D5.1

STAKEHOLDER COLLABORATION FRAMEWORK

AUSTRALO

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Abstract

Identifying and engaging with the most relevant stakeholders is an activity often referred to as 'community building' and it is a key aspect of every Horizon Europe project. Creating and nurturing an ecosystem of key players around an initiative is always a crucial factor in the outcomes and success of its value stream. This document outlines the overall stakeholder engagement strategy of the S3E project.

Keywords

Deep tech, entrepreneurship, innovation ecosystem, south Europe, open call, innovation project, open innovation, research, startups.

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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	

> * Deliverable types:
> R: document, report (excluding periodic and final reports).
> DEM: demonstrator, pilot, prototype, plan designs.
> DEC: websites, patent filings, press and media actions, videos, etc.
> OTHER: software, technical diagrams, etc.

S3E Partners:

Table of contents

List of figures

Abbreviations

S3E	Southern European Entrepreneurship Engine
DoA	Description of Action
WP	Work Package
SME	Small and Medium Enterprise
EU	European Union
SDG	Sustainable Development Goals
TTO	Tech Transfer Office
IP	Intellectual Property
R&D	Research and Development
SWOT	Strength, Weakness, Opportunity, Threat
EISMEA	European Innovation Council and SMEs Executive Agency
AltFi	Alternative Finance
VC	Venture Capital
DIH	Digital Innovation Hub
EIE	European Innovation Ecosystems
EEN	Enterprise Europe Network
NCP	National Contact Point

1 Executive summary

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 proposed project will focus 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), in line with the EU Green Deal, the EU Digital Agenda and the Recovery Plan for Europe.

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 aim 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 link 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 interesting and participating in S3E Open Calls and Innovation Programs, which corresponds 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.

2 Stakeholder Collaboration Framework

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 greater exposure and extending its range of action.

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).
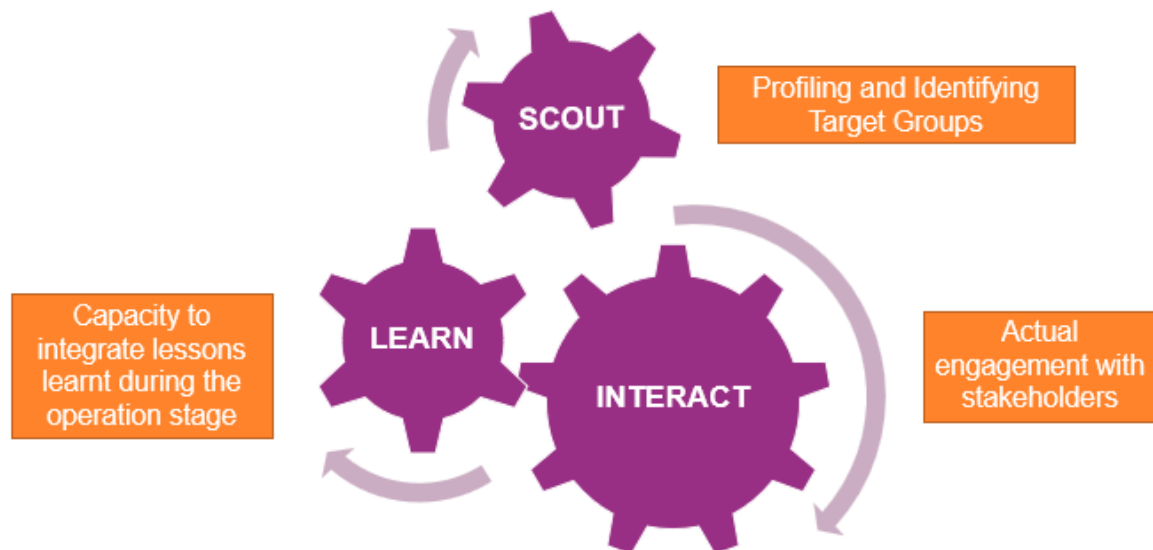

Figure 1. S3E's Stakeholder Collaboration Framework

2.1 Agile Stakeholder Management

Identifying and engaging with the most relevant stakeholders is an activity often referred to as 'community building' and it is a key aspect of S3E. Indeed, the program relies on communities, initiatives, and projects that will either use the services or resources and possibly liaise with its activities along its course. **Creating and nurturing an ecosystem of key players** around an initiative is always a crucial factor in the outcomes and success of its value stream. The stakeholder's impact on a project depends on its potential power -the ability to influence the value proposition- and the interest in exercising that power. Assessing the relative levels of each, supports the decision on whom to spend time and effort to realize the greatest benefits.

When it comes to addressing fundamental challenges in Research and Innovation, multiple initiatives often work in a standalone manner to address the same issue from multiple directions, incurring in inefficiencies and being incapable of delivering their full potential. By adopting an open framework of collaboration with peers and groups that can benefit and contribute to the impact of the project, S3E will be able to reach a deeper understanding of the requirements and benefits from aligning efforts with similar task forces.

2.1.1 Engagement Framework

To maximise the effectiveness of the outreach and exploitation plans that will be introduced in the Deliverable 5.2 Dissemination, Communication & Exploitation Plan (due in month 6), the consortium requires a mechanism for managing in a systematic manner the ever-changing list of organisations, initiatives, and players with a position to influence the value streams of the project.

For this reason, S3E will implement an **Agile Stakeholder Engagement framework**, designed to continuously developing and strengthening relationships with a significant audience through the values of the **Agile Manifesto**[1]:

- **Individuals and interactions over processes and tools**. Ecosystem building is a team-based approach to deliver value as a joint effort. Tools are an important part of projects, but the team needs to work together effectively through productive interactions with the stakeholders.
- **Results over comprehensive documentation**. It is much more valuable to interact with the stakeholders, obtaining continuous feedback and managing increments of the ecosystem's snapshot rather than overspending resources in studying and reporting about their profiles and potential objectives.
- **Collaboration over formality.** This framework is designed to promote and facilitate collaboration in the program. The team aims to engage and collaborate with stakeholders to inspect and adapt the vision, so the project will be as valuable as possible.

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[1] Agile Manifesto: http://agilemanifesto.org/

- **Responding to change over following a plan.** Rather than maintaining a fully defined and static vision of the stakeholders from the project, this methodology focuses on building up an ecosystem of interested parts throughout its lifetime.

The framework follows an iterative implementation structure based on Sprints, time-boxes of 6 months where the main goal is to incrementally increase and reinforce the engagement of the stakeholders with the initiative. A new Sprint starts immediately after the conclusion of the previous Sprint at the end of each quarter of the project (Sprint Qx). Its workflow includes the following phases.
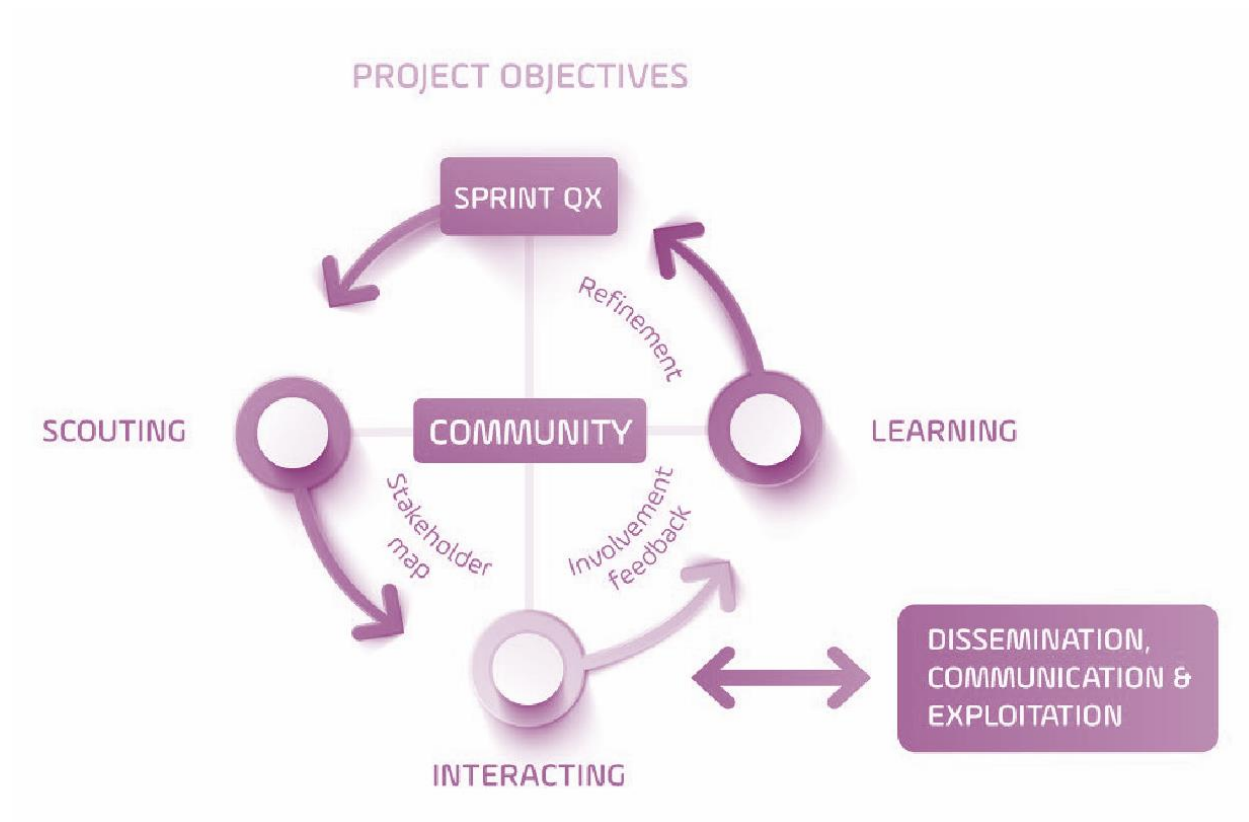

Figure 2. Agile Stakeholder Engagement

2.1.2 Phases and sprints

This framework's operation follows an iterative approach based on six month sprints along three phases (**scout, interact, learn**), to incrementally build and reinforce engagement.

- **Phase 1 - Scouting**

  Taking into consideration the expected impact of S3E, this phase focuses on exploring the spectrum of target groups of relevance for the project. The key result will be a version of the 'Stakeholder Map', a graphical tool to 1) identify target audiences -and specific candidates within them-; 2) efficiently organise and correlate these stakeholders; 3) define a common terminology to be used in all the project documentation.

- **Phase 2 - Interaction**

  This stage targets the actual engagement with the stakeholders, so it will be synchronised with the activities planned in the Dissemination, Communication, and Exploitation strategies. This is the phase where S3E will collaborate with advocate initiatives in the intersection of deep tech and entrepreneurship. Whenever relevant, the project will formally join specific task forces and working groups and participate in events. Feedback extracted from previous sprints will be used to improve on the efficiency and impact of these interactions.

- **Phase 3 – Learning**

  From the actions performed in the life-cycle, the consortium will learn lessons that will support the refinement of the next Sprint. Such phases will include insights obtained from consulting stakeholders (e.g., in the form of questionnaires or dedicated interviews), gathering valuable feedback about the project; a review of the engagement activities performed so far and their impact; a more efficient way to assess the stakeholders, among others.

2.2 Key audience and target groups

All Southern European countries are Moderate and Emerging Innovators, according to the European Innovation Scoreboard[2] and to close the innovation gap, to the countries that are Strong Innovators, they need to improve on several dimensions, namely the spill over to society of the knowledge produced by research activities. Because deep tech start-ups are fostered by research that, in most cases, is developed within the scientific ecosystem (e.g., universities), the acceleration of deep tech projects, start-ups and SMEs facilitates this knowledge spill over and, thus, it is a significant contribution to change the socio-economic development paradigm in countries with less developed innovation ecosystems.

A recent study[3], carried out under the umbrella of the European Startups project, supported by the European Commission and the European Parliament, clearly shows a **divide between Innovation Leaders and Strong Innovators and Moderate and Emerging Innovator** both in the origin of the deep tech start-ups as well as in the funding of these start-ups. It is precisely this

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[2] https://ec.europa.eu/docsroom/documents/46013

[3] https://europeanstartups.co/reports/2021-the-year-of-deep-tech

divide that the S3E project aims to address, by providing services to improve the quality and the outreach of business acceleration services in the targeted developing innovation ecosystems and by uncovering high-potential deep tech projects, start-ups and SMEs and connecting them to the more advanced innovation ecosystems.

At S3E, **we define Deep Tech as the umbrella term for all those technologies grounded on either scientific discovery or meaningful engineering innovation.** Deep Tech nurtures the development of disruptive solutions built around unique, protected or hard-to-reproduce technological or scientific advances and drives the creation of products, processes or services that fulfill unmet (or ill-met) market needs.

In July 2022, Europe adopted the New European Innovation Agenda[4] with the objective to position Europe at the forefront of the new wave of deep tech innovation, supporting start-ups to develop new technologies to address the most pressing societal challenges and to bring them on the market. S3E, in line with the above, echoes this ambition and it is committed to be the place where the best talent work hand in hand with the best companies and where deep tech innovation thrives and creates breakthrough innovative solutions across the EU.

All in all, several aspects contribute to setting S3E apart. In the first place, the fact that S3E is focused on a group of countries (Southern Europe) that are lagging in terms of innovation-led social and economic growth and that, because of their geographic location, share some common socio-economic traits that may contribute to facilitate the deployment of this growth engine. In the second place, because S3E is focused on deep tech for sustainable development which may lead to start-ups that can have more impact on growth than the business model innovation-based start-ups, that usually are catered for in this type of projects. Last, but not least, the project nurtures the root that enables the offspring of deep tech start-ups, which it is a very important endeavor that, sometimes, it is taken for granted in countries with more advanced innovation ecosystems and, thus, perfectly functioning support to technology commercialization, but extremely needed in countries with developing innovation ecosystems.

Therefore, promoting S3E and encouraging stakeholders to engage with the initiative requires first an **understanding of its target audience**. A deep dive into stakeholder profiles and their influence along the Southern Europe innovation ecosystems is essential to craft successful Dissemination, Exploitation and Communication Plans.

Groups that will have a special impact on the project, especially nurturing the network of Southern European partners hosting the fellows, as well as the pool of European researchers and innovators who will be **candidates to the open calls** of the program.

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[4]https://research-and-innovation.ec.europa.eu/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/new-european-innovation-agenda_en

In particular, S3E open calls cover the following **Southern European countries**: Bulgaria, Croatia, Greece, Italy, Malta, Portugal, Republic of Cyprus, Romania, Slovenia and Spain. And the following **Associated countries**: Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, and Turkey.
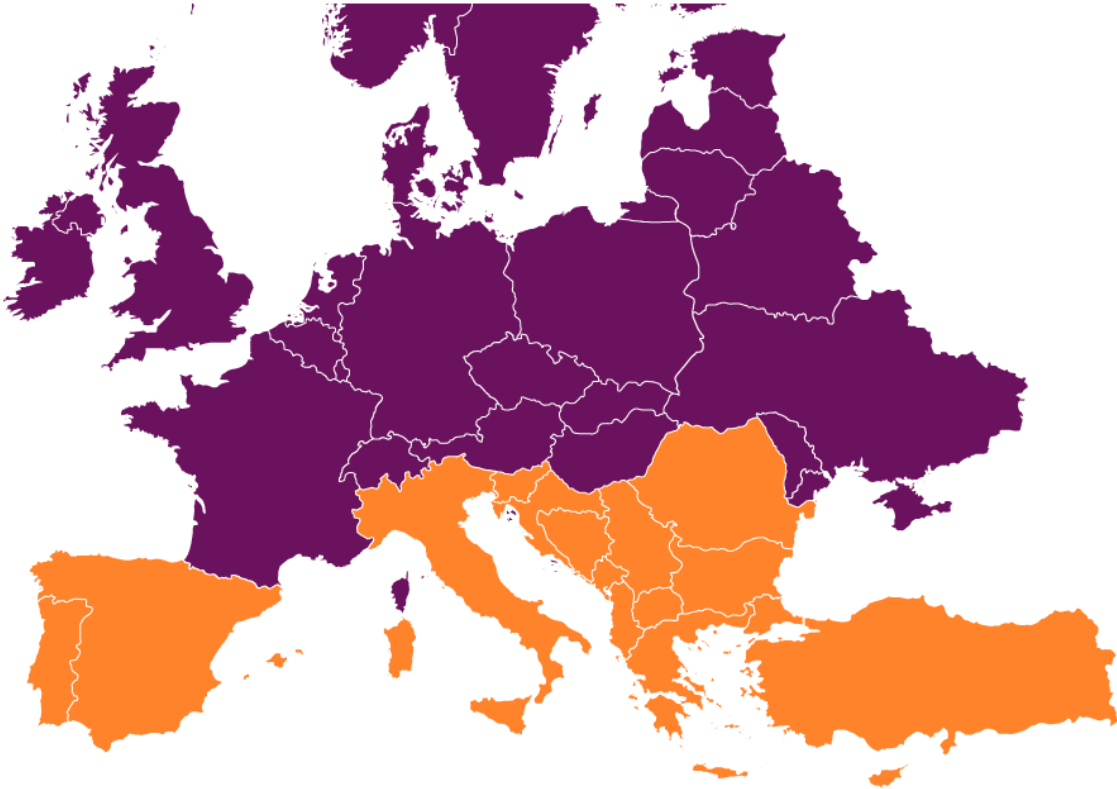

Figure 3. S3E geographical coverage

The deep tech ecosystem as a whole is complex and involves many stakeholders. S3E considers 10 main target audiences where the scouting actions will be carried out which will be described below.

2.2.1 Researchers and Tech Transfer Offices from Southern Europe

Research organisations have a **huge impact on startups**, especially in the early stages of development. One of their key roles is to **connect entrepreneurs** with subject matter experts. In particular, universities can offer technical and business support and validation to startups, provide them with equipment and the associated technical expertise that is not easily available, or available at extremely high costs in the industry, and also operate as proof-of-concept labs.

In this specific context, one of the key issues for **universities and their technology transfer officers (TTOs)** is how to sponsor such proof of concepts, thus some of them are developing special funding and infrastructures for such activities. The benefits of university technology transfer include a) the creation and fostering of an entrepreneurship culture that promotes faculty retention and recruitment, b) broadening the student learning experience through involvement in applied research, education on patenting and licensing, and in general in the entrepreneurial process c) addressing global challenges from theory to practice in key areas such as technology, life science, health, environment, or food d) developing a monetary return via licensing revenue models and royalties from spin-outs and IP licensing agreements. Not all these benefits can be readily achievable everywhere in Europe as universities and associated TTOs are quite diverse and articulated.

S3E support for research and innovation adds value by **encouraging cooperation between research teams across countries** and disciplines that is vital in making breakthrough discoveries.

R&D organisations (e.g., universities, research labs) can benefit from the participation of research teams, because they can generate the opportunity of future returns through contract research and valorization of their IP rights and generation of scientific employment for their students will be promoted. In addition, TTOs have the chance to learn a new methodology through a hands-on approach.

S3E will scout and engage with members from different research communities to **build awareness about the open calls**.
- European High-level Researchers, holding a master's degree or higher, employed in Third-level Education Institutes, Research Infrastructures, Non-profit Organizations and Scientific foundations/ associations, and Research Centers.
- European Associations of Universities and Scientific Networks.
- European Research Council (ERC) granted researchers.
- International Mobility Programs, where the audience is familiar with this kind of opportunities, for instance the Marie Skłodowska-Curie Actions program and its related Alumni Association.

Research teams from the targeted countries will be able to apply to the Track 1 Open Call (**START**) and will be selected according to a well-defined set of criteria that, overall, will assess the impact of the technology proposed by each team in solving an unmet (or ill met) need that impacts at least one of the SDGs. The team will undergo a hands-on training program that will have as the visible outcome a business case for a product (service or process) concept sustained by the technology. A pitch based on this business case will be presented in an Open Day to pre-seed stage investors and corporate ventures and support will also be provided for the team to procure dilutive and/or non-dilutive funding through national and / or European funding agencies.

2.2.2 Business development support service providers

Accelerators and incubators have grown in popularity over the last decade. Among all the different support services they offer, **mentorship has proven to be key**. In a survey by MicroMentor[5] It is reported that mentored businesses increased their revenue by 83%, whereas those without mentorship only increased revenue by 16%. Mentorship has also shown its value in helping entrepreneurs to have a smooth transition into their ventures as full-time jobs.

Incubators, accelerators, and different types of 'company-builders' play a crucial role in **providing start-ups with growth support**. Staff from the business development support service will be able to apply to the expression of interest call (launched concurrently with Open Call #1) to get involved in the project and provide different services based on their expertise and interest. The experts coming from business-acceleration providers such as incubators, accelerators, company-builders, innovation agencies, business clubs and networks, regional public authorities and educational institutions will be invited to participate in the project as **S3E experts (evaluators, mentors, deep tech brokers).** These will be the target group that will ensure the quality of the S3E programs implementation and give continuity to it after the project comes to an end, in hand with the project partners.

2.2.3 Growth stage start-ups from Southern Europe

Startups are essential to any tech ecosystem. Every industry needs fresh and new innovations to stay relevant, and startups bring needed capital, ideas, and solutions to the market that can further support the bigger tech ecosystem. It's crucial during the initial introduction of a startup tech company that they find their niche and stride, quickly. **Growth is imperative** to moving products and services forward, but also aiding in the transition of converting to the highly coveted scale-up phase.

Startups are a critical element for the economic vitality of any country. They also are the pipeline for SMEs and future high-growth firms. Across Europe, startups contribute to making countries economically and socially vibrant by redefining the technological landscape and creating the markets of tomorrow. The term 'startup' has no commonly agreed official definition; therefore, 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 pre-seed and its TRL is up to 6-7.

It's no small feat to take the leap from startup and enter scale-up territory. While scale-ups are equally essential to any tech ecosystem, the **challenges** companies face during the scale-up phase are exponentially greater and more challenging. For any startup, it's important to set goals

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[5] https://www.micromentor.org/learn-more/impact

that are attainable to reach the scale-up phase as not every startup can or will be able to take their company to the next level. **A balanced tech ecosystem needs the right startups to thrive so they can naturally evolve into the next phase.**

Growth stage start-ups will be able to apply to the Track 2 Open Call (CHARGE) and will be selected according to a well-defined set of criteria that, overall, will assess the entrepreneurial intent of the founding team and the impact of product(s) developed by the venture in solving an unmet (or ill met) need that impacts at least one of the SDGs. The services provided in Track 2 aim at supporting the selected growth stage start-ups in the development of an investment ready business plan and it is essentially focused on the in-depth validation of the assumptions underlying the founding team analysis of the market opportunity available to the start-up. Track 2 services are based on a business development process based mentoring approach that uses a set of tools (e.g., Voice of the Customer, Elements of Value, SWOT) and networking (with stakeholders) help the start-up develop an investment ready business plan to be presented (in an Open Day) to investors.

2.2.4 Scaling start-ups and SMEs from Southern Europe

A deep tech startup or also known as **knowledge-intensive startups in the academic world are companies that leverage new technologies.** These startups can come directly from universities, or they spun off/ out from existing companies and research organisations. Deep tech startups have high potential due to their breakthrough science thus having the potential to revolutionise the industry by creating new industry verticals. As so a scale-up is a startup that has grown, that has changed scale. To move to this next stage, the startup must have succeeded in stabilising its business model and industrialising its offer. It has therefore proven its **viability. In the S3E project we considered scaling, deep tech startups that have at least 2 years of operations.**

The main issue with scaling start-ups is a consistently growing market access. On a first stage, S3E Track 3 (**REVERSE**) will collect challenges from corporates and public organizations' and will divulge them, through business development support services to scaling start-ups to brokerage a collaboration between a start-up(s) and corporates, thus supporting the market opening to these start-ups (second stage). The services provided to start-ups, through advising, are essentially the ones related to brokering a relationship with corporates or public organisations.

2.2.5 Corporates

The integration of corporates in the startup ecosystem is a rational necessity. Corporates are able to **develop solutions, supply technology, provide mentoring, financial support, expert assistance**, build distribution channels for startups and are also discovering that accelerators are an effective way to engage with them. It is reported in the 2018 Report on Global Startup

Ecosystems[6] that more than half (52.1%) of accelerators is at least partially funded by a corporate, and 67.2% plan to get further revenues from them.

Corporates will be able to apply to the Track 3 Open Call (**REVERSE**) in which they will 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. Several services will be provided in Track 3 to corporates, on request, through advising, namely: support to develop the specification of the challenge to be presented to the scaling start-ups (that will be invited to present a proposal to solve the challenge), (ii) support on the definition of the terms of collaboration with the start-up and (iii) brokerage to find the right start-up(s) that can address the challenge.

2.2.6 Public Sector and Policy Makers

Private industry is usually unwilling to take on the high levels of risk and uncertainty that characterise startups, therefore **governments and public organisations are of key importance, in particular in ecosystems that are less developed**. Government policies provide incentives that stimulate the development and sustainability of innovation environments and are aimed to yield long term benefits.

However, government support should not remain static but be **able to adapt as ecosystems mature**. At first public interventions should target the creation of startups, and later on help these companies grow, scale up and contribute to the development of their regions.

The European Commission is supporting innovation ecosystems through several initiatives promoted by the European Innovation Council and SMEs Executive Agency (EISMEA), which provides **high quality support to European innovators, researchers, businesses and consumers**. EISMEA aims to reinforce the European Union's position as a global leader in Research and Innovation, strengthen its Single Market, open up opportunities for SMEs and maintain high standards of protection for its citizens towards a more competitive, digital, green and inclusive EU. S3E supports and contributes to this mission.

There is no doubt that entrepreneurship and innovation is an essential driver for economic growth and social development, and for this reason it will remain a priority in EU policies and instruments. Members of government departments, legislature or any other organizations are responsible for creating and enforcing policies and promoting strategies on fostering the innovation ecosystem and the realm of deep tech entrepreneurs. This category includes the EU Commission, Member States, National Technology Centers, public agencies, local governments, and regulatory agencies, among many others.

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[6] https://startupgenome.com/reports/2018/GSER-2018-v1.1.pdf

Public sector will be able to apply to the Track 3 Open Call (**REVERSE**) in which they will 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. Several services will be provided in Track 3 to public organisations, on request, through advising, namely: support to develop the specification of the challenge to be presented to the scaling start-ups (that will be invited to present a proposal to solve the challenge), (ii) support on the definition of the terms of collaboration with the start-up and (iii) brokerage to find the right start-up(s) that can address the challenge.

2.2.7 National and European Funding Organisations

National and European development and funding agencies and policy makers because the pipeline of projects they get will be enlarged with high quality deep tech projects and start-ups.

Banks and Alternative Finance – these financial institutions are providing support to the development of startups and secure their investment needs. Banks provide loans and specialised support programs. An emerging 'Alternative finance' sector also known as AltFi, needs to be considered. It includes peer-to-peer lending and crowdfunding. This sector has grown by more than 43% in the last two years. The biggest segment is business lending, with 72% of funds going to startups or SMEs. It is still a sector in its infancy as AltFi platforms emerge and disappear.

Startup incubators and accelerators – they **link technology, capital and know-how to accelerate the development of new companies and speed the exploitation of technology**. Accelerators are also an important vehicle to raise investment and to lead to potential exits, licensing agreements and sales. But the biggest carrot these days when it comes to corporate involvement in accelerators is not acquisition. It is 'piloting': the possibility of deploying in a real-life scenario a company's products or services. Corporations associated with accelerator programs effectively accept to operate as testbeds and often become initial customers for startups. While in the past a majority of accelerators still indicated that they used the "cash-for-equity" model, it has now been abandoned by most, as highlighted by the recently published Global Accelerator Report 2018[7]. The report indicates that only 32.7% of accelerators forecast a revenue generation from future exits. The reason for the change is likely twofold: on one side the small number of exits is insufficient for funding their operations; on the other one the time for a startup to exit is of the order of three to five years, which does not allow accelerators a viable and timely profit on investment. Nearly all (90.4%) accelerators reported different models of revenue generation, including charging for mentorship, office space rental, even hosting and revenue from corporations, which has seen the largest increase. Current corporate revenues generated by accelerators come from corporate partnerships, often in the form of a white-labeled or jointly-run acceleration programs, and corporate sponsorship packages.

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[7] https://startupgenome.com/reports/2018/GSER-2018-v1.1.pdf

Clusters of Innovations – have been defined in 2015 as "global economic hot spots where new technologies germinate at an astounding rate and where pools of capital, expertise, and talent foster the development of new industries and new ways of doing business"[8]. The important role of the cluster is to **provide incentives for the entry of new companies or startups**. In clusters it is typical to have a rise in productivity of the participating companies because of their increased access to information, technology and institutions. There is no one-size-fits-all solution. Cluster shape, development and evolution are strongly influenced by several local factors including economy, politics and culture. The commitment towards innovation is not enough to allow an ecosystem to have a healthy and strong development.

2.2.8 Investors

Angel investors – they are high net-worth, non-institutional, private equity investors who spend part of their assets in high risk, high-return entrepreneurial ventures in exchange for shares, income and capital gain.

Venture capital funds – venture capital (VC) is an equity investment aimed at supporting the pre-launch, launch and early-stage development phases of a company. The majority of venture capital firms intervene at a later stage of a startup lifecycle.

Investors will have access to a due-diligence deal flow of projects from Track 1 (**START**) and 2 (**CHARGE**) and will be invited to participate in the S3E Open Days.

2.2.9 Advocate initiatives

DIHs – Digital Innovation Hubs. In the context of digital transformation in Europe, DIHs are set up as one-stop shops to help companies become more competitive when creating or improving on their products and services using digital technologies. To fulfill this mission, DIHs provide innovation services, such as financing advice, training and skills development that are needed for a successful digital transformation.

Ecosystem Brokers. This category includes the role of intermediary contact points that will be relevant to exploit their networks/ ecosystems for a better promotion and outreach for the program. Reach out to a bigger critical mass of EU organizations with less effort. This will include National Contact Points, European networks, Research & Innovation Hubs.

EIE projects. S3E will foster collaboration with sister funded projects under the Expanding Acceleration Ecosystems (HORIZON-EIE-2021-SCALEUP-01-01) topic:
- A pan-European Networked Acceleration Program to expand acceleration ecosystems and foster the scalability potential of European business (**AccelerAction**).

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[8] Engel, Jerome S, "Global Clusters of Innovation: lessons from Silicon Valley", California Management Review, winter 2015, Vol. 57 Issue 2, pp. 36-65

- Accelerating Local Innovation Ecosystems in Europe (**ACCELERO**).
- Boosting pan-European Exchange between acceleration ecosystems for improving quality and Outreach of business acceleration services in Developing innovation ecosystems (**BEYOND**).
- Food-scalEUp: expanding the European digital agri-food acceleration ecosystem (**Food-scalEUp**).

Enterprise Europe Network. The Enterprise Europe Network (EEN) helps businesses innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. The Network is active worldwide. It brings together experts from member organisations that are renowned for their excellence in business support.

EntreComp: The entrepreneurship competence framework. The development of the entrepreneurial capacity of European citizens and organisations has been one of the key policy objectives for the EU and Member States for many years, and is one of the eight Key Competences for Lifelong learning. Turning ideas into shared value is equally relevant to progressing one's career, supporting one's local sports team or establishing a new social enterprise. Entrepreneurial value creation and entrepreneurial learning can take place in any sphere of life.

By focusing on the development of competences through the actual creation of entrepreneurial value, EntreComp breaks down the boundaries between education, work and civic engagement. In this respect, the EntreComp is transversal to formal, non-formal and informal learning contexts and applies equally to education and training systems --from primary to vocational education and training-- and to non-structured learning contexts including civil society, communities, youth work, start-ups and existing organisation such as corporations, non-governmental organisations or public administrations.

2.2.10   European citizens and the society at large

Society, in general, because the S3E project will be fostering the creation of value from the taxpayer's investment in R&D, by strengthening deep tech entrepreneurship, contributing to the change in the economic development paradigm and the creation of scientific employment and addressing SDGs issues. **S3E will encourage a wider understanding of Deep Tech**, describing technologies not focused on end-user services. These include artificial intelligence, synthetic biology, nanotechnologies, blockchain, quantum computing, and robotics, to name a few.

2.3 Stakeholder Map

Figure below contains the first version of the **S3E Stakeholder Map**, that graphically summarises all the target audiences at this stage. Such a diagram has been defined by taking into consideration the different target stakeholders' groups identified so far, as the outcome of Sprint Q1 of the Agile Stakeholder Framework.

3 Conclusion

This document has outlined S3E's Stakeholder Collaboration framework. This task falls into the scope of WP5 Communication and Dissemination.

With regards to the Stakeholder Collaboration framework, **S3E's impact has been identified and evaluated across a wide spectrum of entities**, encompassing researchers, deep tech innovators, policy makers, society as a whole, advocate initiatives and the whole innovation ecosystem of Southern Europe. The aim is to **understand the ecosystem of actors** which might be interested in the project's objectives and tools, **to develop a specific value proposition for each category** in order to meet the project objective: improve the connectedness and efficiency of the Southern European entrepreneurship ecosystems to boost the social and economic growth in Southern Europe.

Deliverable is closely link to the upcoming deliverables D2.1 Ecosystem Map: Mapping of the Southern European science and technology ecosystem, and the European Innovation ecosystem, and D5.2 Dissemination, Communication & Exploitation Plan, both to be delivered in month 6.