

WP 5.1 Acceleration program and business support

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1. ABSTRACT

One of the most important points that covers Protoatlantic is the Acceleration Program and Mentoring, which belongs to WP5 and is coordinated by EMERGE.

The PROTOATLANTIC Accelerator program will help entrepreneurs and start-ups to take their products to the market. The new products comes from the know-how and capacities/ideas of the entrepreneurs and their teams and are leveraged with the collaboration of experts and mentors specialized in the maritime and marine sector.

The Accelerator program will be comprised by three phases:

- 1) Boot Camp,
- 2) Mentorship Program and
- 3) Demo Day.

The Boot-Camp (October-December 2018), which is divided in two phases, will include 12 workshops. The first phase will be celebrated simultaneously in Cork, Oporto, Brest and The Canaries. The second phase, which is composed by 5 workshops, will take place in The Canaries. The workshops will be the following:

1. Business model.
2. Lean start-up
3. Branding and marketing
4. Economic-financial plan
5. Lean management
6. Partnerships and Design Team. Leadership
7. Pitch to investors

In the mentoring program, startups will have the support of mentors for 12 weeks in order to refine the business model and validate the technology in the market. Also, mentors will prepare startups to investment process.

Finally, Demo-Day will take place in The Canaries. Entrepreneurs will have the opportunity to pitch their business in front of investors, promoters, angel groups, venture capitalists, banks, experts and potential clients. This event will allow start-ups to access to funding.

2. INTRODUCTION

Blue Growth is the long term strategy to support sustainable growth in the marine and maritime sectors as a whole covering a wide range of interlinked established and emerging sectors. Seas and oceans are drivers for the European economy and have great potential for innovation and growth. It is the maritime contribution to achieve the goals of the Europe 2020 strategy for smart, sustainable and inclusive growth. The Blue Economy is referred to all economic activities related to oceans, seas and coasts.

The EU's Blue is growing steadily, according to the EU's first annual report on the blue economy. With a turnover of € 566 billion, the sector generates € 174 billion of value added and creates jobs for nearly 3.5 million people (June 2018). However, further growth is possible in a number of areas which are highlighted within the strategy (Figure 1).

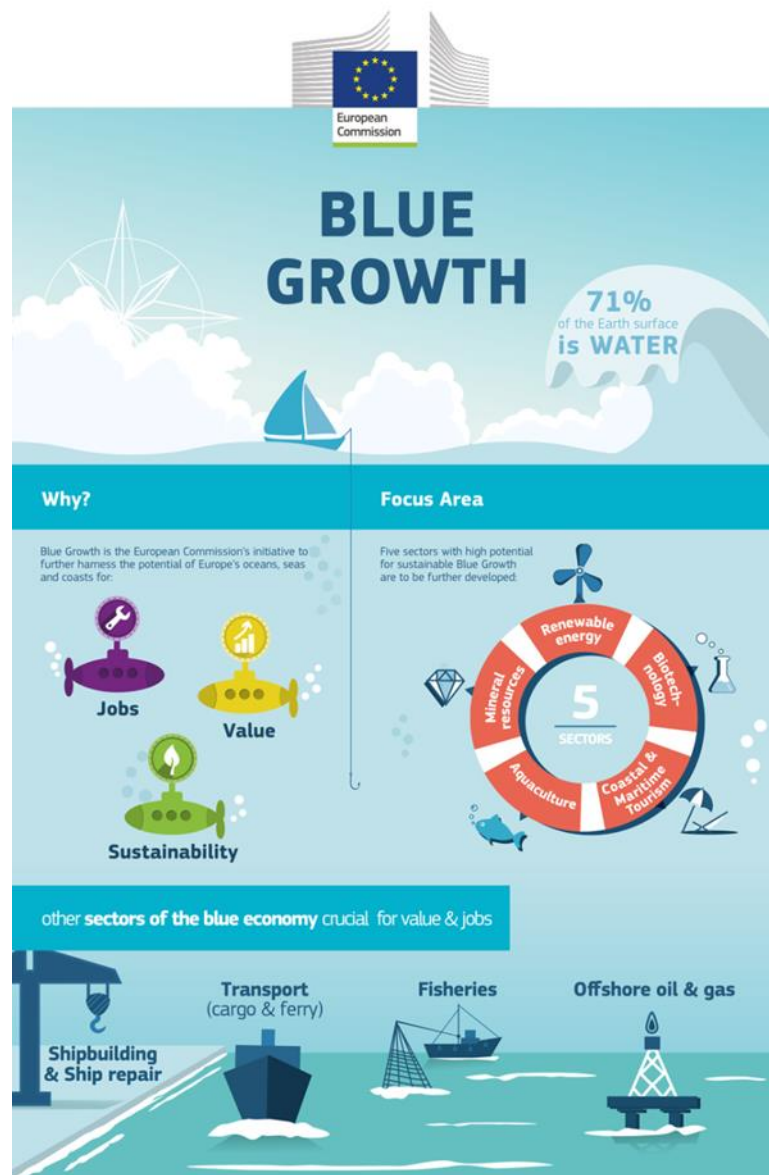


Figure 1.- Blue Growth Strategy from EU

The main objective of the project will be the development of a model for the prototyping and exploitation of innovative ideas in the Blue Growth Economy. Taking into account the high costs of prototyping activities, we will narrow our proposal to three well defined sectors: Renewable Energy, Marine Robotics and Blue biotechnologies. Renewable energy and Biotechnology are two emerging sectors of the Blue Economy.

Renewable energy encompasses not only offshore wind, which is the fastest growing activity in the blue economy, but various forms of ocean energy, such as wave and tidal

energy. The JCR estimates that this sector in Europe currently accounts between 1800 and 2050 works, 1450 of them in research and development.

Marine Robotics promise to open the ocean to humans in new ways. Recent advances are improving efficiency, reducing costs and the risks in operations in the sea. According to Woods Hole Oceanographic Institution, some of the areas of research are the following:

- Untethered ROVs (Remote Operated Vehicles) for intervention and sampling
- Long-range, unattended AUV(autonomous underwater vehicles) and glider surveys
- ROV and AUV operations under ice
- Underwater acoustic/optical communications and data connectivity
- Navigation, localization, and state estimation in complex environments
- In-situ acoustic and chemical assessment of hydrocarbon leaks and seeps
- Co-robotics, scalable autonomy, and adaptive sampling
- Advanced materials for deep-submergence operations
- Networked systems of heterogeneous vehicles and distributed sensors
- Near-bottom gravity measurements via AUVs

Blue biotechnology uses living organisms as either a source or a target of biotechnology applications. They are used in a variety of industrial sectors such as healthcare and pharmaceuticals, animal health, textiles, chemicals, plastic, paper, fuel, food, and feed processing (Fisheries, 2018). Taking advantage of biotechnology helps the EU economy grow and provides new jobs, supporting sustainable development, public health and environmental protection.

We will identify product innovation capacity in the maritime sector willing to address emerging markets in a co-creation paradigm with the local start-up communities, research centres and universities. For that purpose, we will implement an acceleration program, starting from ideation to market access where a structured process is used to manage product innovation.

The PROTOATLANTIC network will allow us to find the best place to build and test the prototype, and to identify the best places for the company to establish and launch its business.

The Project partnership includes:

Main Partners

- Innovalia Association, Spain (Lead Partner)
- EMERGE, Spain (Leader of this work package)
- INESC TEC, Portugal
- University College Cork, Ireland
- Cork County Council, Ireland
- European Marine Energy Centre, Scotland, UK
- Technopôle Brest Iroise, France

Associated partners:

- Marine South East Limited, England, UK
- Happy Ventures, Morocco
- Brest Metropole, France
- Ayuntamiento de Las Palmas de Gran Canaria, Spain

There is no specific method at present to validate entrepreneurship projects related with blue growth. On the other hand, there is a large gap between the amount of research and technological development projects in existence and the number of startups that have emerged around the blue growth strategies.

The project partners are used to carry out the acceleration program to help entrepreneurs and start-ups to reach the market. This not only happens in the Marine Sector. Many European Universities and Public Research Organisations face difficulties to manage properly their “commercially useful knowledge”. Their efforts, often delegated to their technology transfer offices, to commercialise their ideas and bring them to market are often hampered by an inadequate understanding of the importance and value of their knowledge and their capacity in generating revenue creating a new company, a new start-up. The great challenge is also in the personal and human side of the issue. When it comes to identify profitable businesses, scientists or PhDs are misaligned in most of the cases with the commercial side of the business sector. Taking that into account, PROTOATLANTIC will make special effort in the creation of new start-ups coming from scientific-entrepreneurs. That is why in PROTOATLANTIC we are involving policy makers, researchers and investors in the ecosystem, developing a framework where a product innovation capacity is combined to market knowledge and access can yield to a new value creation paradigm for the benefit of start-up owners and investors, and for the creation of new ones. Implementing such a framework has the potential to create a shift in value creation between the North and the South of Europe and may lead to a new prosperity model in the European Atlantic Area as marine innovation leaders. The Atlantic Area has been strong in supplying traditional industries, such as the offshore industry, but it has not yet capitalized on the themes set out in EC blue growth strategy.

3. OBJECTIVE

The objective of the acceleration program is to promote the development of entrepreneurial projects and the creation of startups related to the marine and maritime sector contributing to the Blue Economy Growth.

In order to do so, an intensive program of 3 months which consist on 12 workshops will be developed by experts in the maritime area (Boot-Camp) followed by mentorship program for 12 weeks in order to prepare startups to be launch into the market. Moreover, this program will facilitate greater connections with potential investors so that entrepreneurs, startups or participants can raise the growth capital necessary to accelerate their ventures.

4. THE ACCELERATION PROGRAM

4.1 Comparative of accelerators

There are plenty of different kinds of acceleration and collaboration programs. In the best programs, startups get better understanding of customer needs and market demand, valuable references and contacts and fast track for partnership and to new markets (C.Karhukorpi, Avanto Ventures).

There are many different types of models of accelerators depending on the purpose, the role in the ecosystem and the kind of business model. Regarding literature (Clarysse & Hove, 2015) (Nesta, 2014) (Nesta and Pauwels, 2016) the different models are the following:

- **Deal-flow accelerator**

In this kind of accelerator, funding is provided by investors, aims to identify promising investment opportunities. Typically, it provides seed funding in exchange for equity. It is highly selective, often supported by pre-accelerator 'screening' programmes.

- **Matchmaker accelerator**

The aim is to connect startups with potential customers, contributing to build ecosystem. It is often set up and sponsored by a large corporation to develop new solutions and services. Typically, this kind of accelerator does not provide funding for participants, but it helps to connect with potential reference customers.

- **Welfare/impact accelerator**

This kind of accelerators are often set up or sponsored by regional agencies or the government. It aims to stimulate entrepreneurial activity and foster economic growth in a specific region or sector.

Another classification of the accelerators, according to a report by Nesta in 2014 is the following. Whereas **venture-backed accelerators** typically exist to provide better deal flow for investors, a **government-backed accelerator** may aim, for example, to support local economic development. A **corporate-sponsored accelerator** may be established to help develop an ecosystem around a core technology. **Impact accelerators** are typically operated as other accelerators but their startups typically seek social or environment benefits in addition to financial returns.

According to Fundacity and Gust, the best accelerators based on the capital investment are the following:

- Accelerace (Denmark) 4.700.000 €
- Wayra (Europe) 2.500.000 €
- Eleven (Bulgaria) 2.000.000 €
- Startupbootcamp (Europe) 1.375.500 €
- Collider (United Kingdom) 1.356.000 €
- Ignite (United Kingdom) 1.139.550 €
- Hub:raum (Germany) 1.000.000 €

- Startup.It (Lithuania) 1.000.000 €
- La Salle Technova Barcelona (Spain) 1.000.000 €
- Plug and Play Spain (Spain) 1.000.000 €

United Kingdom, Spain, Germany and Italy are the main countries in terms of investment in accelerators. The total investment in Europe in the 113 accelerators analysed in this report has been 37.5 millions of euros invested in 2574 startups leadered by almost 10 million of euros in United Kingdom.

According to StartUp Factories and AlphaGamma, the best startup accelerator programs in Europe are the following:

Programme	Location	Investment	Duration
<u>33entrepreneurs</u>	Bordeaux, France	€ 15,000	Tailored schedule
<u>Accelerace</u>	København, Denmark	Mentoring, coaching & access to investors	6-8 Months
<u>Axel Springer Plug and Play</u>	Berlin, Germany	€ 25,000 for 5% equity	3 Months
<u>Barclays Accelerator</u>	London, UK	up to \$ 120,000	13 Weeks
<u>Bethnal Green Ventures</u>	London, UK	£ 20,000 for 6% equity	3 Months
<u>DCU Ryan Academy</u>	Dublin, Ireland	Mentoring, coaching & access to clients	10-12 Weeks
<u>Distill Ventures</u>	London, UK	£ 150,000	6 Months
<u>Emerge Education</u>	London, UK	£ 40,000 – £ 100,000	Unlimited
<u>Entrepreneur First</u>	London, UK	£ 15,000 + monthly allowance for 8% equity	6 Months
<u>GameFounders</u>	Tallinn, Estonia	\$ 25,000	3 Months
<u>The Birdhouse</u>	Gent & Antwerp, Belgium	Mentoring, coaching & access to investors	6 Months
<u>H-FARM</u>	Roncade, Italy	€ 20,000	3 Months
<u>Lisbon Challenge</u>	Lisbon, Portugal	€ 10,000 for 1.5% equity	10 Weeks
<u>Rebelbio</u>	Cork, Ireland	\$ 250,000	3 Months
<u>MassChallenge</u>	Switzerland	Mentoring & coaching	4 Months
<u>Microsoft Accelerator</u>	Berlin, Germany	Mentoring & coaching	up to 6 Months
<u>NDRC LaunchPad</u>	Dublin, Ireland	up to € 100,000	12 to 24 Weeks

<u>Nextstars</u>	Paris, France		€ 10,000	4 Months
<u>PANDO Ventures</u>	Frankfurt, Germany		Mentoring, coaching & access to investors	12 Weeks
<u>ProSienbenSat.1 Accelerator</u>	Berlin, Germany		up to € 225,000	3 Months
<u>Rockstart Accelerator (Artificial Intelligence Program)</u>	's-Hertogenbosch, The Netherlands		€ 20,000	6 Months
<u>Rockstart Accelerator (Digital Health)</u>	Nijmegen, The Netherlands		€ 20,000	6 Months
<u>Rockstart Accelerator (Smart Energy Program)</u>	Amsterdam, The Netherlands		€ 20,000	6 Months
<u>Rockstart Accelerator (Web/Mobile Program)</u>	Amsterdam, The Netherlands		€ 15,000	5 Months
<u>SeedRocket</u>	Barcelona, Spain		€ 150,000	3 Months
<u>Startup Reykjavik</u>	Reykjavik, Iceland		\$ 23,500	10 Weeks
<u>Startup Sauna</u>	Helsinki, Finland		Mentoring & coaching	7 Weeks
<u>Startup Wise Guys</u>	Tallinn, Estonia		€ 30,000	12 Weeks
<u>Startupbootcamp Smart City Amsterdam</u>	Amsterdam, The Netherlands		€ 15,000 for 8% equity	3 Months
<u>Startupbootcamp Berlin</u>	Berlin, Germany		€ 15,000 for 8% equity	3 Months
<u>Startupbootcamp Internet of Things and Big Data Barcelona</u>	Barcelona, Spain		€ 15,000 for 8% equity	3 Months
<u>Startupbootcamp HighTechXL Eindhoven</u>	Eindhoven, The Netherlands		€ 15,000 for 8% equity	3 Months
<u>Startupbootcamp Singapore (FinTech)</u>	Singapore		€ 15,000 for 8% equity	3 Months
<u>Startupbootcamp Insurance London</u>	London, UK		€ 15,000 for 8% equity	3 Months
<u>StartupHighway Techstars London</u>	Vilnius, Lithuania		€ 25,000	13 Weeks
	London,		\$ 20,000 for 6% equity	3 Months

		UK	+ \$100,000 convertible note	
<u>Yunus</u>	<u>Social</u>	Tirana,	up	to 4 Months
<u>Business</u>		Albania	€ 500,000	
<u>Accelerator</u>				

Source: Startup Factories and Alpha Gamma

Related to the maritime sectors, few accelerators can be found such as Maritime Accelerator (Finland), Port XL, StartUp Wharf or The Dock Innovation Hub, among others.

Port XL, which is the first World Port Accelerator (Netherlands), focuses on building the ecosystem that creates value for all stakeholders. Startup Wharf, the Maritime Start Up accelerator where digital and maritime meets, focuses on Shipping, Ports, Maritime Services and Marine to create a Maritime Innovation Ecosystem. The Dock Innovation Hub, founded in 2017, is the only Israeli accelerator for maritime startups.

The ProtoAtlantic Accelerator program will help entrepreneurs through several steps, namely, take their products from the lab to the market, target the right customer/user segments, implement the right business model for the proposed solution, generate revenue and user growth, develop scalable/profitable distribution channels, enhance the team knowledge on other areas, and when appropriate, raise venture capital from investors who believe in their vision, and mentoring of experts in marine and maritime area.

The ProtoAtlantic Accelerator program will be the first accelerator program focused on European Blue Growth, developing a European Ecosystem for prototyping projects, from pre-seed to start-up. A pool of mentors and experts specialized in the maritime sector will make this accelerator program different from the rest of accelerators in Europe.

According to (Peter W.Roberts, 2016), several factors distinguish an accelerator program, namely:

- General factors
 - Quality of the partners involved in the program
 - Time spent on program activities. 'Less is more'. Programs where entrepreneurs spend a lot of time in the classroom listening experts have inferior outcomes. Protoatlantic is based on this principle. The more remote work we allow, the better.
- Pipeline
 - Quality of participants. It is better to focus on the quality than quantity.
- Selection
 - Factors which are evaluating to select participants.
- Program design
 - Networking. Programs need to focus more on building entrepreneurial networks, and less on delivering content.
 - Quality of experts and mentors involved in the program.
 - Financials and accounting training.

In order to promote the acceleration program, different events are celebrated in every region in order to diffuse this program to the potential participants (WP4). Moreover, this program will be promoted in the website and Social Media (Twitter and LinkedIn) according to the communication strategy of Protoatlantic.

4.2 Who can apply

Entrepreneurs with innovative ideas/projects or technologies, mainly in renewable energy, blue robotics or biotechnology will be able to participate in Protoatlantic program. They do not need to be in a specific TRL, mainly in a pre-seed stage.

Potential candidates are the following:

- PhD students, postdoctoral researchers or students
- Entrepreneurs with initiatives in the maritime space or technologies applicable to this sector
- Industry and SMEs, from maritime sector, with an idea/challenge/project mainly in the 3 different areas (biotechnology, blue robotics or renewable energy)

Registration of the startups will be done through an online application form available on the [Protoatlantic website](#).

The application form will contain the following information:

1. Surname
2. Forename
3. E-mail address
4. City/country
5. Telephone number
6. Name of startup (if applicable)
7. Marine sector Biotechnology Marine Robotics Marine Renewables Other (please specify)
8. Please briefly (in less than 500 words) describe (1) your innovative idea, technology or product, (2) what problem you are trying to solve and (3) how you are going to solve it.
9. From where did your idea originate? University Research/technology centre Freelance/autonomous entrepreneur Existing company (new business line) Other (please specify)
10. Website (if applicable)
11. At what stage is your business/startup? Seed stage Startup (within last 24 months) Established Other (please specify)

<p>12. At what technology readiness level (TRL) is your product (if applicable)?</p> <p>Basic Technology Research (TRL1-2) Research to Prove Feasibility (TRL2-4) Technology Development (TRL3-6) Technology Demonstration (TRL5-7) System/Subsystem Development (TRL6-9) System Test, Launch & Operations (TRL8-9)</p>
<p>13. Are you looking to participate in our program/activities related to:</p> <p>Bootcamp Mentorship Demo Day Prototyping Tank Testing Marine Testing Other (please specify)</p> <p>*Tick all that apply (we expect you could cover as many as possible in order to benefit from a more complete and coherent service from ProtoAtlantic)</p>
<p>14. If you are looking to prototype your technology, which (if any) of the following facilities would be most suited to testing your product?</p> <p>Lir National Ocean Test Facility, Ireland (www.lir-notf.com/) European Marine Energy Centre, Scotland (www.emec.org.uk) Institute for Systems and Computer Engineering, Technology and Science, Portugal (https://www.inesctec.pt/en) Marine Park, Spain (http://www.marinepark.es/)</p>

The registration form could be accompanied by a video presentation of the startup explaining the project and the reason for participating in the acceleration program/prototyping.

Each participant team must name a contact person with whom Protoatlantic will maintain communication. They must be over 18 years old and able to speak English fluently at all levels and act as the leader to the startup with sufficient dedication to the Acceleration Program.

The selection of the participants will be done by an interview. The criteria will be the following:

1. Innovation of the idea/technology/product
2. Impact of the product /technology on the market
3. Technical knowledge of the technology/project
4. Potential to scale internationally
5. Potential for generating employment
6. Capacity to learn in a team
7. Entrepreneur spirit

A 'Review Panel' will be established to assess and rank the applicants. This will consist of one member from each partner of the project.

- Innovalia Association, Spain
- EMERGE, Spain
- INESC TEC, Portugal
- University College Cork, Ireland
- Cork County Council, Ireland
- European Marine Energy Centre, Scotland, UK
- Technopôle Brest Iroise, France

The participation in the program will be notified by email to the contact person of the startup.

4.3 Acceleration program

The ProtoAtlantic Accelerator program will be comprised of three different phases:

- (1) a Boot -camp composed of two phases,
- (2) a Mentorship Program and
- (3) Demo Day.



- The Boot camp will include a series of 12 intensive workshops for 3 months in total. In the Project Approval Form (PAF) of Protoatlantic, 6 months were firstly estimated. This was reduced into 3 months in order to be more intensive and get the maximum number of participants from abroad. In this sense, the cost which has to assume the startups that come to the Canary Islands in the second phase of the boot-camp will be the minimum possible.

Experts will provide specific training to entrepreneurs on how to reach successfully the market from the know-how and capacities/ideas of the entrepreneurs and their teams. Pool of experts is one of the keys of an Accelerator Program which makes different one accelerator from another one.

- The Mentorship Program will run for 12 weeks and consist in a close monitoring stage where entrepreneurs are being followed by mentors who help them with the start-up development. Specialized mentors will make unique and high-quality level this program.
- The Demo Day will consist in a special event to be held in the Canary Islands. Entrepreneurs will have the opportunity to meet and connect with relevant business actors who will assist those finding sustainable paths for their start-ups.

The dates given are indicative and may be subject to change. The final dates will be published on the www.prototatlantic.eu website.

oct-18	nov-18	dec-18	jan-19	feb-19	march-19	apr-19	may-19	jun-19
BOOT-CAMP								
				MENTORING				

The main phases of the programme will be the following:

PHASES	DATE	DESCRIPTION
Registration	Opened	The participants can fill the registration form in the Protoatlantic website
Selection	15 th -25 th October 2018	Evaluation of the registered startups in every region
Communication to participants	26 th October 2018	Notification of acceptance via email and in the Protoatlantic website
Accelerator Programme (Boot-Camp+Mentoring)	October 2018-April 2019	12 Workshops Individual mentoring
Demo-Day	May-October 2019	Final pitch under investors, industrial companies, press and the partners of Protoatlantic.

In order to accomplish the output indicators of the project, the estimation of startups which will participate in the program are the following:

Number of enterprises ^a receiving support in the first phase of the Boot Camp (workshops I, II in Canary, Porto, Cork and Brest)	84
Number of enterprises receiving support in the second phase of the Boot Camp (workshops III,IV, VVI, VII in Canary)	110
Number of enterprises receiving support	26
Number of enterprises supported to introduce new to the market products (WP6)	17
Number of enterprises receiving support	237

^a Enterprises are referred to startups/projects/entrepreneurs that are going to participate in the accelerator program

➤ **Boot-camp**

Two different phases are proposed; the first one is composed of 2 workshops which will be celebrated simultaneously in Cork (2 workshops), Oporto (2 workshops), Brest (1 workshop) and Las Palmas (2 workshops). Because of this, local language can be used in this first phase.

The second phase composed by 5 workshops will take place in The Canaries.

All the workshops will have similar methodology which will be discussed in detail in the following section. In the morning, the main fundamental principles of every module will be presented for 4h (9-13:30h), with a brief break coffee. After lunch, the objective is to put in practice all the theory in its own start-up or project.

'Learning by doing' will be used as method in this accelerator program.

The content of the applications submitted to Protoatlantic and all the information and documentation which is provided will be confidential and private, and will be treated as such by the Protoatlantic promoters and the rest of participants.

Before the first workshop, every start-up/idea/project will have to sign a document in order to promise confidentiality regarding rest of innovations which are not patented and participate in the program.

Workshops in the first phase of the Boot-Camp

Two different workshops will take place in the first phase of the Boot-Camp: Business Model and Lean Startup.

	I.1 Business model	Time	Place	Language
30-oct	Every 'idea'/start-up will be transformed into a business model that will include the hypothesis of the value propositions, the technological viability and the economic sustainability (cost vs. revenues). Agile tools will be used for the business modelling. Once the idea and the model that support the project are defined, every team will have to discuss their vision, mission and values.	9AM-18PM	The Canaries Cork Oporto Brest	ESP ENG PORT FR
31-oct	Task: Every startup will start the first draft of their business plan.			ESP ENG PORT FR
01-nov				
02-nov				
03-nov				
04-nov				

In this module, the following aspects will be covered:

1. Business Plan-What is it? Main sections a business plan should include
2. Types of business model. Lean Canvas as a key tool
3. Development of value proposition
4. Clients. Study of the market
5. Channels
6. Model of revenues
7. Case study of different business models (practical case)

After this workshop, every startup will know the main parts of a business plan which will be sent to the mentor assigned at the end of the Boot-Camp. The different points that should cover every section of the business plan will be explained with detail in this workshop. Some of the sections of the business model (financial planning, marketing plan) will be explained in detail during the second part of the boot-camp.

	II.1 Lean start-up	Time	Place	Language
13-nov	Lean Startup methodology will be introduced for the development of experiments that validate the different hypothesis that support the business model. It will be designed a prototype strategy to validate experimentally the hypothesis of the value propositions, its technological viability and the revenue channels that have been identified. Also, the different techniques that let us to do a more agile prototype with the lowest cost will be discussed. It will provide the participants with and understanding of the importance of the behaviours, methodologies and principles of Lean Startup.	9AM-18PM	The Canaries Cork Oporto Brest	ESP ENG PORT FR
14-nov	Task: Validation of their ideas in the market applying Lean start-up methodology.			ESP ENG PORT FR
15-nov				
16-nov				
17-nov				
18-nov				
19-nov				

The second module, 'Lean startup', whose methodology was pioneered by Toyota, will cover the following topics:

1. Introduction to Lean startup
2. Principles of Lean startup
3. Development of a minimum viable product (MVP)
4. Validation of the product/technology
5. Lean Startup Tools

The Lean Startup provides a scientific approach to creating and managing startups and gets a desired product faster. This method is going to teach startups how to drive it to steer, when to turn, and when to persevere and grow a business with maximum acceleration.

After the first phase, every participant will have elaborated a first draft of its business plan which will be improved during the rest of the program.

This second phase will take place in Las Palmas and will be composed by 5 specific workshops for one intensive week. In this case, all the workshops will be in English as international startups will participate in the second phase of boot-camp.

The dates given in the table correspond to the workshops which will take place in The Canaries.

The rest of the dates and experts in charge of every workshop in every country will be uploaded in [Protoatlantic web page](#).

Workshops in the second phase of the Boot-Camp

	III Branding and marketing	Time	PLACE	Expert	Language	Hours
26-nov	The basic strategies for the development of branding for every start-up will be introduced in this workshop. A lot of attention will be put in marketing and digital strategies. With these tools a strategy and a roadmap will be designed for the communication, marketing and sales of each one	9-18h	Las Palmas	Minerva Pérez	ENG	4 theory+4 practise
	IV Economic financial plan					
27-nov	How to achieve the break- even and how to adapt the strategy to accomplish it? When do we need investment? All these questions will be answered in this workshop. In the afternoon, all the groups will work on its economic and financial plan with the supervision of an expert	9-18h	Las Palmas	José M. de la Viña	ENG	4 theory+4 practise
	V Lean management					
28-nov	Lean management is an approach to run an organization that supports the concept of continuous improvement. It is an ongoing effort to improve products, services, or processes, which require "incremental" improvement over time in order to increase efficiency and quality. It uses methods to reduce factors that waste time, effort or money.	9-18h	Las Palmas	Enrico Milovan	ENG	4 theory+4 practise
	VI Partnership and Design team/ Leadership					
29-nov	It is important to fix the responsibilities and the role of every part of the team before the start-up is created. In the morning, the structure of every team will be discussed. In the afternoon, different activities will be developed in order to discuss the most important qualities needed in a maritime leader.	9-18h	Las Palmas	Hannan Carmeli	ENG	4 theory+4 practise
	VII Pitch to investors					
30-nov	Tips to pitch effectively to investors. In the afternoon, they will be able to practise it in front of the expert and the rest of the startups participants in the workshop.	9-18h	Las Palmas	Liam Fitzgerald	ENG	4 theory+4 practise

- **‘Branding and marketing’** workshop will cover the following aspects:

1. Brand design using strategic branding
2. Marketing plan
3. Digital Marketing and Social Media
4. Best practice in brand and marketing management.

After this workshop, every startup will know how to elaborate the marketing plan.

- The main objectives of **‘Economic and financial plan’** are the following:

1. Financial Planning Process.
2. Investment Planning
3. Fiscal benefits in Canaries
4. Building your cash basis financial model

This workshop will be very helpful for the startups in order to elaborate its economic and financial plan with the supervision of an expert in this field. In the practical session (in the afternoon), they will be able to prepare and solve doubts related to its economic plan.

- **‘Lean management’** module will cover the following concepts:

1. Core concepts of Lean as identification tool of Waste
2. Lean production. Optimum utilization of resources.
3. Methods of quality control to eliminate waste and increase productivity and quality

Using the Lean startup approach, companies can create order by providing tools to test a vision continuously.

- The following aspects will be covered in **‘Partnership and design teams/Leadership’** workshop:

1. Team structure. Roles and responsibilities of every part of the team
2. Team communication strategy
3. Writing an operating agreement to avoid future problems. Main clauses to include
4. Skills and good qualities of a leader
5. Empowering, motivating and inspiring others
6. Identification of techniques for leading diverse groups to achieve business results

In this workshop, in the morning will be a session dedicated to Partnership and Design team. In the afternoon, different hands-on activities will be developed in order to provide startups with the skills necessary to learn the practical skills needed to be an effective leader in the organization.

- In the last workshop '**Pitch to investors**', the expert will give participants tips to pitch effectively to investors.

After the face-to-face session during an intensive week, every startup will continue working on its business plan. Experts will be available for 2 weeks to answer every doubt/question related to the workshops developed.

Methodology of the workshops

All the workshops will follow the same methodology. In the morning (11-13:30h), the expert will explain the main concepts to cover the concepts of every workshop. In order to do it, he/she will use a presentation and the material that he/she considers in order to be the most effective possible (videos). A break will be done in the middle of the morning, from 11 to 11:30h.

In the afternoon (15h -18h), the session will be more practical, using Lean methodology 'learn by doing' specific activities. Every start-up will put in practise all the concepts/topics covered in the morning. This part will be more opened to the expert. He/she can organize groups in order to perform different practical activities related to the workshop which will help them to improve their business plan.

After the workshop, all the material used by the expert will be sent, after experts' authorisation, to the startups/entrepreneurs who attended the session.

The main objective and output of the boot-camp is the elaboration of a business plan with the following main parts. The different parts which should be covered will be explained in detail in the first workshop.

1. Executive summary

This part includes the mission statement, product or service, basic information about the company, the team, location and financial information.

2. Business description.

Detailed description about the startup/company. This part should cover the problem that the business solves and the advantages which make different the business.

3. Team

This section will include the different components of the team and the role that has every person in the startup. Also advisers and the people who have contributed would be recommended to be added in this section. If the team is more than a few people, a chart of the startup would be very useful.

4. Marketing plan

Detailed information about the strategy of the startup for taking the product/technology related to the maritime sector into the target market. This part should include, at least, product design, pricing, sales and advertising strategies.

5. Competitive analysis

This section should include the analysis of the competitors, including their strengths and weaknesses and the strategy of the startup in order to have success in the market and compete with their business.

6. Operations and management plan

This plan describes how the business operates on a continuing basis. This section includes operations such as business physical location, labour, facilities, equipment and processes details.

7. Financial planning

This part outlines the forecasted costs, revenues, profits and loss, break-event, cash flow and balance sheet. The workshop 'Financial and economic planning' will be very useful in order to fill this section.

8. Appendix

This section will include supporting documents or other materials such as Canvas model, product pictures, licenses, permits, patents, legal documents or other contracts which the startup considers important to be included.

➤ **Mentoring**

As part of the accelerator program, ProtoAtlantic offers a mentorship program to startups and entrepreneurs. The goal of the mentoring phase is to guide and coach participating startups and provide feedback on their business models as well as prepare the startups for the Pitch Day. Expert international mentors with relevant knowledge and experience in the launching and managing of new ventures in the maritime and marine industries will be carefully selected to provide the mentorship.

Throughout a 12-week intensive program, an estimate of 25-30 startups will participate in an intensive mentorship program. Startups and entrepreneurs will have one-to-one meetings with their assigned mentor, every 10 days, 9 mentor sessions minimum. The duration of the mentoring sessions will vary between 1 and 3 hours. This can be done online (via Skype, Hangout or Whatsapp call), or in places where both the startups and mentors are local, in person.

At the end of the 12-week intensive mentorship program, period of time of mentoring, every mentor will make a report based on the feedback template created by Emerge with the collaboration of the rest of partners about the progress of every startup which will be the deliverable 5.3. Additionally, mentored startups/projects will also have to provide a brief report to evaluate the efficiency of the mentorship.

Two different types of mentorship are provided to the startups/projects:

1. **Improvement of the business model.**

The objectives are the refinement of the weakest points of their business model and/or the validation of the market with potential clients in the cases where the

startups have a product ready and the startup has not started to validate the product in the market.

2. Preparation for the investment process.

The objective is to help the startups to prepare good pitches to potential investors. This includes providing the startups and entrepreneurs with the necessary tools and knowledge required to present their value proposal correctly, identifying the audience and delivering a precise message.

Mentors will be senior entrepreneurs, consultants of companies of professional with experience in the marine/maritime sector and in the development of business plan of innovative technological companies. Mentors are usually experienced entrepreneurs who link startups to the innovation ecosystem through their knowledge and familiarity with the different aspects of growing a business. Some experts from the boot-camp will also provide mentorship.

Usually mentors have a wealth and depth of experiences from the industry, either as successful entrepreneurs themselves, or as specialist and investors who are well informed about the needs and the stakes of new ventures. Mentors provide external resources and act as a bridge between startups and different stakeholders of the ecosystem (Chandler et al, 2011). The mentors' tasks include accelerating entrepreneurs learning processes, professional and personal identity growth as well as expanding entrepreneurs' access to social networks which are valuable in the startup's early stages (Elfring, 2007; Vissa, 2012). Thus, mentors help new ventures to accelerate by helping them to be more focused and understand what is most important. The mentorship program will aid to point the startup in the right direction. With the assistance of the mentors' expertise, technological, marketing and financial processes will be easily accessible to the startups, which will gain valuable insights into the startup journey.

The mentors may help setting goals, developing contacts and identifying resources. Also, mentors will help to improve the business plan and identify and improve the weaknesses and strengths of the business plans.

Mentors ideally possess following characteristics:

- Be truthful
- Listen
- Be direct
- Hold information in confidence
- Guide
- Have empathy

Prior to initiating contact between startup/participant and the mentor, the **matchmaking** will be done by the partners of Protoatlantic project. It will be based on the mentor's background and expertise of the mentors and the business ideas of the startups to ensure maximum benefit for the startups.

Emerge, leader of work package 5, will be responsible for the communication of the final decision of the matchmaking between the mentors and the startup/project. Final results will be communicated via email. After this moment, the mentors will be

responsible of accomplishing the mentorship program agreed with the partner of their region.

➤ **Demo-Day**

At the end of the program, every startup will be ready to make a pitch under investors, promoters, angel groups, venture capitalists, banks, experts and potential clients. This event will allow start-ups to access to funding. It will provide startups an opportunity to pitch to investors in front of a live audience.

Pool of investors will also appear in the website in advance in order to promote the event and attract the rest of stakeholders to participate during this day.

5. COMMUNICATION

All notifications concerning the development of the accelerator programme, including the list of projects/startups/entrepreneurs selected as well as the pool of experts and mentors as well as the final dates of every workshop will be published on the Protoatlantic website.

<http://www.protoatlantic.eu/>

The startups will receive all communications via email to the email address of the contact person given in the registration form.

As it was planned in the Project Approval Form of Protoatlantic (PAF), the consortium, in this case, EMERGE as leader of this works package will participate in Breaking the Surface (BtS) in order to disseminate the program and analyse and discuss Accelerator Programs. It is an international summer workshop that encourage interaction and the exchange of knowledge and experience about the maritime robotics field and its application. It will take place from 30th September until 7th October in Biograd na Moru (Croatia). A specific report of this event is delivered in the third progress report of the project.

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