

D3.3 SUMMARY OF THE PROGRAM, LESSONS LEARNED, AND BEST PRACTICES

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1. Executive summary

Deliverable 3.3 has been produced to provide a summary of the overall acceleration programme, the lessons learned by the partners and the best practices that can be extracted from the programme and deployed in similar future programmes.

As a consortium, the ODINE partners have successfully accelerated 57 startups over a 20 month period. These startups originated from 18 different European countries, all with either a product or service that builds upon an open data platform. The success of this acceleration can be measured by the key metrics that have been tracked throughout the length of the programme. These startups have collectively managed to generate a significant impact on their own growth and impact within their particular sector/market. This is reinforced by the €22.5M generated through investment¹, sales² and efficiencies³, in addition to the 268 jobs created.

From evaluating the overall success of the programme you will find detailed in this report a number of fundamental lessons learned by the ODINE partners in running this acceleration programme. For example; bi-weekly reports are an effective way of tracking activities and monitoring progress and peer-to-peer support is challenging given that companies operate in different sectors, markets and countries. These lessons learned have derived from the various forms of feedback that the consortium has received from the participating startups, and from the activities/processes that have been undertaken by the partners themselves.

The report documents a valid recommendation for some of the lessons learned, on how improvement to future programmes can be made, for example; creating further networking opportunities between startups and partners, improving the engagement and expertise within the mentorship programme, as well as having a formal process to track activities and successes through the acceleration.

The report provides examples of the impact that has been generated on the triple bottom line that was assessed at application stage. The economic, environmental and social impact that has been derived through the use of open data. The startups have created over 50 open data products/services. These products/services provide new opportunities for other companies from the publishing of open data, an environmental impact by trying to improve living standards, and an economic benefit through the revenue and investment generation.

¹ The total amount of investments (Grants, BAs, VCs) companies achieved during the acceleration period

² The total amount of sales all the companies achieved during the acceleration period

³ The total amount of realised efficiencies all the companies achieved during the acceleration period

2. Introduction

This deliverable summarises the activities, key metrics, lessons learned and best practices that have been achieved through the duration of WP3 of the ODINE acceleration programme. The deliverable reviews the services that have been offered to the startups through the length of the acceleration, before identifying the lessons learned by the partners, and concluding with recommendations for improvement on future programmes similar to ODINE.

The report documents the activities that have been undertaken by both the startups and the partners in line with the ODINE acceleration programme. These activities are identified under the services provided which included; the mentorship programme, the perks and offers, PR and communication and the peer to peer support.

Furthermore, this deliverable provides the survey results and analysis to visualise the impact that ODINE has achieved as a programme. These results help to define the key areas of the programme that require improvement, and are the basis for the recommendations that have been put forward. These recommendations offer anyone interested in designing similar programmes in the future guidance in how to successfully run a virtual incubation with a focus on open data.

3. Context

Work package (WP) 3 focuses on the support provided to open data businesses, through the accelerator programme. The main goal for this WP was to set up a partnership programme which, besides equity free investment and marketing support, included mentoring and coaching sessions, as well as peer to peer support and networking.

The acceleration programme was run over the course of 20 months from September 2015 to April 2017. The support was provided throughout the duration of the acceleration and features such as mentoring, the space provided by partners and the community aspect of ODINE, which offers startups the opportunity to network through slack, will continue to be provided for a period beyond the life of the project.

The programme engaged with multiple audiences to ensure the survival and growth of the startups throughout the incubation. By providing the startups with grant funding, the partners also had an obligation to ensure the agreed KPI's, deliverables and work plans are adhered to.

4. Overview of activities

This section lists and describes the activities that have been executed by the ODINE consortium and especially those partners involved in WP3. This section will focus on the services that have been provided to the startups during their acceleration period. In addition to the services provided, this section will include key metrics that have been achieved by both the startups and the partners involved.

Key documents/processes put in place

For the acceleration, the partners designed a number of supporting documents and processes that were put in place for the startups to refer to. This also enabled the partners to track the level of engagement and activities undertaken.

Welcome email and handbook

The welcome email to ODINE, was a standard draft that was created for all startups joining the programme (Appendix 1). The email included the ODINE handbook, which was a resource that provided an introduction and overview into the ODINE acceleration programme for all new startups. The handbook provides key details that are required for life within the acceleration such as the main contacts to approach in regards to the various services that ODINE provides information about the Mentorship programme, tracking tools, perks offered by third-parties partners and the different communication channels used to interact with peers and the consortium .

Youtube video of the application process

This video⁴ provides startups with a brief description of ODINE's application, evaluation and negotiation process. This was made available to help startups apply to the ODINE programme and explains the entire decision making process. This allowed for a clear and consistent message, which ensured the selection process remained competitive and fair.

Virtual info session with each new cohort at the start of the programme

This process was introduced to complement the ODINE handbook. Before the acceleration started for each cohort, the relevant startups were invited to join this info session. This was always

⁴ <https://youtu.be/pP1n2NbirPE>

conducted remotely, due to geographic disparities of each cohort. This was the first chance for all startups to meet one another and engage with their advisors to understand the requirements of the programme. This was a crucial aspect of the process, and was well received by the startups. Some startups voiced their opinion and recommended that this introduction would be better facilitated via a face to face meeting or introduction day.

Final project review

The final project review meeting was the first chance for some startups and advisors to meet face to face. The idea behind their structure was to evaluate the startup's journey through the acceleration period by analysing and comparing their activities, outputs and KPI's against that of their original workplan. Each final review meeting was held in a different European city, as the startups were so geographically spread, and they were attended by a number of partners, and two external evaluators. The evaluators were selected based on their expertise, with one more business focused, while the other would have been from a technical background. Each startup was given an hour slot, which consisted of a 15 minute timed presentation, followed by 15 minutes Q&A. The startups were then invited to step out, while the panel spent a maximum of 20 minutes evaluating their progress through the programme. This was where the decision to either pass, conditionally pass or fail the startups occurred. Once a decision was made, the final 10 minutes consisted of evaluator feedback and final decision. Once the feedback had been supplied, each startup was given the opportunity to reflect on the programme itself and to provide feedback from improvement. Each final review meeting was held in a different European city, as the startups were so geographically spread. Having this structure also allowed us to utilize the partner network and to have a variety of evaluators for each final review meeting. This resulted in an unbiased evaluation of the startups.

Training provided

The training conducted during the acceleration process provided knowledge and tools in fundamental areas that are directly related to the startup's success, progression and growth. Each startup was provided with individual support to identify gaps or areas of interest that training could help develop. In addition to identifying specific training needs, the partners also encouraged startups to undertake training in open data. To address this, every company in the programme was offered the chance to attend the ODI's open data in a day course. This course provides attendees an introduction to what open data is, how it can be used and how to publish it. In addition to this face-to-face training opportunity, the startups were offered e-learning modules from the European Data Portal (EDP). This online course offers learners the chance to understand how to use open data,

how to clean it and information on open data licences.

The idea of offering these particular courses was to touch on the topics of training that were outlined in D3.1. The expectation was to improve the foundational knowledge that every entrepreneur needs. We therefore covered topics in those areas, which included: how to develop your product further, how to raise investment through a successful pitch and how to understand your customer needs through research.

In addition to providing startups with recommended training and supporting materials, the consortium offered externally run training courses. The partners probed the companies to determine what were the most relevant and in demand topics or training. The partners decided to conduct a short survey which comprised potential topics for training, such as marketing, how to scale your business, and how to seek investment opportunities and pitch to potential funders . From the survey responses received, and the remaining budget left, two tailored training sessions were facilitated. These were:

- Workshop: Scale up workshop by Barrabes (May 2017) ⁵
- Remote workshop: Venture capitalist (VC) Investment and pitching with Cedric Latesse (March 2017)

Scale up workshop (Face to Face)

From the responses received, the majority of the startups requested specific training on how to market and scale your business or product. The primary goal of the programme is to help startups scale their business. The idea of the programme is to help startups become more efficient with their time and effort, by using scaling methodologies that consist of small smart moves. Additionally, startups learned how to communicate their value proposition clearly, and learned how to structure an effective sales pitch.

The 2-day workshop was held in Madrid and 5 startups attend. The startups highlighted the value of attending the workshop face to face as it offered them a chance to network with one another. In a feedback survey conducted at the end of the workshop, the startups expressed a 4.5 out of 5 satisfaction. Some of the feedback received was as follows:

- “[the workshop] inspired/pushed us to try new things, made us brainstorm on what we do, what the problems are, and how we can improve [them]”
- “I really liked the innovative methodology and materials. Also the approach involving other participants in idea generation and feedback.”
- “Great interaction with the coaches. Loved the personal [touch] and pragmatic approach.”
- “It was very useful and enjoyable”

⁵ <http://www.barrabesnext.com/>

- “Great team facilitating the workshop. Really involved in the process and willing to bring added value to the startups.”

Investment workshop (remote)

From conducting the survey around training needs, It was understood that further training of interest included how to prepare and pitch for Venture Capitalist (VC) investment. In order to provide this training, the partners were able to attain the services of Cedric Latesse who is a known VC, and who was familiar with ODINE and the companies involved. Cedric was a previous evaluator and offered bespoke training for the startups, that could be attended remotely. The training was run in March 2017 and the idea was to learn the do's and don't when preparing for a pitch. In addition, to understanding the main steps of negotiating a potential investment round with different type of investors, eg BA or VC.

The workshop was held in London and live streamed online, to allow startups to attend remotely, if this was more suitable logistically. Five startups attended. The application of the knowledge was then facilitated in a live pitching session with feedback from the VC and partners. This was very well received by the startups, as feedback was scored at 4.8 out of 5 when rating the content. Additionally, the startup who attended were able to improve their presentation skills thanks to the targeted and bespoke feedback received from Cedric. This improvement was prominent in the startup pitches at the final review meeting.

Overall, the feedback from the startups was positive:

- “Since I'm quite new to the investing business, I found all the information very interesting and most of it also very useful. Especially the last part of the workshop [Do's and Don't in a slide deck]. It gave more insights from a practical point of view”.

Advisorship

As well as training, each of the startups were accustomed to receive tailored advice around the direction and activities during their acceleration. Each startup was provided with a dedicated point of contact, who would act as their advisor. The partners who provided advisory were; the Open Data Institute (ODI), Wayra and Open Knowledge Foundation (OKF). Each partner was allocated a number of startups per cohort.

Each advisor provided peer to peer support via video conferences and face-to-face meetings (where possible). These meetings were scheduled on a bi-weekly basis, which allowed for a better adaptation to the actual needs of each entrepreneur at each development stage of the acceleration. Additionally, the advisors helped in creating introductions within their networks,

providing coaching and mentoring, as well as arranging events for the startups to attend. This relationship proved invaluable when ensuring the startups adhered to their workplans.

Tracking of activities

At the evaluation stage, companies were required to submit a workplan. This work plan details the activities that each company will undertake over the 6 month period. These workplans were assessed by the partners at the evaluation stage, and funds were awarded based on whether their criteria impacted on the triple bottom line (social, economic and environmental). Once the acceleration started, the process of ensuring the funds were spent appropriately began. In order to do this, the partners had to track the progress made, and did so via a number of methods.

Bi-weekly reports

In order to manage the expectation of the companies work plans against their actual activities, a tracking system was put in place to receive updates from each company on a bi-weekly basis. Originally, the method of tracking used was not sufficient enough to support the amount of data the startups were providing ODINE. It also meant that tracking metrics was difficult due to the format of this process.

The partners decided to look for alternative methods, and made the decision to move to a more suitable open platform. By moving to this process, the responses that were collected from each startup were able to be aggregated. By aggregating these responses, we were able to track the impact more effectively. With each bi-weekly report that was submitted, the metrics were automatically updated based on the relevant fields to provide a holistic impact. Monitoring of these metrics, allowed for the advisors to identify areas where startups may require provide peer to peer support for example; Sales and mentorship.

At the final review meetings for each cohort, we offered the accelerated companies the opportunity to provide feedback to the consortium on the overall programme, feedback came in various forms, and one piece of consistent positive feedback received was the process of using bi-weekly reports to track progress. This gave a true reflection to the level of growth achieved, in terms of teams, investment and sales and proved valuable to the startups themselves. The startups thought it was beneficial to make time to record their achievements allowing them to reflect progress made and to plan the next two weeks of work as a form of goal setting.

Milestone reports

In conjunction with the bi-weekly reports, companies had to submit 3 milestone reports during their acceleration. The grant funding was split across the 6 month period and payment was linked to these milestone reports. The idea was to manage expectations throughout the acceleration,

including flagging any changes to the originally agreed activities. By using milestone reports as a way of tracking, partners were able to see differences between the workplan and the recent tasks undertaken. Additionally, this gave both the partners and the companies a chance to review the costs associated within this timeframe and to discuss any reporting issues.

Having this tracking method in place allowed for a consistent approach when dealing with a number of startups at any given time. This approach allowed partners the time to mitigate against any problems or issues picked up in the reporting. By having the added layer of sign off, which was linked to payment, it acted as an incentive for startups to adhere to deadlines and detailing the reports.

Mentorship programme

In order to evaluate the overall success of the mentorship programme, the partners needed to look at this from the perspective of the startups and the mentors themselves. We will explore how the mentorship programme has been established, maintained and evaluated.

The mentorship programme offered the companies an opportunity to seek industry relevant advice and feedback. The partners played a key role in developing a database which consisted of 41 mentors. These are industry representatives who were willing to provide their time for free to offer guidance and assistance where required. In order to develop this database, the partners set about this in two ways. The first was to utilise their own network to develop a pool of skilled mentors. The second was to put the onerous on the companies themselves in trying to extend the reach of the mentorship programme. By giving the companies this opportunity, they were able to suggest potential mentors who were willing to commit to the programme, or in some cases, where the industry was niche, presented the programme with an opportunity to exploit a community and offer a broad range of industry experience.

Once a mentor had been identified, they were then vetted to ensure they were the right fit i.e. had the necessary experience. The programme was designed to offer a range of expertise, locations and experience to ensure there is a diverse selection across the varying industries. The reason for this, was due to the ever changing demands from cohort to cohort. As we accelerated a number of companies from varying industries, the partners had to ensure the database was up to date and refreshed with relevant mentors. In order to strengthen our stock of mentors, the partners would use networking and startup events to recruit potential candidates for the programme.

To ensure we strive towards continuous improvements in the services we provided, a survey⁶ was conducted and distributed to every funded company. The aim of this was to gauge the quality of

⁶ https://docs.google.com/a/theodi.org/forms/d/1AHv8_3Hg7io1GsL2oV8D65aWzQNxCg_uoi1xUUm7wM/edit?usp=drive_web

the programme and the mentors we have in the database, by evaluating their advice and relationship with the companies, the potential changes that may be needed to improve the service, and to evaluate the overall support the programme had provided. This will formulate any recommendations for future programmes involving a mentorship programme, and can be used to support the ongoing services we provide to our startups/SME's beyond the life of the project.

From the 57 accelerated companies, we received 22 responses (45%). The table below outlines some of the key statistics from the evaluation of the programme.

Number of Mentor/startup connections:	Mentors average advice rating from startups (out of 5):	Overall rating of the mentorship programme (out of 5):
24	4	3.3

Table 1: Aggregated statistics from the mentorship programme

Out of the responses we received from the startups, the general feedback was positive. However, The results of the survey have identified areas in need of improvement. One underlying issue was the level of service provided across the board. Due to a number of overlapping cohorts during the mid-way point of the acceleration, many responses received outlined the lack of engagement and support from the mentorship programme. This differed from startups in the later cohorts, due to the improvement in the level of communication. The results have also identified industries in which we can strengthen the experience of our mentors. The main areas/industries consist of agriculture/food, geospatial/mapping and healthcare. The next steps in terms of providing ongoing support will look at resourcing suitable mentors within these industries/sectors.

On the other hand, the amount of engagement also has a direct link to the number of companies that have been accelerated. If you compare ODINE to other accelerators, for example; Wayra, in each academy they accelerate between 7-12 startups per year. This coupled with an acceleration team of about 4 people allows for more dedication to the startups being accelerated. At times advisors thought that there was a lack of bandwidth to proactively take actions that might have benefited the startups. This coincides with the amount of communication that each startup had with the mentorship programme as providing the same level of service to 57 startups proved to be difficult.

In order to have a holistic understanding of the improvements needed in the mentorship programme, we needed to evaluate the programme from the mentor's perspective, as well as the startups. From undertaking a further survey, we are able to cross reference the feedback received from the startups, to determine the level quality associated with the ODINE mentors.

The survey only received 6 responses from the mentors, and from those 6 responses, 50% of mentors felt the programme was a success and had a very good experience. Additionally, 33% of the mentors are looking to move their relationship with the startups forward, after the initial connection made by the programme.

On the other hand, there is a direct correlation between the mentors that perceive the ODINE programme was successful and the mentors who felt their direct match with the startups, in terms of experience, was not relevant. To propose a correct fit between startup and mentor, communication and engagement need to be improved, this could be achieved by a formal process for understanding the direct requirements of the startups.

Networking

Networking opportunities were created between the startups themselves, including the chance to network on a professional level at events (see events below for more details). By proposing the use of office space, networking opportunities were further strengthened by the ability to work with each individual advisor. Other opportunities came in the form of instant messaging through slack. The consortium learned that by facilitating various open networking opportunities, the challenge of time difference and geographical disparity in a virtual acceleration could be reduced.

The partners established an online community for the startups through slack. Each startup was added to their respective cohort channel, including the programme channel. This platform for communication proved to play a vital role in the communication between startups and advisors. The challenges faced with running a virtual incubation is the lack of communication opportunities. By implementing this method, it enabled certain barriers to be reduced, and meant that any feeling of isolation could be also reduced. Slack proved to be just as important for the advisors themselves. By eliminating the lead time that can be encountered from emails, advisors were able to discuss pressing issues with the startups and current workflow. Additionally, by creating bespoke forums for the startups and their cohorts, startups were informed of events, new articles and success stories, as well as the ability to connect with other startups.

Another form of networking was via the mentorship programme. By initiating contact between industry representatives and startups, we created a platform for them to create bespoke support. This support consisted of some online interaction through emails and calls, to actual physical mentoring on a 1-2-1 basis.

Although the partners engaged with the startups through a number of networks, one consistent piece of feedback received was the lack of face-to-face engagement with other startups and partners. Although ODINE was a virtual acceleration programme, by attending events and final

review meetings, it became apparent that this form of interaction needs to be increased for any future programmes.

Space

As with a virtual incubation, networking and co-working opportunities are hard to come by. In D3.1, the partners detailed that any opportunities to provide physical space to the startups would be facilitated. Any agreement on space would be depending on the availability at the time, and ultimate responsibility would lie with each individual partner. Throughout the acceleration period, a number of startups took the opportunity to work at partner locations, in order to meet their advisors or to utilise the facilities. This arrangement is a lot more feasible for startups who are physically located nearer to a partner. The ODI for example had a number of London/UK based startups visit their offices, this generated a strong working relationship and from an advisor perspective, increased the responsiveness and receptiveness to requests, changes and queries on any of the bi-weekly and milestone reports. Upon reflection, any means to facilitate more face-to-face engagement should be taken, as it improved transparency and management of startup activities.

Events

Another service provided, was the opportunity for startups to attend industry and startup related events. The partners identified a number of key events that offered startups the chance to network with potential collaborators or investors. The events attended by ODINE are below:

Event	Location	Date
South Summit	Madrid	October 2015
European Data Forum	Luxembourg	November 2015
ODI Summit	London	November 2015
Web Summit	Dublin	November 2015
4 Years From Now (4YFN)	Barcelona	March 2016
European Data Forum	Eindhoven	June 2016
ODI Summit	London	November 2016
4 Years From Now (4YFN)	Barcelona	February 2017
Pioneers	Vienna	June 2017

Table 2: Events attended by partners and startups

Retrospectively after these events, partners followed up with each individual startup who attended. The feedback from these companies emphasised the importance of providing this opportunity within the programme. The lead generation and brand promotion was the most consistent feedback we received. On the other hand, the main issue with attending these events was the lack of engagement from the startups prior to attending. In addition to this, some startups had initially agreed to attend, before opting out at the last moment, in some cases less than a week before the event was due to start. As a mitigation for future events, it may be best to seek some form of event booking confirmation, for example flight confirmation. This is something that the partners have implemented prior to the Pioneers event in Vienna.

In regards to the lack of engagement from many startups surrounding these events, one conclusion can be drawn that many of these startups were not in the position to promote their product or service, or were considering further investment from VC's or business angels. In order to provide a consistent service across the programme, questions regarding events could be asked during the application or negotiation phase. This may determine the stage that the company is at, allowing partners to be more targeted in their approach, and in turn providing a more suitable service to the startups in the acceleration programme.

PR & Communication

The partners had committed to providing valuable exposure to the programme and its participants. By promoting the startups through the ODINE website, the Guardian partner zone and newsletters, the programme managed to generate brand awareness within the startup ecosystem. The aim was to make influential players within the market aware of the programme and the startups. The key metrics underpin the success of this, through the number of investments and added value that has been generated by the startups.

ODINE website

The ODINE website⁷ was a central hub for all relevant information about the project, which aggregates all dissemination, engagement and communication activities of ODINE. Linked to the website was other forms of social media presence, for example: twitter⁸. The ODINE website was used to promote the programme and the startups involved. The website was constantly updated with company profiles and startup news that was published on the Guardian's partner zone. The idea of the website was to generate more acknowledgement of startups achievements/successes. By doing this, the partners published 133 related articles on the ODINE website. The website also

⁷ <https://opendataincubator.eu/>

⁸ <https://twitter.com/odincubator?lang=en>

provided a real time high-level visual representation of the metrics achieved during the project. This enabled visitors to be aware of the generated impact from ODINE (Appendix 2).

Guardian partner-zone

In order to create online advertising and brand traction for the startups, the partners collaborated in creating a partner-zone on the guardian's website⁹. This site was used to promote each individual startup. The guardian's role was to commission a piece on each startup from all 8 cohorts, which would then be complemented on the ODINE website. The site was able to support multimedia content and infographics to accompany the news articles (Appendix 3).

ODINE Newsletter

By utilising the stories that were curated on the ODINE website, the partners also proactively disseminated success stories and updates through 31 newsletters. The original use of the newsletter was to generate interest from companies to apply for the programme in the early stages of the project. Following the application stage, the newsletters were used to disseminate startups and programme news. By generating interest through the newsletters and other various communication channels, it helped to contribute towards the vast number of applications that were received during the call.

This platform enabled partners to communicate open data related success stories to 760 email addresses. Newsletters included stories as shown below (Appendix 4).

Startup name	Newsletter story
Plume Labs	Plume Labs, graduates of the ODINE project, have recently announced that earlier in the year they raised \$4.5 million in seed round funding. The company build personal sensors to track air pollution wherever you go, and provide a mobile app with recommendations to reduce your exposure. This supports and encourages the move towards better air quality supported by governments the world over.
Ask HELMUT	Ask HELMUT will be teaming up with Mercedes for the Mercedes-Benz fashion week in Berlin. Read more about the event. ¹⁰
Environment Systems	Environment Systems have announced that sentinel 1 data products will

⁹ <http://www.theguardian.com/odine-partner-zone>

¹⁰ <http://opendataincubator.us9.list-manage.com/track/click?u=42aecf847d2af762537210cfd&id=21d4f9f45c&e=f84c8842d3>

	be released to the UK soon as open data services.
Mint Labs	Mint Labs have received a 50K grant from the European Commission for the Horizon 2020 SME Instrument (Phase 1).

Table 3: Success stories from the newsletters

By providing newsletters and disseminating information regarding success stories, the partners were able to document the various awards and media references they have received since the start of the programme (see Appendix 5).

Partners learned that the startup community relies on networking, and the ability to scale quickly through promotion and sales. As many startups don't have the resources, exposure or dedicated capabilities to promote their news effectively, promotion through the likes of the newsletter and relevant websites allowed for a wider reach. By having a well established and renowned partner such as the Guardian, it also provides the startups with a lot of credibility, which can be difficult for a company to build in the early stages of life.

Offers/Perks

In addition to the services and training that was provided through the acceleration, the startups also benefitted from various perks worth a total of approximately \$250K per startup. The full details of these perks are available in Appendix 6.

The consortium was able to provide the acceleration programme with a number of perks ranging from software packages such as training solutions from Amazon Web Service, scalability and growth support through the SendGrid Accelerate programme, as well as membership to training and services provided by the Open Data Institute. Out of all options, these three seemed to be the most favourable with the startups.

The SendGrid Accelerate perk was the least popular compared to the Amazon Web Service, as only two startup's (Brightbook & Urban Data Analytics) requested this throughout the duration of the incubation. It could be assumed that startups were unfamiliar with this offer and more transparency around the benefits of using this could make this perk more demanded.

The Amazon Web Service seemed to be favourable among a varied group of startups. There was no direct correlation between industries or age of the startups. For example, although Air and Space Evidence, as well as Environment systems work in a similar space, their age and market position are at different ends of the spectrum. By identifying the startups that have used this perk, it

can be assumed that AWS provide a varied level of training that can be applicable to startups and more established SME's. Other users of this services included:

- Brightbook
- UNICS
- Pobble
- Mint Labs
- Open Oil

As some of these startups have raised funds in a seed round, for example; Mint labs, it can also be assumed that by ODINE providing these perks, they have helped to enable these startups to be in a position to receive investment through assisted training.

Startups were also offered the opportunity to become an ODI member. By providing startups with the chance to become a complementary organisational member, they were instantly provided with a number of benefits that include:

- **Invitations** to events and open evenings organised by the ODI and beyond
- **opportunities** to promote your own news and events across the network
- **updates** up to twice a month from the world of data and open innovation
- **30% discount** on all our courses
- **20% reduction** on our annual ODI Summit ticket

By becoming a member, startups have since taken advantage and attended the ODI's quarterly membership evening. From offering startups this service, the ODI has seen 15 startups sign up to become an organisational member, including:

Startup Name			
Netage	Studybugs	FSTR	Wholi
CommoPrices	Green City Solutions	Infamous Labs Ltd	Environment Systems Ltd
We Are Colony	Konetik	openlaws	UniGraph
OpenOil - project Aleph	Imin	Thingful	

Table 4: ODINE startups that are ODI organisational members

There is no direct correlation between the startups who have become organisational members. As you can see from the table above, the startups all vary from young to mature. As the ODI have a

diverse organisational membership that is not restrictive to industry or sector, many funded companies have seen the added value that can be achieved by becoming a member seizing opportunities to network.

On the other hand, both Paypal and IBM were not demanded as a service. This could be down to the exposure and transparency of this as an available service. Additionally, Startup Blueprint (Braintree_PayPal) provides users with the ability to interact with startup advisors. As the partners of the consortium played this role, it could be concluded that this need had already been met, this could be deemed as a unneeded service.

Key Metrics

This section details the key metrics that have been achieved over the course of the acceleration and will, for the purpose of comparison, evaluate their success against the KPI's. These KPI's consisted of:

- 300% Return on Investment (ROI)
- 50 Open Data products
- 50 graduates
- 50 investors
- 10 investments

The partners of ODINE were tasked with granting an investment fund of €5.5M. Within the scope of this fund, the aim was to provide as many startups and SME's with grant funding up to €100k per startup. In order to manage this fund and the high volume of startups, the partners distributed this over 8 cohorts of companies. The acceleration ran for a period of 20 months, stretching from September 2015 to April 2017. These 8 cohorts featured a total of 57 funded companies, from 1105 submissions. The largest percentage of startups and SMEs that received funding originated from the United Kingdom (18) which, was then followed closest by Germany (10). The total geographic reach of ODINE saw funded organisations from 18 different countries and varying industries across Europe (see Figure)

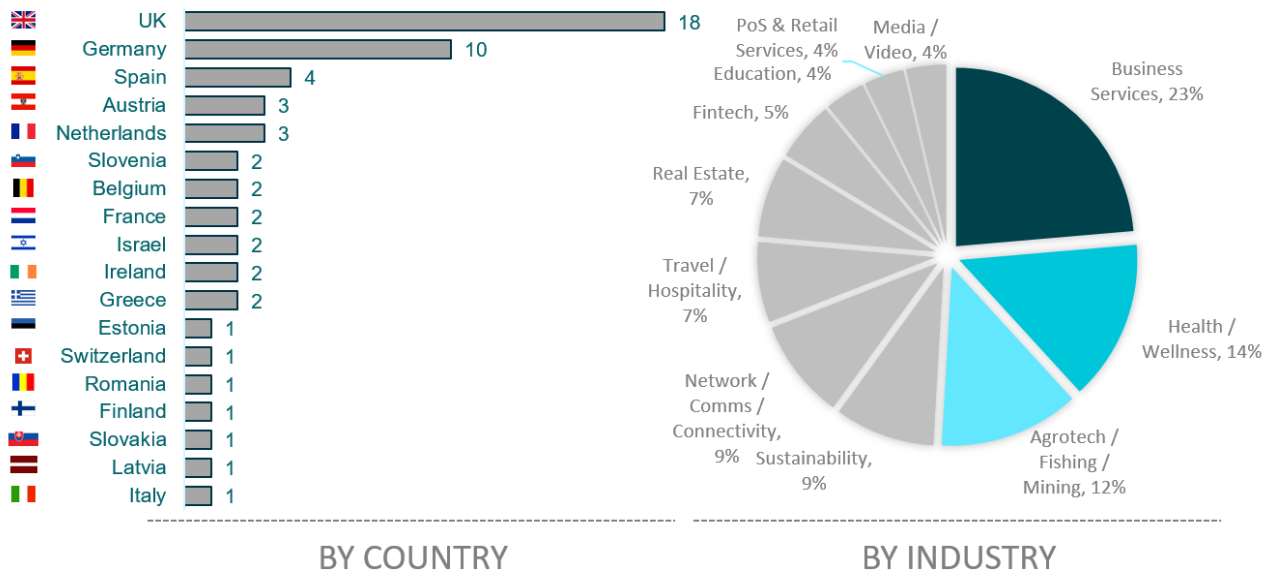


Figure 1: Startup and SME country of origin and industry

The total fund consumption over the duration of the acceleration saw 98% of the fund allocated, with an average grant size of €95k per organisation.

Throughout the acceleration, the partners have been monitoring the startups and SME's with measuring the overall impact that the startups/SME's have generated, including their growth in terms of job creation, sales and further investment received (see figure).



Figure 2: Metrics of startups/SME's from the ODINE website

These metrics are constantly updated on the ODINE website. The total monetary impact that ODINE has achieved, consists of sales, investment and efficiencies. If we look specially at investment, we have witnessed 47 separate investment occurrences totally €17M. This is an average of €356,261 per investment.

As you can see from table x, all the KPI's have been achieved, and in some cases over achieved. Based on this representation, it clearly shows how successful the overall acceleration period has been.

Key Performance Indicator (KPI)	Achieved/Not Achieved	Description
300% Return on Investment (€5.4M invested in Startups)	Achieved	The ROI as a current snapshot is over 350%
50 Open Data products	Achieved	We have accelerated 57 companies, each with an open data product
50 graduates	Achieved	We have 57 graduated companies
50 Investors	Achieved	We have engaged with a connected over 100 investors at events and through our network
10 Investments	Achieved	47 investments

Table 5: KPI's when compared to the metrics

5. Lessons learned

The purpose of the lessons learned is to pull together all the insights and reflections made during the acceleration programme. These lessons learned will form the basis of recommendations for any future programmes. These key lessons include:

New open data business models suggest a mixture of two or more value propositions.

The value propositions of open data startups consists of users, publishers and open data supporters. From analysing the startups in the programme, results show that 81% of startups have two or more of these value propositions. The partners have learned that startups operate with a lot of uncertainty, and are still trying to find their market fit. The reason for using two or more value propositions can be down to the true identity and definitive value proposition of the startups yet to be defined. Startups are able to use this as a discovery phase, to determine their true value proposition. In order to provide startups with enough time to understand their position, a future programme may consider offering a 9 month acceleration programme.

The role of open data in businesses is not well defined as its level of importance varies according to each business' value proposition

This lesson can also provide another rationale to why startups use a mixture of value propositions, as open data is still a new and emerging market. For example; supporting others to publish open data is commonly featured within the operation of a business, as responses show this is key in the development of end products/services. For other startups, it is understood that the majority says publishing open data makes open data a relatively small ingredient to their value proposition. From these findings, the role of open data within businesses is not yet well defined. Therefore, it may not yet be relevant and no startup is either fully dependent or independent on open data.

Freemium and subscription fees are the most used revenue streams among the ODINE startups

From initial research and the independent evaluation that was conducted by the International Data Corporation (IDC), results showed that the most used revenue streams were freemium and subscription. The partners learned that in order for startups to create traction within their respective market, brand strength and market exposure were needed in order to scale. As the majority of startups designed a product or service, by offering customers a freemium model, it allows customers the freedom to trial their service before committing to a financial incentive¹¹.

¹¹ INCLUDE D6.3 LINK

Bi-weekly reports are an effective way of tracking activities and monitoring progress

By requesting an informal update from each startup in the form of bi-weekly reports, it allowed for each advisor to track their activities and aggregate their total impact. By adapting to this process, advisors found it easy to monitor and compare the activities against the original workplan. This allowed for any issues to be raised and provided the foundations for the bespoke peer to peer support.

This process didn't just prove valuable to the partners, it also received a positive response from the startups themselves. It was felt that by tracking progress in two weekly periods, startups were able to visualise their success, growth and progression throughout the acceleration. It also played a pivotal role when completing the milestone reports, as startups referred to these to ensure all costs and effort had been accounted for.

The partners also learned the value of monitoring progress in this way. As with every startups intention, the idea was to follow the work plan they had initially set. The startup ecosystem requires companies to be flexible and adaptable. The partners learned that some startups needed to pivot, in order to focus efforts on the most relevant goals. By tracking progress, partners were able to understand what activities or KPI's may not be achieved by the startups and were able to provide bespoke support where needed.

More opportunities to network are needed

The partners learned that by having 57 accelerated companies in the programme, face to face interaction with all these can be limiting. Networking is a necessity within business, especially in the early stages of a company's life.

From attending events with the startups, the partners learned the importance of having a network when operating in the startup ecosystem. As many startups are developing a product or an idea, they require these opportunities to attain the necessary contacts in order to penetrate their intended markets. The events also offer the startups the ability to market and promote their product or service. As funds can be limiting, and having the need to scale quickly in order to survive, partners learned that networking opportunities are the startups best way to grow and advertise.

By incorporating a flexible budget, future programmes would be able to focus their efforts on startup integration into their relevant communities at events. These communities will then allow for the startups to network and scale appropriately.

Peer-to-peer support is challenging given that companies operate in different sectors,

markets and countries

Peer to peer support unearthed a number of challenges that the partners were faced with. One particular challenge is the sector knowledge of the partner. As the acceleration programme saw a number of companies from 18 different countries that operate within various markets and sectors, it is difficult to provide every startup with the same level of expertise. The expectation was that the mentorship programme should be able to bridge these knowledge gaps.

However, much like the startup mentality, the partners learned how adaptable and flexible startup life can really be. Having the flexibility to deal with issues or queries when they arise, allowed the partners to devote efforts where most demanded. The partners also learned that the more established companies i.e. SME's, have already attained some form of mentorship or peer support through their experience within the market. This could be due to the fact that the SME's used the grant funding more for productisation, rather than scalability, and are better placed to attain this specific advice within their own network.

The mentorship programme requires more engagement with mentors and startups offering the same service

One challenge with accelerating 57 startups in 20 months, was the consistency in the level of service provided across the board. This was especially prominent in the mentorship programme. The partners conducted a survey to understand how effective the mentorship programme has been in supporting the startups. Feedback showed that more engagement was needed from both the mentors and the mentorship programme. From the responses received, the lack of engagement from the mentors side is due to the experience of the mentors. Some startups raised the concern that the pool of mentors needs to be strengthened and once connected, there needs to be a process by which they can engage. This could be in the form of a drop in session, or a monthly schedule for example.

The survey also provided insights into the benefits of having a mentorship programme. The partners learned that by providing good quality mentors, relationships can develop, which can lead to success. Some connections that have been made through the programme are on-going, and are looking to develop into something more. Moreover, by potentially having less accelerated companies, it would allow for improved engagement, by making more and relevant introductions between startups and mentors. By focusing efforts on smaller cohorts, sustainable and long term advice can be provided in order to promote sustainability.

Investors are interested in local markets

One lesson learned was that investors are largely only interested in local markets. From engaging with investors regarding the possibility of collaborating with one or more of the startups, we

discovered that investors rarely look overseas for European investments. The majority will be focused on their verticals within their local market, as this market is familiar with them, the risk of investing is significantly reduced.

However, partners have learned that the investment world is very much connected, and can provide added value through an extended network. Opportunities or connections can be made by tapping into existing investor contacts, in order to increase awareness and interest around the programme.

Final review meeting doesn't build momentum like a Demo day

Startups saw the final review meeting as a method of ticking boxes. There is more interest shown in attending demo days and supporting startups through the process. By facilitating an event like this, it provides startups with a platform to generate leads, customers and potential partners. This can also provide the programme with further dissemination of its activities and alumni.

6. Recommendations

In order to provide suitable recommendations for programme improvement, we must reflect on some of the lessons learned. The lessons will provide us with the foundation in which we can build upon and improve our services provided. Below demonstrates and outlines a method to mitigate against these challenges being faced in future programmes.

Lesson: Bi-weekly reports are an effective way of tracking activities and monitoring progress

Recommendation: Although this process had its limitations, the method of tracking each startups activities proved to be a fundamental aspect. In order to monitor progress, evaluate growth, and measure impact, it is recommended that future programmes incorporate a similar process. In order to make this an effective tool, rigorous monitoring and strict rules need to be enforced to ensure every startup meets the programmes expectations.

Lesson: More opportunities to network are needed

Recommendation: The benefits of face to face engagement can prove valuable in the management of an acceleration programme. By building this relationship and trust, it enables both the advisors and the startups to communicate more effectively and clearly. By breaking down the barriers and challenges faced with a virtual incubation, it will result in a more efficiently run programme. By having a more flexible budget, future programmes would be able to immerse the startups within relevant environments i.e. events.

Lesson: Peer-to-peer support is challenging given that companies operate in different sectors, markets and countries

Recommendation: There is a significant overlap between the peer-to-peer support challenges and the lack of opportunities to network. By having more face to face engagement with the startups, it would establish a stronger working relationship. It is recommended to have a review meeting for each milestone that is completed along the acceleration, or alternatively, a kick off event as an introduction to the acceleration programme, by bringing all stakeholders together. By increasing these opportunities, partners can determine the kind of support each startup requires i.e. improving the mentors pool with market relevant professionals.

Lesson: The mentorship programme requires more engagement with mentors and startups offering the same service

Recommendation: As results show from the mentorship programme, each cohort received a varying degree of contact from both their mentors and the mentorship programme. As previously outlined, the analysis of the mentor programme demonstrated a total rating of 3.3 out of 5 in terms

of overall satisfaction felt from the startups. In order to mitigate against this scenario when accelerating a similar number of startups, a formal process will need to be included. This could range from monthly mentor drop in sessions, a mentor networking event or by providing monthly success stories of the mentorship programme. The latter would enable the benefit and impact from the programme to be highlighted, making the programme more visible and attractive to the startups.

Lesson: Investors are interested in local markets

Recommendation: This lesson outlines the benefit of having an extensive network of contacts. The partners identified that for the startups to receive investment, they must be focused and well connected within their local market. Investing in countries and markets unbeknown to investors is risky, and uncommon. In order to provide the startups with equal opportunities, the partners need to extend their network and source investors from around Europe. By not exploiting contacts within all 18 represented countries, the partners are not offering startups a consistent opportunity to attain additional funds. Cultural differences could play a part in why investors look within local markets, due to their culture being more risk averse. In order to understand the requirements of investors, connections must be made throughout Europe. This can be achieved through investor events, possible collaborations with other accelerators and utilising the mentors network to disseminate the aims of the programme.

Lesson: Final review meeting doesn't build momentum like a Demo day

Recommendation: The partners identified the benefits of having a final face to face meeting. One recommendation would be to provide the startups with an opportunity to present their product/service at a demo day in order to generate leads and investment. By having this form of event, we can generate interest from investors and clients within their local market. It would also provide the programme with further opportunities to disseminate information around future programmes and Alumni.

In summary, the recommendations have been suggested to improve future programmes of similar nature to ODINE. These should be considered when undertaking a virtual acceleration programme. By incorporating the best practices from the ODINE and the recommended improvements, future programmes will be able to achieve a similar success.

6. Conclusion

In conclusion, Deliverable 3.3 has been produced to provide a summary of the overall acceleration programme, the lessons learned by the partners and the best practices that have derived from the acceleration of the startups. This report also documents the success of the programme measured against the KPI's set.

The lessons learned by the partners during this period have been evaluated in terms of their impact. Their evaluation has detailed the best practices that should be implemented in future programmes similar to ODINE.

The partners identified a number of best practices that included the monitoring and evaluating of the startups metrics. By maintaining a constant presence through the various communication channels, the partners were able to emphasise the importance of bi-weekly reports and milestone reports. The programme also saw the added value that can be generated through the attendance and promotion at startup related events, and having a flexible budget that facilitates this kind of activity.

As the recommendations will show, there are certain features that can be improved upon. These are reflections on the difficulties that have been faced during the programme and should be considered when instigating a similar programme. For example; if said future programme is a virtual acceleration, there needs to be more opportunities for face to face interaction, this will invoke a stronger relationship between advisors and startups, and will reduce any feelings of isolation or lack of support.

7. Appendix

Appendix 1- welcome email to ODINE with handbook

SUBJECT LINE: Welcome to the Open Data Incubator for Europe

Hi everyone and welcome to the ODINE programme!

We received lots of great applications so congratulations for having been selected. We are really excited to have you on board.

In order to help you get started, we created a handbook that includes:

- a **checklist** of things to do today
- a description of the **ODINE team** and who your main **advisor** is
- information about the ODINE community, events, tools and resources

You can find the handbook [here](#). We hope you will find it useful.

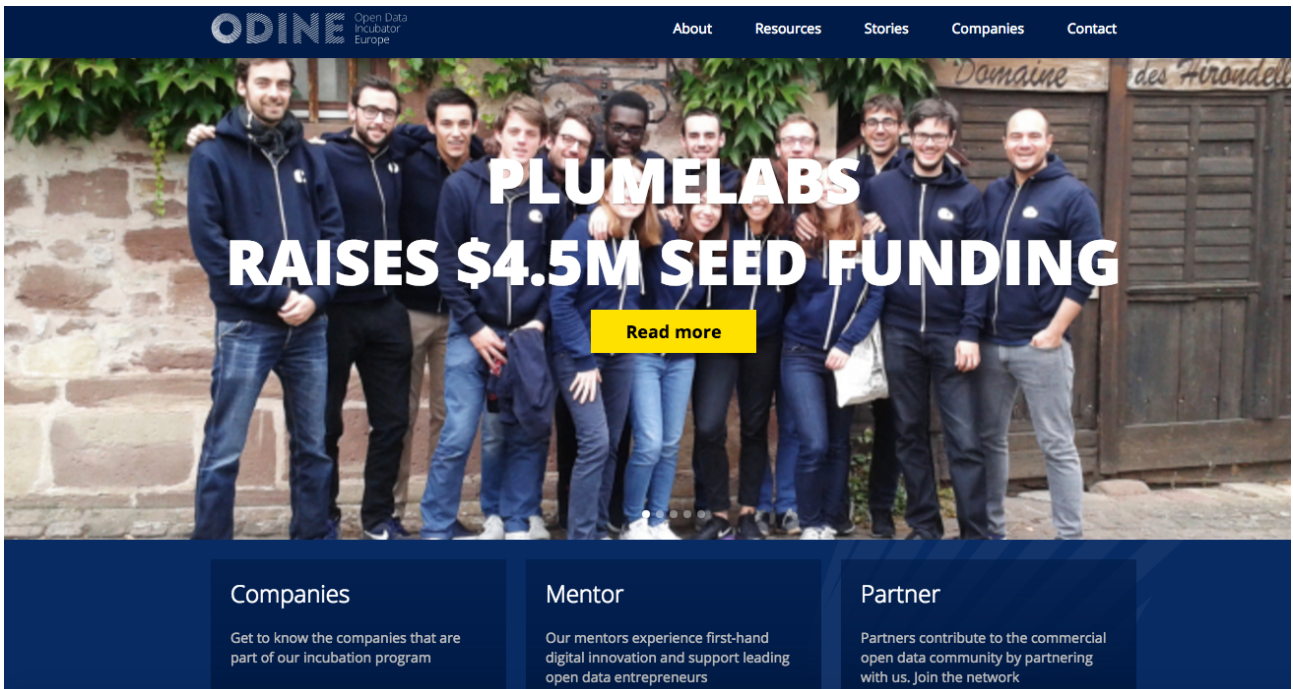
Next week we'll send an invite to a call with all the other startups and the ODINE team so we can all meet each other.

Please do not hesitate to contact us if you have any questions at this point.

Regards

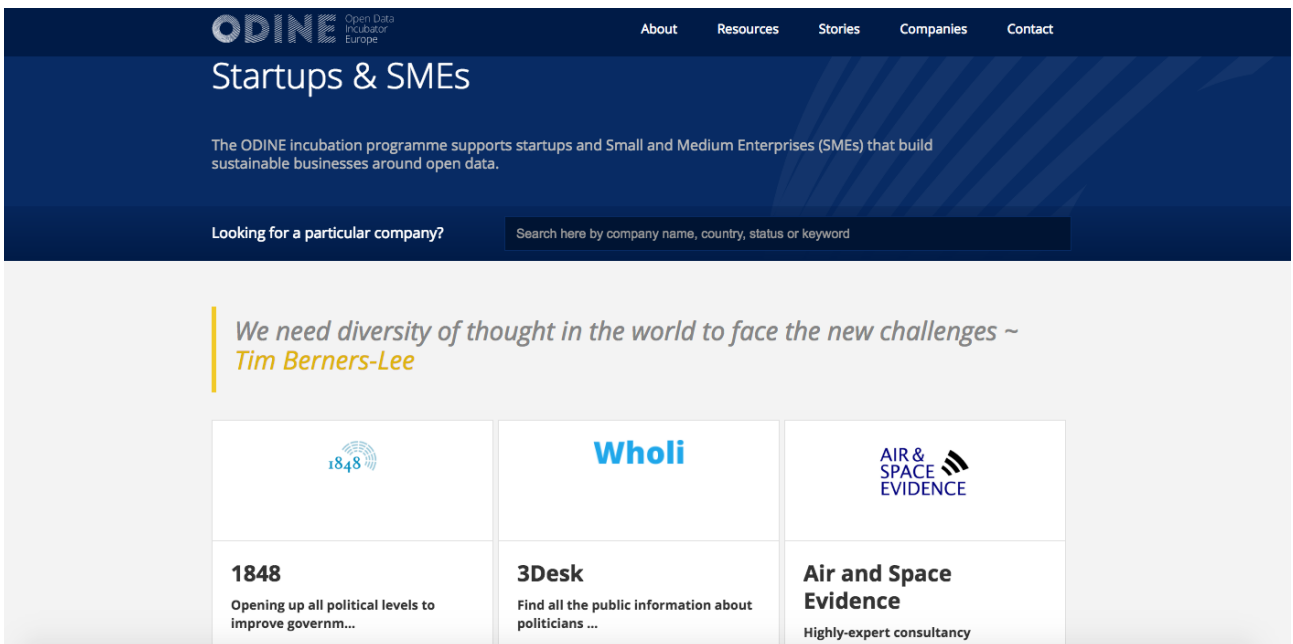
The ODINE team

Appendix 2 - ODINE website



The banner features a group of Plumelabs team members standing in front of a stone wall. The ODINE logo (Open Data Incubator Europe) is in the top left, and navigation links (About, Resources, Stories, Companies, Contact) are in the top right. The main headline reads "PLUMELABS RAISES \$4.5M SEED FUNDING" in large white letters, with a yellow "Read more" button below it.

Companies	Mentor	Partner
Get to know the companies that are part of our incubation program	Our mentors experience first-hand digital innovation and support leading open data entrepreneurs	Partners contribute to the commercial open data community by partnering with us. Join the network






This section features the ODINE logo and navigation links at the top. The heading "Startups & SMEs" is followed by a description of the incubation programme. Below this is a search bar for finding companies. A quote by Tim Berners-Lee is displayed, followed by a grid of featured companies.

Startups & SMEs

The ODINE incubation programme supports startups and Small and Medium Enterprises (SMEs) that build sustainable businesses around open data.

Looking for a particular company?

*We need diversity of thought in the world to face the new challenges ~
Tim Berners-Lee*

 1848 Opening up all political levels to improve governm...	 Wholi 3Desk Find all the public information about politicians ...	 AIR and Space Evidence Highly-expert consultancy
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Appendix 3 - The Guardian: ODINE partner zone

Paid content


About

ODINE partner zone

Paid for by

 ODINE

Open Data
Incubator
Europe




Liimtec: the startup putting first aid in your pocket

Who really owns data?

Open Data Day: five countries to watch in 2017

Winners of the eighth ODINE call announced




The startup using open data to ease the process of buying land

Mapping the brain with open data

Open data, digitalisation and how to create smart cities of the future

Find events near you with ASK HELMUT


labs




Meet the high-flyers battling pollution using open data

Advertisement

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The world in
perspective.



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All stories

+ More ODINE partner zone

Page 32 of (47)

Appendix 4 - Example Newsletter

ODINE Newsletter January 2016

The Open Data Incubator for Europe (ODINE) has awarded a total of €600.000 to the six businesses selected for its third cohort.

The startups and SMEs City Tree, IMIN, openlaws, SUADE, Sun Energia and UNICS from Germany, UK, Austria, Finland and Spain.

They provide solutions to pressing economic, social, and environmental issues including air pollution, sun energy, access to legal information, and increasing physical activity

Let's find out more about each company from the third cohort :

Austria

openlaws openlaws helps you find legal information more easily, organise it the way you want and share it with others and gives you better access to justice.

Finland

Sun Energia World's most accurate and easy-to-use web-based decision-making tool for assessing the feasibility, viability and profitability of a solar energy system in any specific rooftop.

Germany

City Tree Green City Solutions makes cool and clean air profitable!

Spain

UNICS SIRIS Academic is a consultancy for HE&R, specializing in data-driven approach to organizational change. We combine a) deep expert knowledge of HE&R, b) systemic consulting approach to organizational development, c) tailored tools for data mining, visualisation and analysis.

UK

IMIN makes physical activity searchable. imin uses technology to help significantly increase levels of physical activity across all communities. imin achieves these objectives by using open data and technology to establish a data infrastructure that empowers innovators and organisations both within and outside of the health and fitness industry.

SUADE An Open Financial Regulation Platform

The selected businesses receive up to €100k of equity-free grant funding from the ODINE programme, which supports European startups and SMEs to build sustainable businesses using open data.

In addition to funding, the businesses will have access to peer-networking, technology, datasets, mentorship, investors and media services throughout the six-months incubation period.

€3.2m of a total of more than €5.5m are still available and we expect about 60 additional open data-focused businesses to join the incubator until August 2016.

If this sounds like you and you would like to join the ODINE programme, check our website. New startups are being recruited every two months on a rolling basis, until August 2016. The next deadline is the 29th of February 2016 and you could be the next one.

If you are interested in applying, make sure you read the Guide for Applicants, which includes detailed For more information on the programme, regarding the application process and some tips on how to draft a great proposal. please read the Guide for Applicants.

ODINE is being delivered by the Open Data Institute (ODI), the University of Southampton, Telefónica, the Guardian, Telefónica Open Future, Fraunhofer, Open Knowledge Foundation (Germany).

Upcoming webinars

Join us for our upcoming webinars in February 2016:

Three things every open data startup needs for their business model – 03/02/2016, 14 – 15 CET

Funding Methods for Startups – 15/02/2016, 12 – 13 CET

Introduction to Open Data Skills, 17/02/2016, 14- 15 CET

Upcoming events

4YFN (Barcelona) 22-25/02/2016

Open Belgium (Antwerpen) 29/02/2016

Worldwide Open Data Day (several locations) 05/03/2016

Further Open Data Funding

Ireland: 5K EUR – 06.02 – Apps4Gaps

Malta: 15.000 EUR – Mita Innovation Hub

Worldwide: up to 350 USD – 14.02 for the open data day Open Data Mini Grants

Austria: 10.000 EUR – 29.02 Open 4 Data

Appendix 5 - Table of Companies and the awards they have won

Company	Awards	References
BikeCitizens	<p>(2016)XING New Work Award for 4-day-week and most modern workplace of the year</p> <p>(2015)VCÖ Austrian Mobility Prize Cycle to Free concept awarded</p> <p>(2015)Cycle Planning Award Bike Citizens app among finalists “Best innovation”</p> <p>(2015)Eurobike Award Bike Citizens app wins in the category “Concepts and Services”</p> <p>(2015)Born Global Champion International Export Prize</p>	http://www.bikebiz.com/index.php/news/read/bike-citizens-cycle-navigation-app-arrives-in-the-uk/018281
Sickly/Study Bugs	N/A	N/A
Thingful	N/A	http://www.transportapi.com/blog/2016/10/transport-things-thingful/
Whythawk	N/A	N/A
CommoPrices	N/A	https://commoprices.com/en/news
Instats	N/A	N/A
InSymbio	N/A	http://www.foodnavigator.com/Business/Your-trash-is-our-treasure-InSymbio-s-digital-marketplace-for-by-products http://startupitalia.eu/63643-20161004-itscup-insymbio-finaliste-startup
DataPress	(2017)Supporting Grassroots Organisations Award by Sport England	N/A

Farm Dog	N/A	https://www.agweb.com/article/agtech-investment-is-booming-naa-susan-skiles-luke/ http://www.thecalifornian.com/story/news/2017/04/11/10-named-thrive-accelerator-winners/100354152/ http://www.precisionag.com/professionals/field-scouting-apps-boost-efficiency-speed/ http://blog.startupnationcentral.org/agritech/farm-dogs-promise-fewer-pests-food/ http://www.precisionag.com/professionals/tools-smart-equipment/17-field-scouting-apps-for-precision-agriculture/ http://www.satprnews.com/ http://www.fb.org/newsroom/farm-groups-and-agriculture-technology-providers-develop-new-tool-to-aid-fa http://www.expansion.com/extremadura/2015/10/21/56274db7e2704e840a8b4672.html https://www.pehub.com/2015/08/farm-dog-technologies-takes-in-750k/ https://agfundernews.com/israeli-precision-agriculture-service-targeting-smaller-farms-in-europe-and-u-s-secures-seed-funding022.html https://www.agriinvestor.com/agdata-start-target-small-farm-gap-market-exclusive/ https://www.pehub.com/2015/08/farm-dog-technologies-takes-in-750k/
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Glimworm (iBeacon LL)	N/A	http://iotlivinglab.com/glimworms-ibeacon-testing-ground-uses-first-lora-network-in-the-world/ https://www.tnooz.com/article/airport-beacons/ http://www.prnewswire.com/news-releases/global-ibeacon-market-2015-2019-300137399.html
OpenCorporates	(2015)Winner of the Open Data Business Award	https://www.programmableweb.com/news/opencorporates-heralds-open-data-public-good/2015/04/24
OpenResort	N/A	N/A
Plume Labs	(2017)DoDifferent Awards (2017)CES Innovation Awards Honore (2016)Shortlist for IAB Creative Showcase Awards 2016	http://www.cityam.com/236714/pigeon-power-air-quality-firm-plume-labs-launches-first-flock-of-pollution-monitoring-pigeons-in-london https://venturebeat.com/2016/12/15/plume-labs-raises-4-5-million-to-expand-its-ai-driven-app-that-helps-people-avoid-air-pollution/ http://www.huffingtonpost.co.uk/entry/experts-reveal-the-steps-to-tackle-air-pollution-the-government-isnt-prepared-to-take_uk_5912d6afe4b05e1ca20336a9
RentSquare	N/A	http://www.huffingtonpost.co.uk/ruth-shave/tech-for-good-public-sector_b_10128390.html http://londonist.com/london/housing/is-it-really-cheaper-to-rent-with-more-people http://www.propertywire.com/news/europe/uk-housing-policy-makers-urged-learn-private-rented-sector-germany/
RESC .info	N/A	https://www.forbes.com/sites/bernardmarr/2017/01/13/is-big-data-analytics-the-secret-to-successful-fire-fighting/#1f80747145d0
Unigraph	N/A	N/A

<p>Green City Solutions</p>	<p>(2016) 50 „Top Start-ups 2016“ Deutschland (5. Platz)</p> <p>(2016) Chivas The Venture (Nationaler Gewinner)</p> <p>(2016) iiAwards 2016 (Gewinner)</p> <p>(2016) EIT Digital Challenge 2016 (Gewinner Kategorie „Digital Cities“)</p> <p>(2016) Smogathon 2016 (Gewinner)</p> <p>(2016) Creative Business Cup 2016 “The world’s best creative startup” (Gewinner)</p> <p>(2016) Creative Business Cup 2016 (Gewinner “Sustainable Living Challenge”)</p> <p>(2016) Creative Business Cup 2016 (Gewinner “Health Challenge”)</p> <p>(2016) Creative Business Cup 2016 (Gewinner “Microsoft Bizspark Plus”)</p> <p>(2016) Green Buddy Award 2016 (Gewinner Kategorie „Smart City Solutions“)</p> <p>(2016) Next Economy Award 2016 (Top 3 Kategorie „Natur“)</p> <p>(2016) Green Alley Award 2016 (1. Platz)</p> <p>Seite 3</p> <p>(2016) Hello Tomorrow Challenge Global Summit 2016 (Finalist Kategorie „Air Quality“)</p> <p>(2016) „Neumacher“-Wettbewerb der WirtschaftsWoche 2016 (Top 6)</p> <p>(2016) IET Innovation Awards 2016 (Top 5 Kategorie „Start-up“)</p> <p>(2016) Start Green Award 2016</p>	<p>https://propertyeu.info/Nieuws/Green-City-Solutions-wins-Union-Investment-GTECs-inaugural-PropTech-award/f52b14e2-1c81-48c7-8d27-d07354e2d432</p> <p>http://www.standard.co.uk/lifestyle/design/smog-eating-city-sculpture-can-combat-london-s-toxic-pollution-as-effectively-as-275-trees-a3546621.html</p> <p>http://disrupt-africa.com/2017/05/sas-whereismytransport-named-global-urban-innovator/</p> <p>http://www.standard.co.uk/lifestyle/design/smog-eating-city-sculpture-can-combat-london-s-toxic-pollution-as-effectively-as-275-trees-a3546621.html</p>
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imin	(2016)ODI Awards	http://www.huffingtonpost.co.uk/dom-fennell/imins-journey-innovation_b_10337670.html http://www.cityam.com/233782/sports-technology-how-open-data-can-help-britain-end-the-scourge-of-physical-inactivity
openlaws gmbh	(2016)European Linked Data Award	N/A
Suade	N/A	N/A
Sun Energia	N/A	N/A
UNICS	N/A	N/A
AVUXI	N/A	http://www.barcinno.com/barcelona-startup-avuxi-ranking-popularity-every-place-on-earth/ https://www.tnooz.com/article/articlestartup-pitch-avuxi-finds-way-to-improve-location-data-for-otas-and-metas/
HybridStat	N/A	N/A
OpenOil	N/A	N/A
Viomedo	N/A	http://fundingspree.com/alexander-puschilov-viomedo-interview-start-with-user/ http://european-biotechnology.com/needful-things/products/product.html?tx_news_pi1%5Bnews%5D=599&cHash=bdfdb53b9633b8687d58ed12dc992a71
3Desk	N/A	N/A
Fstr	N/A	N/A
Implisense	N/A	N/A

OpenSensors	N/A	http://www.techworld.com/startups/meet-yodit-stanton-cofounder-of-iot-startup-opensensors-3643335/ https://www.architectsjournal.co.uk/news/business/future-office-charrette-zaha-hadid-architects/10015010.article http://www.cityam.com/233007/heres-what-early-and-seed-stage-investor-seedcamps-portfolio-looks-like
Pobble	(2017) Bett Awards Finalist (2016) #54 in top 100 UK startups	http://www.huffingtonpost.com/philip-kushmaro/3-ways-technology-is-refresh_b_10127732.html https://www.inc.com/yoav-vilner/5-of-the-fastest-growing-edtech-startups-based-in-uk.html
Provenance	N/A	http://www.bbc.co.uk/news/business-38773878 http://www.nasdaq.com/article/how-blockchain-technology-is-improving-food-supply-chains-cm718710 https://venturebeat.com/2016/10/29/blockchain-could-help-fix-iot-security-after-ddos-attack/ https://www.theguardian.com/environment/2016/oct/01/british-food-put-taste-back-farmers-pigs-supermarkets https://www.forbes.com/sites/keshiahannam/2016/09/30/this-emerging-tech-company-has-put-asias-tuna-on-the-blockchain/#73f4b08e2ea6

		http://www.ibtimes.co.uk/uk-technology-company-provenance-puts-first-fish-blockchain-1580047 http://www.cityam.com/248873/co-op-exploring-blockchain-technology https://amuse-i-d.vice.com/17-london-girl-bosses-you-should-know/
Urban Data Analytics	N/A	N/A
We Are Colony	(2017)BIMA Hot 100	http://uk.businessinsider.com/film-streaming-startup-we-are-colony-raises-2-million-2015-7 http://realbusiness.co.uk/tech-and-innovation/2016/03/03/we-are-colony-the-on-demand-video-platform-shaking-up-film-and-tv/ http://www.computerweekly.com/news/4500273357/We-Are-Colony-Tackling-the-death-of-traditional-film-and-abundance-of-content
Brightbook	N/A	N/A
Contagt	N/A	N/A
Exceedence	N/A	N/A
Konetik	N/A	http://www.eu-startups.com/2017/05/konetik-closed-an-investment-round-and-finalized-its-move-to-berlin-after-the-brexit/ http://index.hu/tech/2017/04/12/bevasarlokos-arunkban_kukkolnanak_a-penzugyi-cegek/

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A.A.A Taranis Visual		https://globenewswire.com/news-release/2017/05/04/978504/0/en/Taranis-Closes-7-5-Million-Series-A-Led-by-Top-Investors-Finistere-and-Vertex-Ventures.html
1848	N/A	N/A
Ask Helmut	N/A	http://www.sister-mag.com/magazin/sistermag-no-25-juli-2016/startup-spotlight-ask-helmut/ http://www.computerbild.de/artikel/cb-News-App-Check-Ask-Helmut-App-Veranstaltungstipps-15795241.html http://www.tagesspiegel.de/themen/start-up-des-tages/start-up-des-tages-ask-helmut/13637558.html https://soundcloud.com/ask-helmut/conny-lohmann-ask-helmut-943-rs2 https://vimeo.com/162649263 https://editionf.com/AskHelmut-Conny-Lohmann-Interview http://berlinlovesyou.com/2014/08/13/kannst-du-heute-anstellen-ask-helmut/
Cropti	N/A	http://www.expansion.com/economia-digital/innovacion/2017/04/03/58db816e268e3e872d8b45ef.html http://www.efeagro.com/noticia/digitalizacion-

		agricultura/ http://www.usine-digitale.fr/editorial/cinq-start-up-espagnoles-accelerees-par-telefonica.N536234
Environment Systems	N/A	N/A
green spin	N/A	N/A
Land Insight	N/A	N/A
liimtec	N/A	N/A
Zazuko	N/A	N/A
Zumo	N/A	N/A
Air and Space Evidence	N/A	N/A
Derilinx	N/A	http://innovationshowcase.ie/Big-Ideas/Participants/Derilinx.html http://www.irishtimes.com/business/technology/girlcrew-wins-irish-leg-of-start-up-competition-1.2705204 http://www.irishtimes.com/business/new-innovators-derilinx-1.2578954
Guide2Property	N/A	http://www.madeinoostvlaanderen.be/nieuws/starter-van-de-week-co-libry-vereenvoudigt-zoektocht-naar-woning/
idalab	N/A	N/A
IPlytics	N/A	N/A
Mint Labs	N/A	N/A
Prospeh	N/A	N/A
Sinergise	N/A	http://sciencebusiness.net/news/80271/Amazon-Academy-Europes-next-generation-of-

		innovation
Tilde	N/A	N/A

Appendix 6 - Perks and Offers

Amazon Web Service (AWS)

In addition to the services and training that was provided through the acceleration, the startups also benefitted from a perks package. Each startup was given the opportunity to receive credits from Amazon Web Service (AWS). These credits were available on request for each startup and could be exchanged for software packages such as training solutions. These training solutions are designed to help startups and SME's to develop their activities in order to grow. Each startup was eligible for \$10,000 in AWS credits valid for 2 years.

Sendgrid Accelerate

SendGrid has a startup program called SendGrid Accelerate. The Goal of SendGrid Accelerate is to help you grow your business. They do that by providing mentorship, strategic introductions and a scalable email platform for free, so you can deliver emails that matter. All the new startups can receive: 12 months of SendGrid's Pro 300K absolutely free, with a total value of \$2400, As well as getting access to services for free, the startups would be able to connect with their mentor database to get advice and best practices.

ODI Membership

Offering startups with membership to the ODI, allows them to exploit the various benefits of the membership, which include:

- **invitations** to events and open evenings organised by the ODI and beyond
- **opportunities** to promote your own news and events across the network
- **updates** up to twice a month from the world of data and open innovation
- **30% discount** on all our courses
- **20% reduction** on our annual ODI Summit ticket

IBM Softlayer Catalyst Startup Program

Catalyst is the SoftLayer startup incubator it provides free infrastructure and the support necessary for building a startup's vision. Startups could be entitled to: Free infrastructure, including; Members get \$120,000 USD in annual credits and have the opportunity to pick the brains of industry representatives.

Startup Blueprint (Braintree PayPal)

Startup Blueprint is a global program that partners with top tier startups, incubators, accelerators and VCs. Startups will get significant benefits, including; Top notch dedicated technical and business customer service provided by their specialized Startup Advisors.

Esri Startup Programme

To qualify, startups must have been founded less than three years ago, be generating less than \$1M US in annual revenue at time of program entry, and be building software (or platform) as-a-service products. Esri is a free, three year program that gives emerging businesses the tools to build mapping and location analytics capabilities into their products.