that the project will reach out to and the database that has been created, we have focused on the following entities and researchers that promote innovation and that would benefit most from the services and calls the Southern European Entrepreneurship Engine project will be offering:

- Universities, Research Centers, Researchers and Tech Transfer Offices
- Business Development Support Services Providers (accelerators, incubators, intermediaries)
- Foundations, Chambers of Commerce and Associations
- Government, Banks, and Corporates
- Growth and scaling start-ups
- Horizon National Contact Points
- Investors

The report is based on data, reports, and other resources that are publicly available, including press releases, company announcements, and news articles that are duly recorded in the references section. It has also been supplemented by informal interviews carried out with researchers, financial entities, academic institutions, and investors. The information we share is not meant to be exhaustive, but it is dynamic, as, throughout the duration of the project, the S3E consortium will be updating this ecosystem mapping.

6.1.2 Stakeholder Collaboration Framework (D5.1)

This deliverable serves to **design and build an ad hoc Stakeholder Collaboration Framework**, developed to identify the ecosystem of entities impacted by S3E – The Engine for South European Deep Tech.

The strategy set out in this document aims to:

- Increase the connectedness among members of deep-tech research and start-up ecosystems and to the larger European business ecosystem seeking maximum synergies.
- Increase the project's impact on the identified target audiences, both for further commercial and research purposes.
- Foster stakeholders' engagement with the consortium, in order to give consistency and continuity to the project's findings and expected outcomes.

The Stakeholder Collaboration Framework is closely linked to the Dissemination, Communication & Exploitation plan (**D5.2**) which will outline the overall project dissemination, communication and exploitation strategies, providing specific action plans to reach a critical mass of interest and participating in S3E Open Calls and Innovation Programs, which correspond to the stakeholders mapped within the work of this document.

The Stakeholder Collaboration Framework is also closely linked to the Ecosystem map (**D2.1**), which will include a relevant stakeholders database providing information about the ecosystem landscape based on desktop research and interviews carried out with researchers, financial entities, academic institutions and investors.

As a Horizon Europe project, S3E is a decentralised action by nature, but one that still needs to build and navigate an ecosystem of organisations, initiatives and players with a given position of influence on the project's performance and outcomes: its stakeholders. Additionally, it also calls for a responsive growth factor capable of prospecting and creating new synergies over the project's lifetime, facilitating broader exposure and extending its range of actions

To that end, S3E is implementing an **Agile Stakeholder Engagement Framework**, a methodology designed to continuously develop and strengthen communication streams with key stakeholder groups, empowering the operation of the initiative as introduced in the Description of Action (DoA).
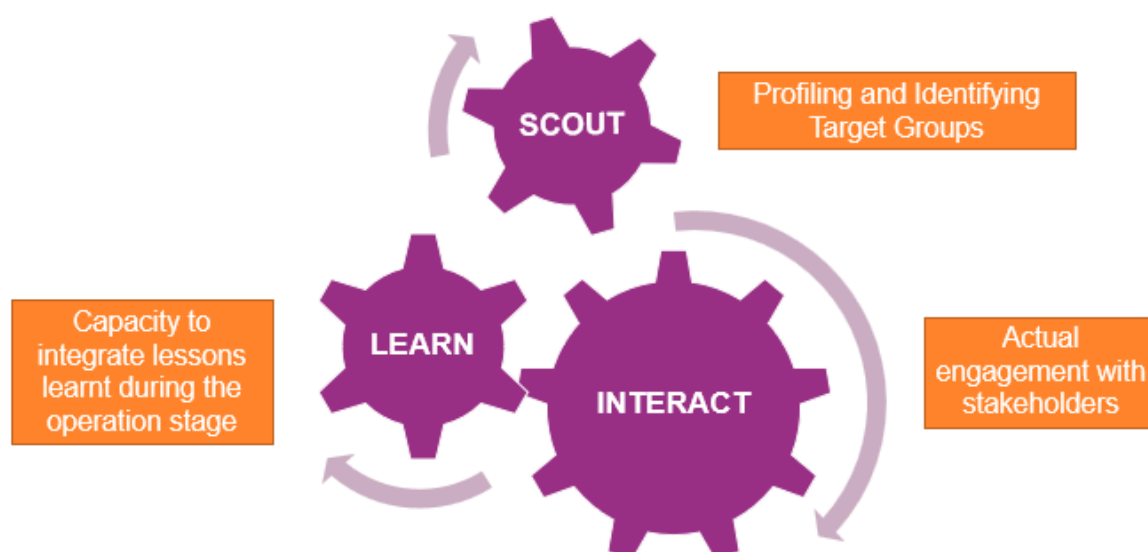
Figure 1. S3E's Stakeholder Collaboration Framework

6.1.3 Dissemination, Collaboration & Exploitation (D5.2)

The **S3E project** ambition is to develop an engine of growth that will contribute to **improve the connectedness and efficiency of the entrepreneurship ecosystems in Southern European countries**. The project focuses on the **acceleration of deep tech projects**, start-ups, and SMEs that, by providing solutions towards a more sustainable society and economy, can impact social development and economic growth in these countries and contribute to the timely achievement of the United Nations Sustainable Development Goals (SDGs)[7], in line with the EU Green Deal, the EU Digital Agenda and the Recovery Plan for Europe.

Deliverable 5.2 serves to **design and build the overall project dissemination, communication and exploitation strategies** starting from an extensive stakeholder engagement framework (D5.1), which set up the basis for community building and impact generation.

Research innovation is a driving force for economic growth, the creation of new job opportunities, and the enhancement of the standard of living. It is, therefore, important to ensure that the knowledge generated within the selected research and innovation projects through our open calls is properly diffused and delivered to society, to which S3E is committed. Furthermore, dissemination activities, such as **participation in events, webinars, training, pitch days, or publication of informative articles on websites**, enable participants to get feedback on the economic and scientific potential of their deep tech solutions delivered and thus can guide the market-oriented exploitation pathways.

---

[7] https://sdgs.un.org/goals

The **Dissemination, Communication & Exploitation plan (D5.2)** outlines the overall project dissemination, communication, and exploitation strategies, **providing specific action plans to reach a critical mass interest and participating in S3E Open Calls and Innovation Programs**, which corresponds to the stakeholders mapped. The plan is the result of a coordinated effort among partners, considering stakeholders' categories and needs as well as partners' communication channels and tools. In this sense, it is a supporting tool for each partner in maximising the impact of their own dissemination actions while providing means to ensure high visibility of activities and outcomes of the project. This plan proposes a list of **suitable communication and dissemination tools and activities for engaging the target groups in S3E**. To this end, a multi-step and multi-channel dissemination strategy is proposed to maximise the impact of the dissemination activities, adjusting the materials and tools to the specific needs, interests and potential for involvement of the target audience.

The S3E team considers this plan as a living document, reflecting an open, ongoing dialogue with potential users and related networks during the project to be inclusive and ensure the best possible results.

Objectives

The specific objectives of the **plan for Dissemination, Communication & Exploitation** are the following:

1. Implement a **branding strategy to ensure the full recognition and acknowledgement of the S3E brand** within the European and potentially international innovation ecosystems.
2. Deliver a **strategic plan for Communication & Engagement to achieve the widest reach of the Open Calls** to an appropriate audience and attract the most skilled European Deep Tech innovators and experts.
3. Showcase the most relevant S3E's results, creating awareness of the impact of the acceleration programs and ensuring they **contribute to the shaping of future European Innovation policies and practices**.
4. Provide a refined yet exhaustive **outreach strategy** to be adopted to ensure continuing support of the project's uptake through the establishment of solid partnerships.

6.2 Measuring Impact

6.2.1 How we define Impact Assessment

OECD defines impact as a "positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended". In most definitions Impact Assessment is the process of **evaluating the change** (positive or negative) an action can have in an ecosystem or environment. This change can be measured in both a quantitatively and qualitatively approach.

It is often the case where the line between action evaluation and impact assessment is bleared. The two processes are always interlinked, and both necessary. Evaluation tends to focus on the achievement of outputs and objectives, whereas impact assessment focuses on the **actual results and impacts** our action will have in the innovation ecosystem, beyond the simple measurement of performance or implementation indicators. Nevertheless, quantitative impact assessment requires developing relevant indicators (KPIs), establishing a baseline and collecting data through many sources and methods.

In S3E **we define Impact Assessment** as a process of continuously monitoring and evaluating the achievement of our objectives and examining their impact throughout the duration of the project and beyond.

Our **hope** is to **be the catalyst** that will boost the networking of the members of the ecosystem, raising understanding of the opportunities of Deep tech and stimulating the creation of new innovative solutions.

6.2.2 Metrics used to evaluate the program's success

The measures of success and forecasted impact indicators for each measurable dimension of the S3E project objectives are presented in Table 3 for the full project cycle.

Dimension	Indicator	Target	Justification
Engaging entrepreneurial research teams	# R&D organisation contacted to help in research teams & trainees engagement	65	Assuming 4 per target country
	# Research teams contacted	1.000	Estimated minimum for engaging the desired number research teams assuming 5% conversion rate
	Conversion rate (%)	5%	Based on experience by one of the consortium members
	# Screening interviews	100	Assuming a 50% compliance with the criteria for onboarding

Providing skills in technology commercialization	# Teams enrolled	50	Assuming a 20% waiver of participating teams in the training program
	# Research teams presenting @ Open Day	40	Based on experience by one of the consortium members
	# Mentors engaged	60	Assuming two mentors per team and an 80% repeat over the two cohorts
	# Trainees engaged	40	Assuming an average of 3 per target country
Accelerating growth stage start-ups	# Business development support services contacted	50	Assuming an average of 4 per target country
	# Applicants	150	Assuming an average of 3 per business development support service contacted
	# Participating start-ups	60	Assuming 40% applicants will satisfy criteria to enter the program
Market traction for scaling start-ups	# Corporates contacted	540	Assuming an average of 20 per EU country
	# Corporates presenting challenges	30	±5% conversion rate
	# Scaling start-ups replying to the challenges	120	4 per challenge to ensure sufficient match
	# Corporate – start-up matches	45	Assuming an average of 1.5 matches per challenge
Access to dilutive and non-dilutive funding	# Investors participating in open days	100	Estimated on network connections of the consortium members
	# Projects & start-ups connected to public funding opportunities	20	Connecting 10 projects and 20 start-ups to relevant public funding opportunities
Promote and publicise deep tech start-ups and developing innovation ecosystems	# Unique website visits	6.000	Required to attract high exposure and engagement
	# Social media engagements	12.000	Based on networking experience of consortium members
	# Open Day participants	300	3 times the number of investors
	# Number of media articles	24	1 per month starting at month 6

Coordination	Average Net Promoter Score from research teams and projects	50+	Benchmark for excellence
	Sustainability plan	1	Detailed and updated plan to ensure sustainability of the project beyond its lifecycle

6.2.3 Explanation of the program's evaluation and feedback process

In order to better understand and evaluate the project's impact we have to start by **creating clear links between the various components** of the project from objectives to KPIs to expected impact. We can then measure the success of the project by collecting data and feedback from various sources.

How we are monitoring our action

Impact assessment needs reliable data and the establishment of a continuous, action monitoring system that will allow us to collect these data and organise them in a meaningful way. To this end we have created a dashboard that will collect data from all dimensions of the project.

This dashboard is the main repository of statistics and data and is evolving with the project as it is enriched with results from evaluations, surveys and feedback from partners and beneficiaries of the acceleration programme. For the moment the dashboard contains mainly dissemination and exploitation KPIs. However, we will collect and monitor all the necessary KPIs ([here](#)).

Data Sources

The report is prepared using a combination of quantitative and qualitative sources of data. The main sources for compiling the report are:

- Online surveys based on structured questionnaires that are used consistently and throughout the various activities of the project.
- S3E database of applications during the Open Calls.
- S3E database of deliverables of successful companies.
- Data and methodologies from the implementation of previous programmes led by the partners of the consortium or publicly available.

6.3 Ensuring Sustainability

S3E's ambition is to develop an engine of growth that will contribute to improve the connectedness and efficiency of the entrepreneurship ecosystems in Southern European countries, by focusing on uncovering and accelerating deep tech projects and start-ups that aim at providing solutions that can impact social the economic growth in these countries and contribute for the timely achievement of the United Nations Sustainable Development Goals (SDGs) in line with the EU Green Deal and the emerging ESG field. This ambition will be achieved by actively providing

three major sets of services, namely:

- Track 1 - innovative training program aimed at research teams, from Southern European countries, designed to support the lab-to-market translation of deep tech research projects targeting issues that impact the attainment of the SDGs.
- Track 2 - pan-European mentoring and networking program, targeting deep tech growth stage start-ups, from Southern European countries, that address met (or ill-met) problems that address SGDs, to support the development of an investment ready business plan and to facilitate the access to non-dilutable and dilutable funding.
- Track 3 - pan-European brokerage program, facilitated by mentors, that aims to facilitate scaling start-ups to gain market traction, by challenging corporations to unveil challenges (related to issues that impact the attainment of the SDGs) that need to be addressed through deep tech solutions.

For each Track two Open Calls will be open (simultaneously for the three Tracks) targeting projects and start-ups whose technologies and / or products impact two sets of SDGs, groups according to their impact: (i) economic and social impact and (ii) environmental and social impact.

Expected outcomes as listed in the topic	How S3E will achieve these impacts	S3E key associated activities
Enhanced openness, competitiveness, and global potential of developing innovation ecosystems and creation of local jobs with high value added	• development of business cases for ground-breaking deep tech projects. • trainers trained to deliver the technology commercialization program. • deep tech start-ups creation • pan-European networking with experts, investors and corporates.	Track 1 program for training researchers and trainers in science-based entrepreneurship. Mentoring and networking services provided in Track 2. Mentoring, networking, and brokerage activities provided in Track 3.
Balanced business activity across Europe	Experts, investors, and corporates from all over Europe will be engaged to participate	Mentoring and networking services provided in Track 2. Mentoring, networking, and brokerage activities provided in Track 3.
Improved quality and outreach of business acceleration services in developing innovation ecosystems.	• Involvement of local mentors in program activities. • trainers trained to deliver the technology commercialization program.	Track 1 program for training researchers and trainers in science-based entrepreneurship.

6.3.1 Success stories and testimonials from participants

In addition to the quantified results nothing can work better than a strong narrative. A narrative will allow us to capture, preserve, curate, organise and communicate sets of unstructured entrepreneurial experiences, stories and anecdotes that can help individuals as well as institutions delve into, to find inspiration for new ways of conceptualising and promoting entrepreneurship, and how these new ways can be reflected into every-day practices and policies, and foundations for visions of our common European future.

In synergy with project Excellent: Excellency in Entrepreneurship: Expanding European entrepreneurship by boosting youth (self) employability and promoting a sharing resources

culture (GA 101100515) we plan to promote the value of entrepreneurship and startup stories and narratives as incomparably strong and motivating. Instead of elaborating theories with use cases or case studies, we promote the idea of offering real-world cases based on true stories that are shared by entrepreneurs themselves and which can be used to guide young entrepreneurs to each step of their entrepreneurship journey. This approach will help creating a needs-driven and evidence-supported, step-by-step reference model for developing, testing, and pitching Business/startup ideas.

6.3.2 Fostering Synergies (D2.3)

The establishment and nurturing of synergies with other initiatives and EU programs (e.g., Startup Europe, EITs, Startup3) can guarantee a wider reach of our project output and impact. All partners will **increase the connectedness among members of deep-tech start-up ecosystems** and their start-ups (regardless of their stage of development) and to the larger European business ecosystem seeking maximum synergies.

Synergies can start from bringing all projects from the EIE Scaleup Calls together and working on common activities.

The programmes of the HE-EIE-SCALEUP-01-01 call are:

ACRONYM	TITLE	DESCRIPTION
SPREAD2INNO	SPREADing the global potential of developing innovation ecosystems to strengthen INNOvation in regional and local businesses	SPREAD2INNO brings together different innovation stakeholders – incubators
AccelerAction	A pan-European Networked Acceleration Programme to expand acceleration ecosystems and foster the scalability potential of European business	The European innovation landscape is still geographically unbalanced
ACCELERO	Accelerating Local Innovation Ecosystems in Europe	Europe has been in the forefront for research and innovation
Food-scalEUp	Food-scalEUp: expanding the European digital agri-food acceleration ecosystem	Food_scalEUp is a collaborative project involving 10 organisations covering 11 regions (5 emerging & moderate innovator regions and 6 leader and strong innovator regions
BEYOND	Boosting pan-european Exchange between acceleration ecosYstems for improving quality and Outreach of business acceleration services in Developing innovation ecosystems	BEYOND aims to achieve a more interconnected European business acceleration industry in between 'modest' or 'moderate' and 'strong' or 'leading' acceleration ecosystems in Europe

Expanding the search, we can identify more than 90 projects under the European Innovation Ecosystem initiative. Some of them are not only relevant but may be complementary.

Synergies can also be created with projects under Excellence Hubs initiative of WIDERA programme (HE-WIDERA ACCESS-04-01). IDI is a key partner in SolarHub Excellence Hub and can create the necessary links between the 2 communities.

7 Conclusions

7.1 The future development

This deliverable has attempted to describe the S3E framework that the consortium has designed and deployed. It has consolidated text from almost all documents and deliverables from the body of knowledge and repositories of our project. It can also be used as the main reference document for the description of our Virtual Acceleration programme.

It should be noted that we intend to continue updating and refining this document as our programme progresses. We hope that at the end of the project, this document will serve as the main guide for the implementation of such an acceleration programme.

7.2 Reference to other documents

All our public references can be found in Zenodo in our South33E community.

7.3 Data protection

All received proposals are confidential, and each person involved in the program will sign a non-disclosure agreement, namely the reviewers of the proposals.

To process and evaluate applications, S3E will need to collect Data. S3E partners will act as Data Controllers of data submitted through the F6S platform for these purposes. The F6S platform's system design and operational procedures ensure that data is managed in compliance with The General Data Protection Regulation (EU) 2016/679 (GDPR). Each applicant will accept the F6S terms to ensure coverage.

Please refer to https://www.f6s.com/privacy-policy to check the F6S platform data privacy policy and security measures and to https://south3e.eu/privacy-policy/ to get informed about the S3E Start Privacy Policy.