CLIC

Circular models Leveraging Investments in Cultural heritage adaptive reuse

D6.12
Report start-up competition

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Abstract

The deliverable D6.12, “Report on Start-up Competition”, falls within the project work package dedicated to Dissemination, Exploitation and Communication (WP6) and, precisely, within the Task 6.4, “Start-up creative and innovative initiatives competition” (M23 - M42). It provides exhaustive information on the CLIC international Startup Competition, which represented one of the project milestones.

In times when cities and communities are facing a growing number of interconnected challenges at the environmental, social and economic level, global in scope and unprecedented in scale, with a dramatic impact on our lives, supporting on the ground innovative businesses working on ideas with high potential and vocation to a fairer, more prosperous and resilient society is more important than ever, particularly in the post-pandemic world.

In this framework, the CLIC Startup Competition was designed to enhance the entrepreneurial ecosystem in the heritage sector, offering valuable opportunities and capacity building for startups, in Europe and beyond it, recognizing the enormous potential of cultural heritage to shape a better future for all, generating new jobs in diverse economic sectors, creating vibrant spaces of relationship and innovation and increasing the wellbeing of citizen, also through a more equitable development.

The competition was meant to give entrepreneurs and innovators a real-world experience to fine tune their business plans and elevator pitches to generate funding for successful commercialization of their innovative services and products. The final event represented a unique opportunity to receive mentoring from experienced entrepreneurs, business coaches, investors; meet potential investors and receive individual feedbacks in separate sessions.

The CLIC Startup Competition resulted in 73 participants, 25 best startups accepted for the online voting phase, 15 finalists and 6 winners in three main categories: Circular Tourism, Circular and creative cities and regions, Circular creative industries and social innovation.

About 40 supporting Partners including Research Institutes and Universities, investors, twin projects, incubators and cultural foundations decided to support the CLIC Startup Competition as result of the intensive networking activities carried out by all the CLIC Partners. The 6 winners accessed the mentoring provided by CLIC and additional 5 special prizes were assigned to particularly relevant startups.

Partners involved in the document

Participant No	Participant organisation name	Short Name	Check if involved
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2	UPPSALA UNIVERSITET	UU	
3	HAUTE ÉCOLE ICHEC - ECAM - ISFSC	ICHEC	X
5	TECHNISCHE UNIVERSITEIT EINDHOVEN	TU/e	
6	UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION	UOP	
7	UNIVERZA V NOVI GORICI	ETCAEH	
8	WIRTSCHAFTSUNIVERSITAT WIEN	WU	
9	UNIWERSYTET WARSZAWSKI	UNIWARSAW	
10	ICLEI EUROPEAN SECRETARIAT GMBH	ICLEI	
11	FACILITYLIVE OPCO SRL	FacilityLive	X
12	VASTRA GOTALANDS LANS LANDSTING	VGR	
13	GRAD RIJEKA-GRADSKO VIJECE	RIJ	
14	COMUNE DI SALERNO	SA	
15	STICHTING PAKHUIS DE ZWIJGER	PAK	
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1 Description of the Project

The overarching goal of CLIC trans-disciplinary research project is to identify evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for systemic adaptive reuse of cultural heritage and landscape, demonstrating the economic, social, environmental convenience, in terms of long lasting economic, cultural and environmental wealth.

The characteristics of cultural heritage and landscape pose significant challenges for its governance. Cultural heritage is a “common good”, which enjoyment cannot be denied to citizens, although many buildings and landscape structures are privately owned. Furthermore, the large economic resources needed for recovery and maintenance of heritage goods are rarely available to the private owner, often charged of the additional cost of non-use due to limited degree of transformation allowed. The existing governance arrangements currently involve limited stakeholders concerning for the historic, aesthetic or religious socio-cultural values, severely restricting the use of the heritage properties, and charge the central government of conservation costs. The approach of regulatory and planning tools throughout European countries has been to preserve cultural heritage by preventing transformation of buildings or areas having historic-cultural significance.

“The current monument-based, full protection, and government-financed approach that restricts the use of protected properties and relies almost entirely on public funds is incapable of tackling the vast urban heritage of most communities and of sustaining conservation efforts in the long term” (Rojas, 2016). To turn cultural heritage and landscape into a resource, instead of a cost for the community, the structures of authority, institutions and financial arrangements should be adjusted to ensure larger stakeholders’ involvement in decision-making, attract private investments and facilitate cooperation between community actors, public institutions, property owners, informal users and producers (Rojas, 2016). The risk is that without financing channels the decay of European heritage and landscape will increase, until its irreversible loss.

Flexible, transparent and inclusive tools to manage change are required to leverage the potential of cultural heritage for Europe, fostering adaptive reuse of cultural heritage / landscape. Tools for management of change should consider costs and benefits at the local level and for all stakeholders, including future generations, and should take into account the cultural, social, environmental and economic costs of disrepair through neglect, compared to the benefits obtained through diverse scenarios of transformation / integrated conservation.

Costs and values of cultural heritage adaptive reuse have to be compared in a multidimensional space: the relationship between costs and “complex values” influences the willingness to invest in the functional recovery of cultural heritage and landscape. Therefore, it is necessary to clarify what is intended for the value of cultural heritage. The higher the perceived value for potential actors, the higher the willingness to take the risk of investment. This “complex value” of cultural heritage depends on the intrinsic characteristics, but also from extrinsic (context) characters.

Investment costs are related to the materials, technologies and techniques to be used to preserve the cultural value of the heritage / landscape, and to maintenance / management / operating costs. The willingness to invest, the same value done, increases with the reduction of costs. Then, the social cost of abandonment – and eventual irreversible loss of heritage – must be included in the investment choice.

The investment gap in cultural heritage and landscape regeneration can be addressed through careful evaluation of costs, complex values and impacts of adaptive reuse, providing critical evidence

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of the wealth of jobs, social, cultural, environmental and economic returns on the investment in cultural heritage.

1.1 CLIC Specific objectives

The scopes of CLIC project will be achieved through a set of specific, measurable, achievable, realistic and time-constrained (SMART) specific objectives:

Objective 1 - To synthesize existing knowledge on best practices of cultural heritage adaptive reuse making it accessible to researchers, policy makers, entrepreneurs and civil society organizations, also with direct dialogue with their promoters;

Objective 2 - To provide a holistic ex-post evaluation of the economic, social, cultural and environmental impacts of cultural heritage adaptive reuse, stressing on the importance of appropriate conservation and maintenance approaches able to highlight the integrity and authenticity of heritage;

Objective 3 - To provide EU-wide participated policy guidelines to overcome existing cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for cultural heritage systemic adaptive reuse;

Objective 4 - To develop and test innovative governance models and a set of evidence-based, participative, usable, scalable and replicable decision support evaluation tools to improve policy and management options/choices on cultural heritage systemic adaptive reuse, in the perspective of the circular economy;

Objective 5 - To analyse hybrid financing and business models that promote circularity through shared value creation, and assess their feasibility, bankability and robustness for cultural heritage adaptive reuse;

Objective 6 - To validate the CLIC circular financing, business and governance practical tools in 4 European cities / territories representative of different geographic, historic, cultural and political contexts;

Objective 7 - To contribute to operationalise the management change of the cultural landscape also in implementing the UNESCO Recommendation on Historic Urban Landscape;

Objective 8 - To re-connect fragmented landscapes, through functions, infrastructures, visual relations at macro and micro scale;

Objective 9 - To design and implement a stakeholders-oriented Knowledge and Information Hub to make tools and information accessible, useful and usable and test them with policy-makers, entrepreneurs, investment funds and civil society organizations;

Objective 10 - To contribute to the creation of new jobs and skills in the circular economy through cultural heritage adaptive reuse, boosting startups and sustainable hybrid businesses and empowering local communities and stakeholders through public-private-social cooperation models.

Objective 11 - To contribute to the monitoring and implementation of SDGs (especially Target 11.4) and the New Urban Agenda, creating operational synergies with global initiatives of UN-Habitat, UNESCO/ICOMOS and the World Urban Campaign.

All partners have wide experience in developing and testing CLIC proposed tools, ensuring the effective and time-constrained achievement of all the above-mentioned specific goals. The integration of sectorial knowledge, tools and methods will be achieved through a trans-disciplinary

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approach promoting partners and stakeholders' cooperation, co-creation of knowledge and co-delivery of outcomes.

The expected impacts of the project are the following:

- Validation of integrated approaches and strategies for cultural heritage adaptive re-use, comprising innovative finance with high leverage capacity, business models and institutional and governance arrangements that foster multi-stakeholder involvement, citizens' and communities' engagement and empowerment;

- New investments and market opportunities in adaptive re-use of cultural heritage, also stimulating the creation of start-ups;

- An enabling context for the development and wide deployment of new technologies, techniques and expertise enhancing industrial competitiveness and contributing to economic growth, new skills and jobs;

- Innovative adaptive re-use models that are culturally, socially and economically inclusive;

- Contribution to implementing the Sustainable Development Goals (SDGs) (Goals 1, 15, 11 particularly) and the United Nations New Urban Agenda.

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2 Introduction

Worldwide and especially in Europe, the circular economy model is emerging as a possible answer to the urgent climate and social challenges. Specifically, cultural heritage adaptive reuse can play a fundamental role in implementing the circular economy model in cities and regions, avoiding wastes, non-renewable energy consumption, greenhouse gas emissions, raw materials extraction and soil consumption, towards circular human cities and regions. Indeed, applying the circular economy principles to the systemic adaptive reuse of abandoned / underused cultural heritage is a great opportunity for Europe to achieve the Green Deal objectives and to re-connect local communities, contributing to social cohesion and sustainable economic growth for resilient and inclusive development.

In times when cities and communities are facing a growing number of interconnected challenges at the environmental, social and economic level, global in scope and unprecedented in scale, with a dramatic impact on our lives, supporting on the ground the innovative businesses working on ideas with high potential and vocation to a fairer, more prosperous and resilient society is more important than ever, particularly in the post-pandemic world.

In this framework, the CLIC Startup Competition was designed to enhance the entrepreneurial ecosystem in the heritage sector, offering valuable opportunities and capacity building for startups, in Europe and beyond it, recognizing the enormous potential of cultural heritage to shape a better future for all, generating new jobs in diverse economic sectors, creating vibrant spaces of relationship and innovation and increasing citizens' wellbeing, also through a more equitable development model.

The competition was meant to give entrepreneurs and innovators a real-world experience to fine tune their business plans and elevator pitches to generate funding for successful commercialization of their innovative services and products. The final event represented a unique opportunity to receive mentoring from experienced entrepreneurs, business coaches, investors; meet potential investors and receive individual feedbacks in separate sessions.

The CLIC Startup Competition took place between the 25th and the 27th of November 2020. The first day was dedicated to the circular startups ideas presentations and inspiring keynote speeches. The second day was centered on ideas improvement, paying special attention to strengthen the circularity of the business model, and preparation to the final presentation. The third day was dedicated to the final presentations, the core of the competition, and the award of the prizes based on the international Jury votes. On the 25th and the 27th, not only innovators, but also high-level experts, took part in the sessions with the aim of inspiring and informing the participants and other attendants to the event.

By introducing the circular model for cultural heritage adaptive reuse and valorisation, supporting innovators with individual meetings, documents and instructions, and creating moments of sharing and dialogue, the CLIC Startup Competition reached the aim of improving skills and capacities of participants, while keeping the focus on sustainability and the adaptive reuse of cultural heritage, thus contributing to the creation of a network of innovators in *circular* cultural heritage adaptive reuse and valorisation across all continents.

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2.1 Document structure

The document is structured as follows:

Section 3 provides an overview of the CLIC Startup Competition, describing the context leading to/ for the organization of the initiative and focusing on the contribution of entrepreneurship in cultural heritage sector to solve current and future challenges at the European and global level (decarbonization; nature-based solutions and renewable energy sources; recycling and raw materials extraction reduction, etc.).

Section 4 presents the design and implementation phases of the competition, including the definition of the call, communication campaign and organization of promotional events, as well as networking and crowdfunding activities.

Section 5 describes the application and selection processes, reporting on the evaluation criteria adopted in the first phase of the online interviews, on the composition of a high-quality international Jury and on its activity before and during the final event.

Section 6 consists of a description of the final event of the CLIC Startup Competition (25-27 November 2020), including the private training session addressed to the 15 finalist teams.

Section 7 details the mentoring programme and SEMED award, as well as the special prizes assigned by CLIC Startup Competition Strategic Partners to specific startups.

Section 8 summarizes the results and impact of the action which will be more extensively described in the upcoming D6.14 “Plan of after-project exploitation activities”.

3 CLIC Startup Competition

3.1 CLIC International Startup Competition: why and how?

The CLIC international Startup Competition was designed as a capacity-building programme addressed to early stage and pre-seed startups, informal teams and already active entrepreneurs working on a business idea for the adaptive reuse and enhancement of cultural heritage inspired to the circular economy principles for enhanced sustainability, social impact and environmental regeneration.

Consistently with the objectives of the project and the work carried out within the Task Force on "Circular models for cultural heritage adaptive reuse in cities and regions"[1], the initiative was conceived to support the development of sustainable business ideas coherent with economic and social models to place cultural heritage and historic urban landscapes adaptive reuse at the forefront for the implementation of a European model of circular economy and circular city-region centred on the regeneration of cultural and natural capital.

The entire action was aimed to stimulate innovation and entrepreneurship in the field of reuse and enhancement of cultural heritage and landscape where the entrepreneurial attitude and capacity are not yet significantly developed. The reasons behind this situation might be summarized as follows: on one hand, the lack/scarcity of private investors willing to support businesses in the field of cultural heritage, considered as a potentially risky investment, not profitable enough compared to other potential investment sectors; on the other one, the fact that people active in the creative and cultural sector tend not to recognize themselves as possible entrepreneurial subjects, reflecting a general orientation of the sector to "move away" from economic and financial issues, without intentionally pursuing a self-sustainability that is more and more important today. Basically, there are many bright ideas but there is often a lack of practical experience and funding to actually transform them into tangible outputs and innovative businesses.

Indeed, the adaptive reuse and regeneration of cultural and natural heritage can become a sector of jobs creation, as demonstrated by many experiences. Also, cultural heritage adaptive reuse can involve communities in innovative and unexpected ways, generating multiple positive impacts in the territories and boosting a more sustainable, resilient and equitable development model to finally create cities of opportunities connecting culture and innovation[2].

In this context, the CLIC Startup Competition intended to increase the entrepreneurial capacity in the heritage sector by investing in the capacity building of the innovative businesses and wannabe startuppers who applied to the call.

Actually, start-ups need not only economic and financial support, but also - and above all in the early stage when the project is still in a very embryonic phase – non-financial support as advice, knowledge and assistance from experts who can help them to develop a consistent, solid business model, to get in contact with a network of relationships and investors and plan the commercialization of their ideas, in order to have rapid development prospects and reduce the failure risk which is particularly high in the startup phase.

[1] https://www.clicproject.eu/taskforce/

[2] Tenth Session of the World Urban Forum, "Cities of opportunities: connecting culture and innovation" (8-13 February 2020, Abu Dhabi, UAE), https://wuf.unhabitat.org/cities-opportunities-connecting-culture-and-innovation

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Therefore, particular attention was paid to training and capacity building. Starting from a first phase of online interview, all applicants received feedbacks on their ideas and useful suggestions to overcome the weaknesses of their projects and better develop their services/products/activities. Over the two days of the digital Pitch Competition, the finalist teams were assisted for 36 hours by the experts from 012 Factory to work on the implementation of their business model. The award for the 6 most deserving startups / informal teams was identified in a four-month mentoring and acceleration programme provided by the CLIC partner Iniziativa Cube, to enhance the readiness level of their business ideas. Winners will thus receive assistance in fine-tuning their business model, drawing up their business plan, and scouting potential investors for fundraising. Given the high quality of the projects received, the CLIC team decided to support the growth of additional startups and innovators, rewarding them with further special prizes assigned by CLIC Startup Competition Strategic partners.

The initiative was organized by the Institute for Research on Innovation and Services for Development of the National Research Council of Italy (CNR IRISS) in close collaboration with the project partners and a community of about 40 supporters. It received the patronage of Campania Region and Municipality of Naples and was supported by SEMED - The Startup Europe Mediterranean platform (https://semed.eu/) developed by the CLIC technological partner FacilityLive, powered by the European Commission.

The final event of the CLIC Startup Competition was expected to take place in Naples. Due to the COVID-19 outbreak and the uncertain scenario, the CLIC team adopted a flexible approach with respect to the organization, following the evolution of the global health emergency and working on different scenarios, including the possibility of a hybrid event (partially in presence in Naples at the IRISS headquarters, partially online) and of an entire online event, as actually happened, because of the COVID-19 related containment measures.

3.2 The energy question - contribution of the CLIC Startup Competition to the solution of current challenges in the European/global scenario

The energy node is central in the European Green Deal and it will more and more influence European policies for higher self-sufficiency and sustainability. As an example of the interest in this sector, the Energy Efficient Mortgages Initiative[3] aims to mobilise capital markets and implement ESG best practices in the financial sector in support of the objectives of the EU Green Deal and Renovation Wave Strategy. Investment in energy efficient buildings and energy saving renovations need particular attention. Innovation in the energy sector, focusing on heritage buildings and sites, is particularly relevant. Therefore, the CLIC Startup Competition paid particular attention to startups providing energy efficiency systems and renewable energy systems for historic buildings and landscapes. An entire category of the competition call was dedicated to “circular cities and buildings”, explicitly calling for startups/ideas “developing technological solutions aimed at circular cities and buildings, which focus can include […] green energy solutions and technologies”. As a result, startups were applying proposing solutions for renewable energy generation in buildings and l/andscapes, with a clear attention also to sustainable energy solutions in rural landscapes. The CLIC Startup Competition thus strived to contribute to the energy transition in Europe and beyond, supporting a highly potential jobs creating sector linked to sustainable and circular energy retrofit of historic buildings and cultural landscapes.

[3] https://energyefficientmortgages.eu/

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4 Design and implementation

4.1 The CLIC Startup Competition Call

The CLIC Startup Competition was one of the project activities most affected by the COVID-19 outbreak. The emergency as well as the uncertain scenario in the following months led the project team to postpone the event, with the aim of maximizing the impact of the whole action, extremely relevant within the project, and granting its effectiveness by including relevant startups taking into account the COVID-19 issue and post-covid recovery needs of our society.

Thus, the call was reorganized considering the innovation scenario coming out of the pandemic, emphasizing the role of social impacts and ethical finance for a long-term and equitable recovery. Therefore, the initiative was oriented to projects and ideas able to reduce the already existing social inequalities further accentuated by the COVID-19 emergency, to mitigate the negative consequences of the crisis and to design solutions for cultural heritage adaptive reuse able to contribute to the health and wellbeing of all people in the post-covid world. Hence the choice of postponing the event, in order to be able to seize the “real” innovators instead than ideas developed in the pre-pandemic context. Indeed, innovators working on ideas who could really contribute to provide concrete solutions to the challenges and problems stemmed from the global emergency *needed time to develop their project more effectively.

Being firmly convinced that solutions could come not only from startups, a widely inclusive approach was adopted and the call was opened also to individual innovators and informal teams, including foundations, civil society organizations, social enterprises and cooperatives, creative collective of artists and innovators etc. The call was addressed to projects coming from EU and non-EU countries working on - but not limited to - the following heritage-related fields:

- **Cultural, safe and sustainable tourism**

E.G. Startups / ideas addressed to innovative solutions to develop new products and services in cultural and sustainable tourism sector, taking into account the new and future scenarios for cultural tourism in Europe and beyond. Their focus can include adaptive reuse of abandoned heritage sites for cultural tourism functions; cultural tourism development in less-known cultural heritage and landscape areas and post-tourism experiences; “inclusive” and human-centred solutions designed for people with special needs (including also senior tourists, pregnant women, parents with small children, people with dietary problems, etc.); reduction of pressure on overcrowded heritage tourism destinations. All these solutions, by broadening the range of choices for the final users increasing the attractiveness of areas marginal compared to the common tourist hotspots and fulfilling the needs of specific groups, guarantee tourists a safer and more enjoyable experience. Startups / ideas should take into careful account also the negative impacts of tourism on the environment and local communities and may include ways to reduce and mitigate them.

- **Creative, cultural, education and entertainment industries**

E.G. Startups / ideas in the creative and cultural industry including education and entertainment able to conceive innovative products and services to stimulate cultural heritage adaptive reuse projects. Their focus can include designing creative circular economy solutions for a virtual / immersive cultural heritage experience (for example, Augmented Reality, virtual guides, etc.); raising awareness, knowledge and engagement of local communities in cultural heritage adaptive reuse projects; engaging young audiences through educational and entertainment services (for example, through gamification).

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• Heritage community, social innovation and ethical finance

E.G. Startups / ideas oriented to social innovation for cultural heritage adaptive reuse, able to build up and strengthen the "heritage community", bridging it with relevant stakeholders and possible funders. Their focus can include innovative fundraising activities / products (for example, crowdfunding, blockchain, tokenization); cooperative and co-created solutions / projects; bottom-up, participatory, collaborative and cooperative approaches for the conservation, valorisation, maintenance and adaptive reuse of cultural heritage.

• Technologies and materials for the circular city and building

E.G. Startups / ideas developing technological solutions that contribute to the realization of a circular city and circular building. Their focus can include green energy solutions and technologies and responsible use of resources in a lifecycle perspective; management & treatment solutions for wastes reduction, reuse and recycle; low-tech and nature-based solutions for the conservation and adaptation of different types of cultural heritage; virtualization and Industry 4.0 technologies for restoration such as 3D scanning and 3D printing; data management tools (open digital platforms) for cultural heritage towards circular city and circular building implementation. Technological solutions should demonstrate how they ensure compatibility and respect of cultural heritage values.

• Abandoned cultural landscapes regeneration

E.G. Startups / ideas dealing with innovative products and services for the development, reuse and regeneration of abandoned cultural landscape areas, paying special attention to rural, internal and mountain areas, villages and less accessible natural and cultural heritage.

The call was addressed to projects coming at an early stage of development responding to one or more of the following criteria:

• Business had to be in "before sales" or "sales just started" phase;

• Applicants must have developed a Minimum Viable Product;

• Applicants must have developed a prototype (Minimum TRL admitted was 4);

• Applicants had to be provided with all necessary skills, both hard and soft;

• The Business idea had to fit with CLIC project's main purpose.

The call was launched on 1st September 2020 and remained open until 6th November 2020. An extended deadline was established in order to allow the broadest participation. Two addenda to the call were published, reporting on the online format of the event, the special prizes offered by the CLIC Startup Competition Strategic Partners and the full list of the CLIC Startup Competition community.

The final version of the call is available on the project website at the following link:
https://www.clicproject.eu/wp-content/uploads/2020/11/CLIC-Startup-Competition-Call.pdf

4.2 Communication Campaign

The communication campaign of the CLIC Startup Competition was officially launched on 15th July on the project website (https://www.clicproject.eu/startup-competition/) and social media with the publication of the promotional video of the initiative.

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Led by the IRISS CNR as Project Coordinator in close collaboration with the CLIC partners and about 40 supporters who gradually joined the initiative, it run for 16 weeks and was structured in two stages: the first stage (July, 15th - August 31st) was aimed at spreading the news of the Competition and informing the target audience on the initiative; the second one (September 1st - November 6th) covered the application period and was meant to generate lead and encourage the broadest participation through CLIC social media.

The communication campaign was built on the following concept: *a better future comes from all of us*. The motto recalled to the interrelationships between people and between them and the natural ecosystem, as dramatically proved by the pandemic, emphasizing the need to act no longer as individuals but as a community, with a deep sense of social responsibility, being aware that the action of each one of us has an impact on the others' life and on nature too. This is the way to plan a better future for all and to build circular human cities. At the same time, the motto was an invitation to all people to participate to the initiative, leave doubts behind, trust on their idea and get on the ring to make a difference, in line with the Start Europe Week slogan "Talent is everywhere".

Specific communication and promotional material was developed by the communication agency subcontracted by the Project Coordinator, Estrogeni Srl (https://estrogeni.net/), for the maximization of communication and dissemination activities. The visual identity of the initiative was based on the faces of five women and men ideally representing the five strategic heritage-related fields of interest of the competition: they are "ordinary" people we could meet every day, strengthening the message that a better future comes from each one of us, from the commitment of ordinary people who should join their forces - no one excluded - to reach together an extraordinary objective.

Figure 1 - CLIC Startup Competition official image (Elaborated by Estrogeni Srl)

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The communication campaign was carried out with successful results thanks to the collaboration of all the project partners and about 40 supporters of the initiative, including research institutes and universities, investors, twin projects, incubators, and cultural foundations. Both CLIC partners and supporters were provided with visual material (images, promo video, banners, newsletters, etc.) and guidelines for communication and acted as multipliers, contributing to promote the event and spread the call at the international level.

All the items developed for the communication campaign of the CLIC Startup Competition are presented in detail in the following paragraphs.

4.2.1 Website

The CLIC website hosted a dedicated page to the CLIC Startup Competition, included under the Section "Community" together with the page related to the Task Force. Available at https://www.clicproject.eu/startup-competition/, the CLIC Startup Competition page was aimed at providing extensive and updated information about the initiative.

Restyled from the graphic point of view consistently with the visual image of the CLIC Startup Competition, the new page was launched on 29th June 2020.

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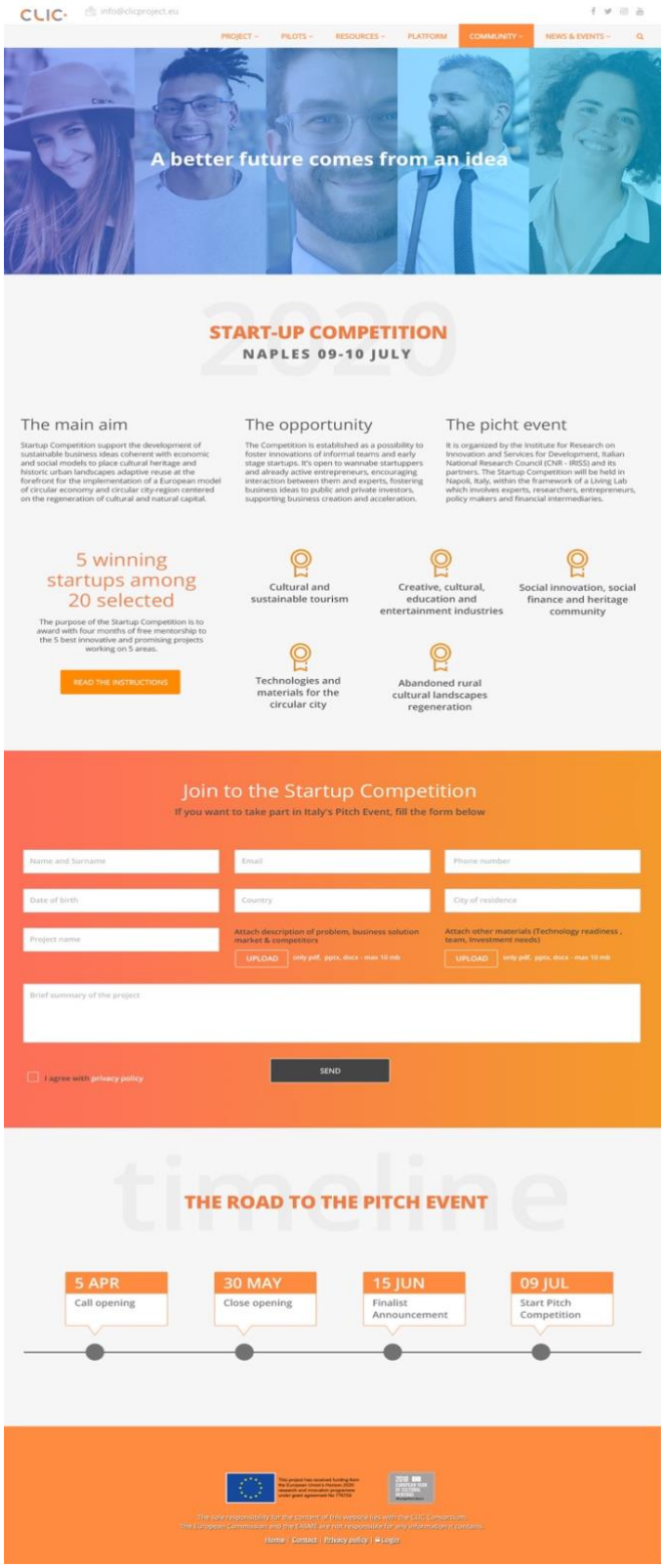

Figure 2 - CLIC Startup Competition landing page design (Elaborated by Estrogeni Srl)

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The architecture is characterized by a user-friendly structure so that applicants could easily find the information they were looking for. The webpage gives an overview of the key issues of the competition, enabling users to access more detailed information by opening a drop-down menu (for example, to know more about the main areas of application) or clicking on buttons linking to pdf files (for instance, to read the full text of the call), without obliging people to scroll too much the page, in order to grant the best possible user experience.

The top of the page hosted the promo video of the Startup Competition. Information on the aim of the initiative, the opportunities for participants and the award followed.

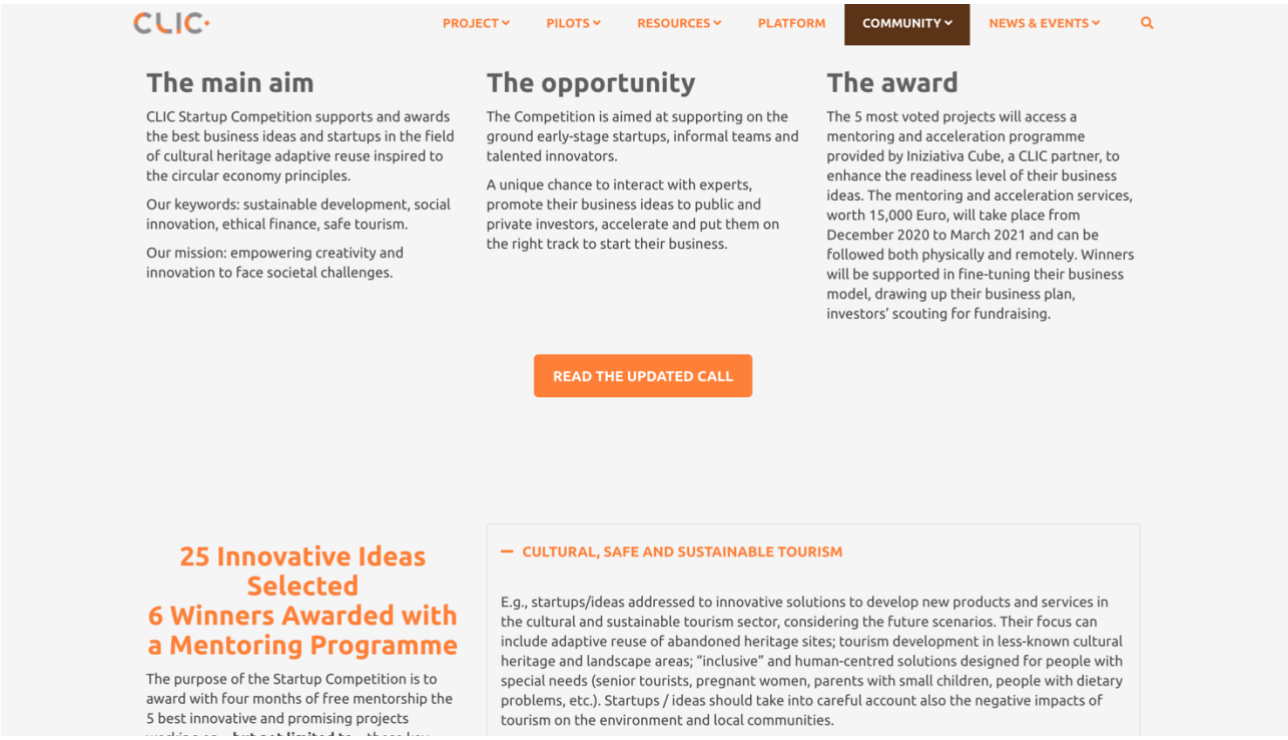

Figure 3 - Screenshot of the CLIC Startup Competition webpage (Elaborated by Estrogeni Srl)

From the CLIC Startup Competition webpage, users could reach the SEMED platform to fill in the application form. The middle of the page highlighted the deadline to register to the competition and invited the users to sign up for the newsletter to get the latest news on the initiative, showing the timeline of the different phases of the competition.

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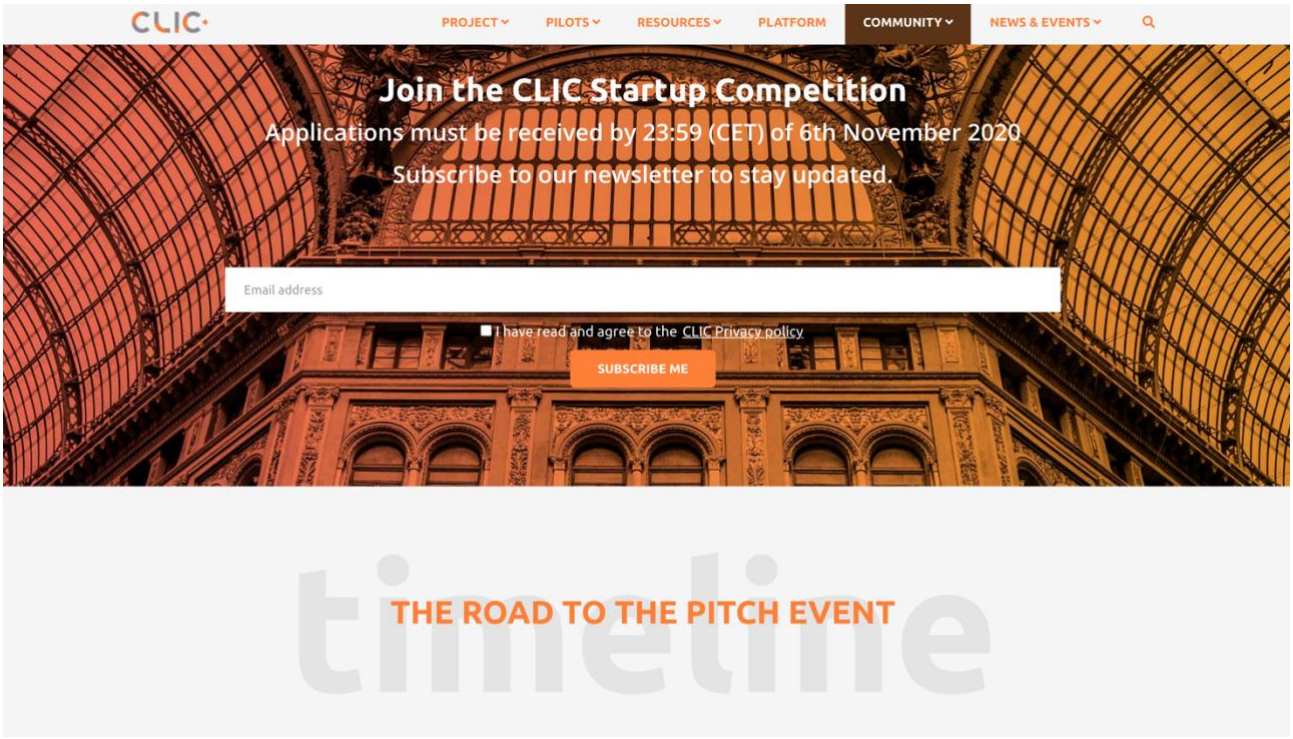

Figure 4 - Screenshot of the CLIC Startup Competition webpage (Elaborated by Estrogeni Srl)

The webpage has been regularly updated over the months and enriched with news contents: addenda to the call, new special prizes, keynote speakers and Jury members, programme of the event. The bottom of the page included the logos of the CLIC Startup Competition partners, linking to the respective institutional websites.

The recording of the online event of presentation of the initiative which took place on October 5, 2020 was made available on the webpage.

From 16th to 23rd November an online vote was opened on the page where the projects of the 25 best startups/teams selected were presented. Following the steps of the selection, the pitches of the 15 teams which presented on 25th November and the ones made by 9 selected finalists were uploaded. Related presentations are available at the following link: https://www.clicproject.eu/startup-competition/finalists/

At the end of the CLIC Startup Competition, the names of the winners and the startups which received special prizes were announced also on the website where the video of the public sessions of the final event were embedded.

As it is showed below, since the advertising campaign went live, sessions, users and page visualization increased in all the website channels. Direct traffic is the best element and the reason could be explained in two simple points: firstly, the brand awareness of the competition risen with digital marketing since July 2020; in the meantime, social adv and SEO were pulling the brand impression up to hit our target in Europe.

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	Acquisizione		
	Utenti ↓	Nuovi utenti	Sessioni
	415,14% ↑	421,53% ↑	400,18% ↑
1 Direct	554,63% ↑		
2 Social	2.244,00% ↑		
3 Organic Sear	79,79% ↑		
4 Referral	18,71% ↑		
5 Email	100,00% ↑		
6 (Other)	100,00% ↑		

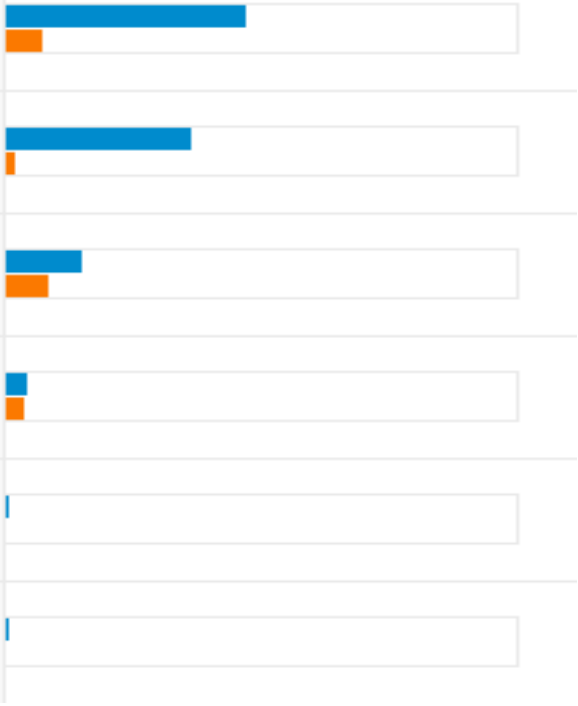

Figure 5 - Google Analytics: campaign traffic during and before CLIC Startup Competition (Elaborated by Estrogeni Srl)

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	Pagina	Raggruppamento dei canali predefinito	Visualizzazioni di pagina	Visualizzazioni di pagina
			28.157 % del totale: 71,87% (39.177)	28.157 % del totale: 71,87% (39.177)
1.	/startup-competition/finalists/	Direct	10.874	38,62%
2.	/startup-competition/finalists/	Social	5.369	19,07%
3.	/startup-competition/	Direct	2.463	8,75%
4.	/startup-competition/	Organic Search	2.063	7,33%
5.	/startup-competition/	Social	1.200	4,26%
6.	/startup-competition/finalists/	Organic Search	620	2,20%
7.	/startup-competition/	Referral	594	2,11%
8.	/startup-competition/finalists/?fbclid=IwAR2JLIzW2u1p8-ZbE1TuEkXMUNBpictAqM4UQxK03CDR22EDX-0OMzFV5bc	Social	280	0,99%
9.	/startup-competition/finalists/?fbclid=IwAR1fzjh8vZhVHszFT8K87EW2_XQZYI4cs-7SAaXMeoY7SYqnsFkwFA2i2uI	Direct	176	0,63%
10.	/startup-competition/finalists/	Referral	154	0,55%

Figure 6 - Google Analytics: page views campaign for channels (July-November 2020) (Elaborated by Estrogeni Srl)

	Pagina	Visualizzazioni di pagina	Visualizzazioni di pagina uniche	Tempo medio sulla pagina	Accessi	Frequenza di rimbalzo	% uscita	Valore pagina
		39.177 % del totale: 100,00% (39.177)	26.405 % del totale: 100,00% (26.405)	00:02:02 Media per vista: 00:02:02 (0,00%)	19.160 % del totale: 100,00% (19.160)	57,79% Media per vista: 57,79% (0,00%)	48,91% Media per vista: 48,91% (0,00%)	0,00 USD % del totale: 0,00% (0,00 USD)
1.	/startup-competition/finalists/	17.022 (43,45%)	8.948 (33,89%)	00:02:02	8.317 (43,41%)	51,75%	48,61%	0,00 USD (0,00%
2.	/startup-competition/	6.333 (16,17%)	4.897 (18,55%)	00:02:54	3.685 (19,23%)	72,35%	60,87%	0,00 USD (0,00%
3.	/	5.230 (13,35%)	4.029 (15,26%)	00:01:22	2.550 (13,31%)	44,96%	35,60%	0,00 USD (0,00%
4.	/about/	903 (2,30%)	779 (2,95%)	00:02:25	186 (0,97%)	56,45%	40,64%	0,00 USD (0,00%
5.	/partners/	394 (1,01%)	320 (1,21%)	00:01:39	44 (0,23%)	59,09%	32,74%	0,00 USD (0,00%
6.	/scientific-publications/	283 (0,72%)	195 (0,74%)	00:03:09	46 (0,24%)	54,35%	38,52%	0,00 USD (0,00%
7.	/startup-competition/finalists/?fbclid=IwAR2JLIzW2u1p8-ZbE1TuEkXMUNBpictAqM4UQxK03CDR22EDX-0OMzFV5bc	280 (0,71%)	164 (0,62%)	00:01:22	150 (0,78%)	39,33%	40,71%	0,00 USD (0,00%
8.	/salerno/	248 (0,63%)	218 (0,83%)	00:01:22	36 (0,19%)	58,33%	28,23%	0,00 USD (0,00%
9.	/deliverables/	241 (0,62%)	186 (0,70%)	00:02:01	36 (0,19%)	66,67%	52,70%	0,00 USD (0,00%
10.	/category/news/	231 (0,59%)	202 (0,77%)	00:00:46	11 (0,06%)	18,18%	16,02%	0,00 USD (0,00%

Figure 7 - Google Analytics: page views campaign (July-November 2020) (Elaborated by Estrogeni Srl)

After the startup competition campaign, the CLIC website still received relevant traffic, which means the activities done increased the CLIC Project outreach to a large number of users.

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4.2.2 Promo Video

A promotional video of the CLIC Startup Competition (https://www.youtube.com/watch?v=oSMOiSPpoKk) was realized by Estrogeni Srl to maximize the impact of the initiative.

Unlike the CLIC project video (D6.9), whose aim was to tell the project in a simple non-technical language, accessible to a non-specialist audience, explaining why the circular economy approach is relevant for cultural heritage adaptive reuse, the video of the CLIC Startup Competition was based more on the emotional side. It was intended as an inspiring, motivational video and, at the same time, as a call to action which could present the opportunities for participants and engage the innovators emotionally, through music and appealing images, inviting them to register to the competition.

The video is characterized by animated mechanisms which exploit all the elements of CLIC visual identity to help the audience with project recognition. At the beginning of the video, an orange rhombus appears in the centre of the screen and, opening towards the outside, leaves room to the CLIC logo. The next scene opens on a young girl in a dawning outdoor setting, as she moves a circle around her right arm. As the CLIC logo moves downwards, the slogan of the competition "A better future comes from all of us" begins to appear.

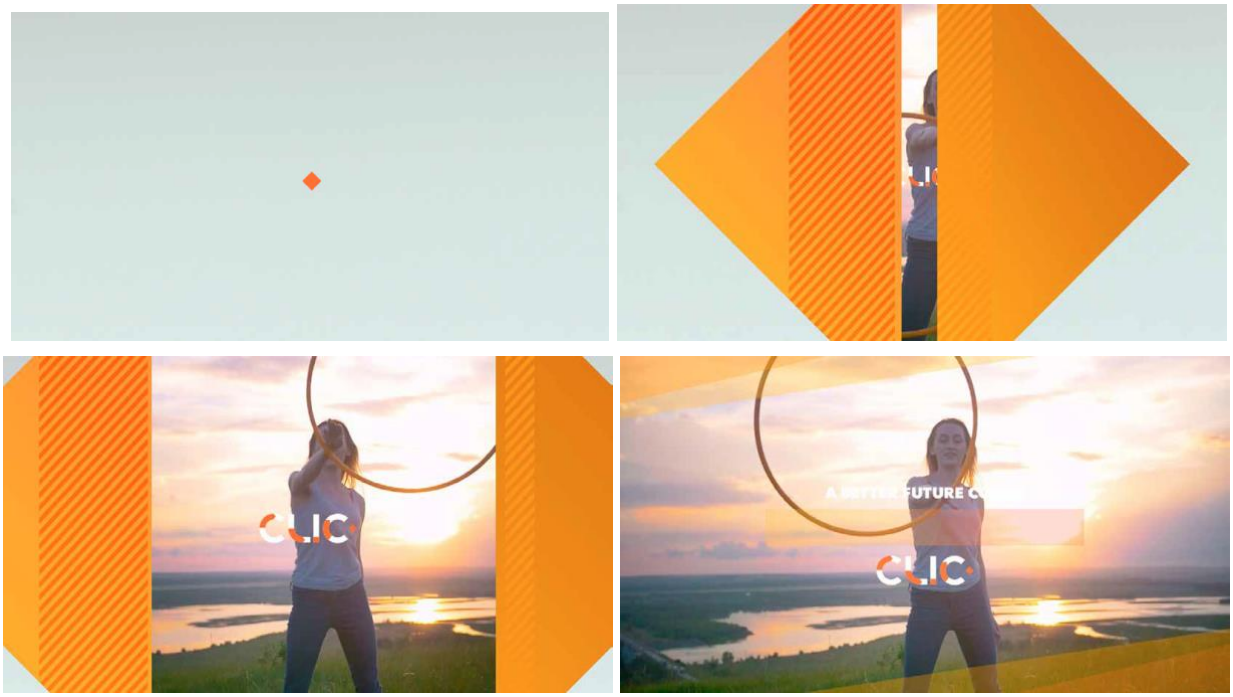

Figure 8 - Storyboard of the CLIC Startup Competition video (Elaborated by Estrogeni Srl)

A "drone-like" aerial movement frames the interior of a cloister while the text begins to compose itself until it is completed with the image of a young woman, putting in the foreground the motto of the CLIC Startup Competition. The scope and dates of the competition are presented.

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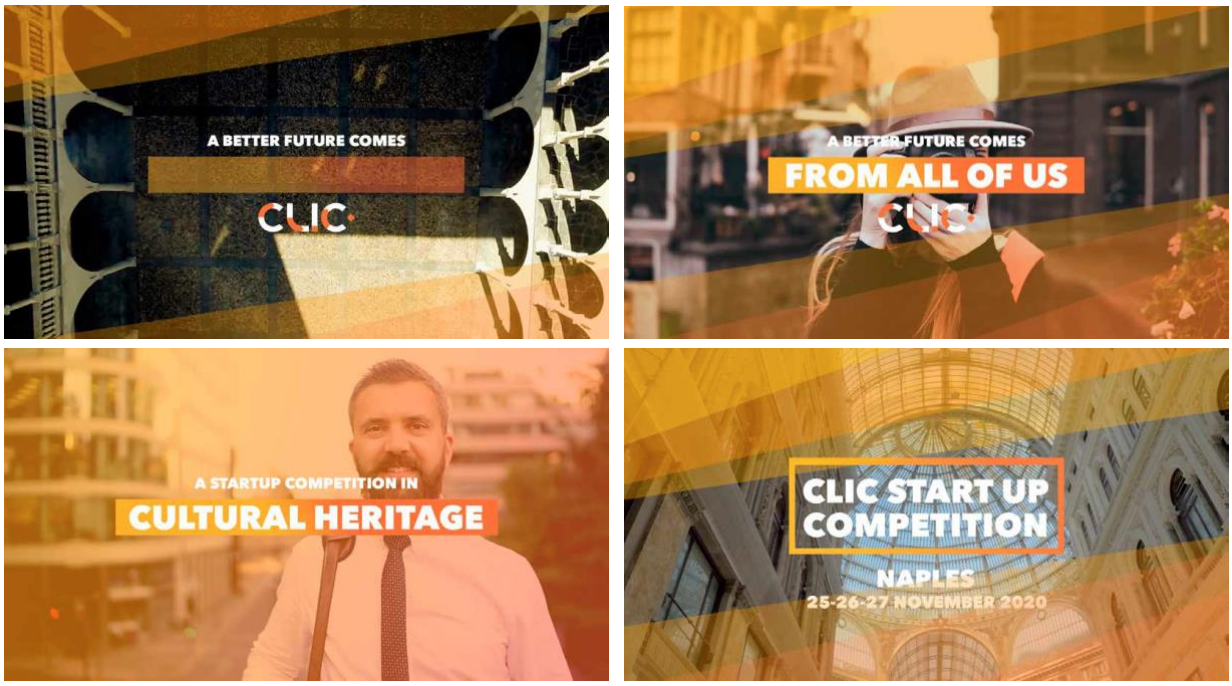

Figure 9 - Storyboard of the CLIC Startup Competition video (Elaborated by Estrogeni Srl)

A videowall of collaborative scenes in a business context, speeches and graphic rectangles in the CLIC colours is presented, followed by images of cultural and natural landscape, emphasizing that the adaptive reuse of cultural heritage can shape more resilient, sustainable and fairer societies contributing to increase health and wellbeing. The key moments of the three-day final event as well are shown.

Figure 10 - Storyboard of the CLIC Startup Competition video (Elaborated by Estrogeni Srl)

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A set of close-ups of young men and women, of different ethnicities, introduces the key areas of application of the Startup Competition.

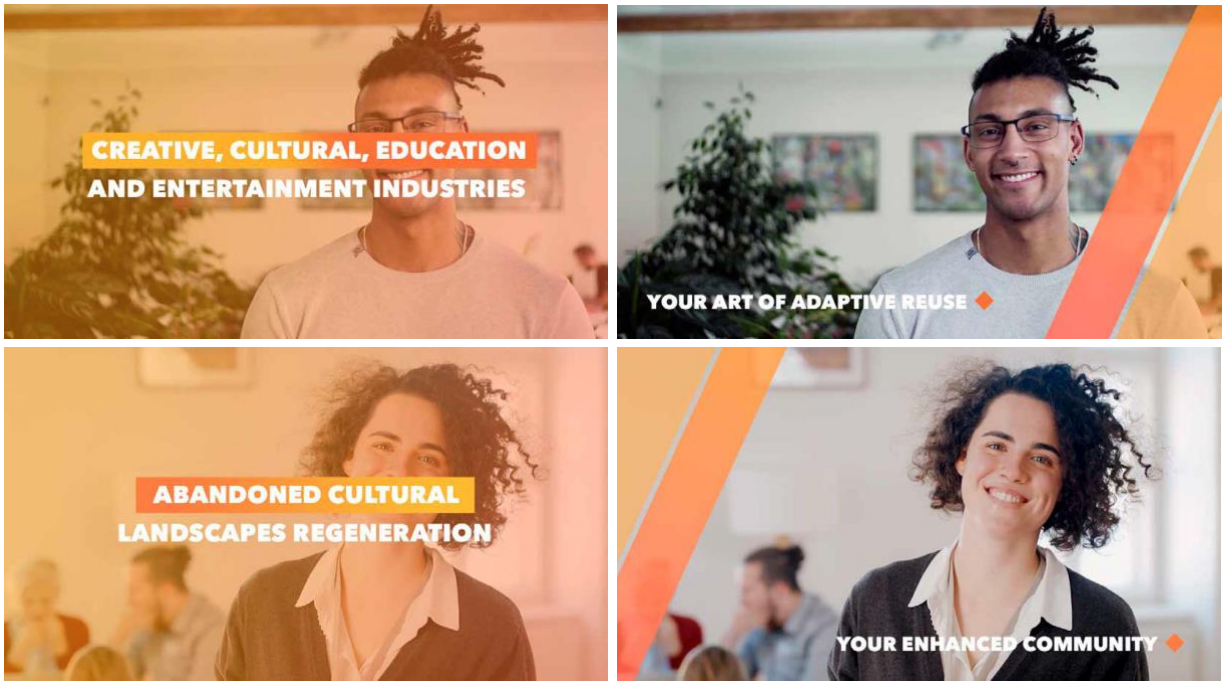

Figure 11 - Storyboard of the CLIC Startup Competition video (Elaborated by Estrogeni Srl)

The image of a young girl dancing on stairs inside an abandoned building strengthens the message that it is possible to give a new life to abandoned and underused cultural heritage, presenting circular economy as the new path towards sustainability. CLIC Startup Competition facts and award are emphasized. A scene of young people working together invites people to join the community and take advantage from the opportunities offered by the CLIC project. The video ends with the call to action “Sign up today” and the CLIC logo.

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Figure 12 - Storyboard of the CLIC Startup Competition video (Elaborated by Estrogeni Srl)

The CLIC Startup Competition promotional video has been shared on CLIC social media, reaching more than 105.000 people and about 75.000 views.

4.2.3 Social media campaign: activities and results

A massive communication campaign was carried out through CLIC social media: Facebook (https://www.facebook.com/clicprojecth2020); Twitter (https://twitter.com/CLIC_EU); Instagram (https://www.instagram.com/clic_h2020/) and YouTube (https://www.youtube.com/channel/UC9Alqja1Dblv-aS_veGUGdw).

Advertising campaigns were realized on Facebook, paying particular attention to the geographical areas targeted. By creating different public groups on Facebook ads, it was possible to cover all the EU Countries, thus spreading the call at international level and engaging innovators from Europe and beyond (Figure 20).

The following hashtags were created for the initiative: #CLICStartupCompetition, #CLIC4Innovation, #CLICAmazingEvent. Both CLIC partners and all the supporters of the initiative were provided with the visual material realized by the communication agency and specific guidelines. Several contents for social media were created by the IRISS communication team and shared with all the partners describing different aspects of the competition (e.g., aim of the CLIC Startup Competition, opportunities for participants, official awards and special prizes etc.) in order to create a strong brand recognition and keep up the momentum. Partners acted as multipliers, contributing to promote the initiative among the respective communities. The table below shows the results of the communication campaign, in terms of growth of the CLIC community.

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CLIC social media	N. of followers before the Competition	N. of followers after the Competition	Percentage increase rate
Facebook	908	1974	+117%
Twitter	365	473	+29,5%
Instagram	171	315	+84%
YouTube	14	49	+250%

Table 1 - Percentage increase rate of CLIC social media followers

The official images created by Estrogeni Srl, focusing on the five strategic areas, were used for the social communication campaign and sponsored on Facebook Adv, to maximize the results of communication activities.

Figure 13 - Visual "Cultural, safe and sustainable tourism" (Elaborated by Estrogeni Srl)

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Figure 14 - Visual "Creative, culture, education and entertainment industries" (Elaborated by Estrogeni Srl)

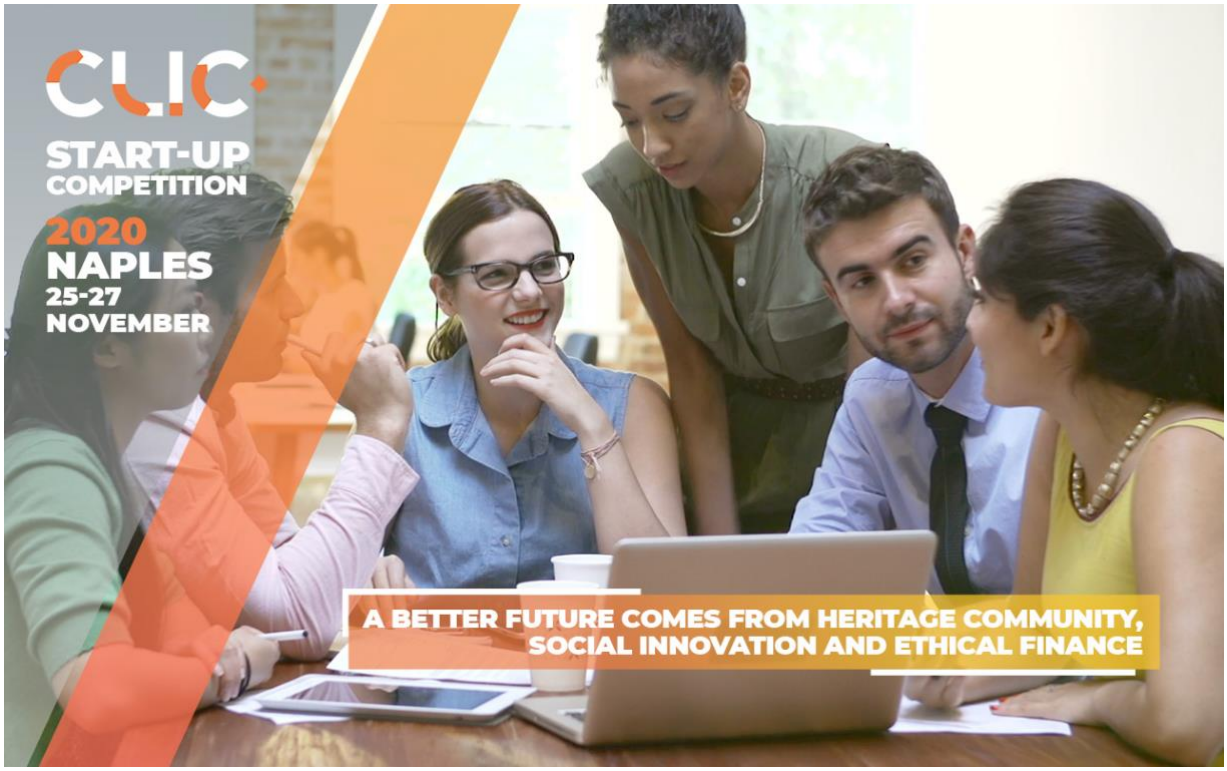

Figure 15 - Visual "Heritage community, social innovation and ethical finance" (Elaborated by Estrogeni Srl)

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Figure 16 - Visual "Technologies and materials for the circular city and building" (Elaborated by Estrogeni Srl)

Figure 17 - Visual "Abandoned cultural landscapes regeneration" (Elaborated by Estrogeni Srl)

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A graphic format for social media was designed by the communication agency in order to allow each partner to create different contents, being consistent with the CLIC Startup Competition visual identity.

Figure 18 - Post composition (Elaborated by Estrogeni Srl)

4.2.4 Newsletter

In order to promote the initiative and keep the target audience informed on the latest news about the event, seven issues of the CLIC newsletter, not foreseen by the Grant Agreement, were released. The aim was twofold: to update potential applicants on important news on the competition (for example, to communicate the extended deadline) and, at the same time, to provide wannabe startuppers with interesting news related to the startup world and innovation as well as useful suggestions to better present and develop their business ideas.

By way of example, the second issue of the CLIC Startup Competition newsletter here follows. This issue invited talented innovators to submit their business ideas by 15 October 2020, providing detailed information about the initiative (areas of application; selection process; structure of the three days event; mentoring programme and visibility on the SEMED platform). The second article was aimed at offering applicants strategic tips for shaping an effective pitch, able to capture the audience attention and to be contacted for more information and potential collaboration. The third article was meant to spread the news on the European Venture Philanthropy Association 16th Annual

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Conference “Building Alliances for Impact” (21-24 September 2020), linking to the EVPA conference website for full programme and discount rates.

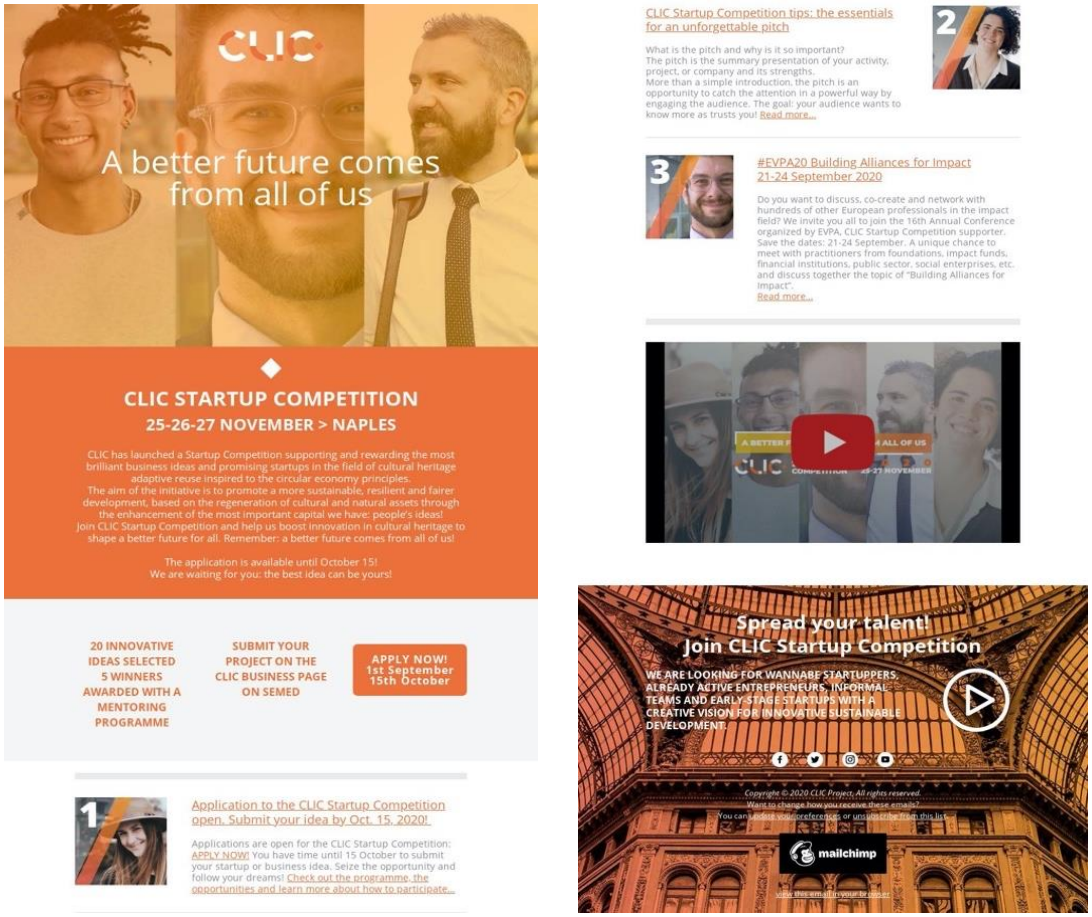

Figure 19 - CLIC Startup Competition Newsletter (Elaborated by Estrogeni Srl)

The full list of the CLIC Startup Competition newsletters and related links follows:

1. CLIC Startup Competition: a better future comes in Naples https://mailchi.mp/568901ffaf0a/clic-startup-competition-boosting-innovation-in-cultural-heritage

2. Application to the CLIC Startup Competition open. Submit your idea by Oct. 15, 2020! https://mailchi.mp/cf8b78f0a066/application-to-the-clic-startup-competition-open-submit-your-idea-by-oct-15-2020

3. CLIC Startup Competition goes online https://mailchi.mp/37c756fd92a6/clic-startup-competition-goes-online

4. CLIC Startup Competition Deadline Extended up to 6th November https://mailchi.mp/e02dbe169cc1/clic-startup-competition-deadline-extended-up-to-6th-november

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5. CLIC Startup Competition New Special Prizes
   https://mailchi.mp/e792a23c52c6/clic-startup-competition-new-special-prizes

6. Vote for CLIC Startup Competition finalists and register to the final event!
   https://mailchi.mp/a4ff55c83e36/vote-for-clic-startup-competition-finalists-and-register-to-the-final-event

7. Entrepreneurship and innovation for cultural heritage adaptive reuse
   https://mailchi.mp/250dd4ad3e9f/entrepreneurship-and-innovation-for-cultural-heritage-adaptive-reuse

Newsletter Title	Delivery rate	Open rate
CLIC Startup Competition: a better future comes in Naples	435	173 (41,6%)
Application to the CLIC Startup Competition open. Submit your idea by Oct. 15, 2020!	457	127 (28,9%)
CLIC Startup Competition goes online	466	130 (29%)
CLIC Startup Competition Deadline Extended up to 6th November	472	130 (28,8%)
CLIC Startup Competition New Special Prizes	473	155 (33,9%)
Vote for CLIC Startup Competition finalists and register to the final event!	706	254 (36,9%)
Entrepreneurship and innovation for cultural heritage adaptive reuse	705	267 (38,4%)

Table 2 - Metrics of CLIC Startup Competition Newsletters

It is worth noting that the number of subscribers to the CLIC newsletter increased from 427 (delivery rate of the second issue) to 705 at the end of the competition (+65%) with an average open rate equal to 34%.

4.2.5 Press release, online news and newsletters

Following the press releases issued by the CLIC Project Coordinator addressed to a national and international audience, several articles on the CLIC Startup Competition were published on newspapers and online media. The press release is available on the project website at: https://www.clicproject.eu/media/.

The initiative was promoted also by CLIC Partners and Strategic Partners of the Startup Competition through their websites and newsletters. Here below the links to the news:

IRISS CNR (17 July 2020) https://www.iriss.cnr.it/clic-startup-competition-napoli-25-27-novembre-2020/?highlight=startup%20competition

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UoP (July 2020), Democratic Citizenship Newsletter https://mailchi.mp/port.ac.uk/democratic-citizenship-newsletter-1667742?e=c347688faa

Iniziativa Cube Srl (1 Sep. 2020) https://www.iniziativa.cc/2020/09/lancio-della-clic-startup-competition/

IRISS CNR (9 Sep. 2020) https://www.iriss.cnr.it/applications-open-for-the-international-clic-startup-competition-cultural-heritage-adaptive-reuse-as-circular-economy-strategy/?highlight=startup%20competition

IRISS CNR (16 Sep. 2020) https://www.iriss.cnr.it/aperte-le-registrazioni-alla-call-internazionale-della-clicstartupcompetition/?highlight=startup%20competition

TU Dublin (16 Sep. 2020) https://tudublin.ie/explore/whats-happening/news/2020/spread-your-wings-with-the-clic-startup-competition.html

012 Factory (18 Sep. 2020) https://www.012factory.it/clic-startup-competition/

EVPA (21 Sep. 2020) https://evpa.eu.com/events/event/2020-11-clic-startup-competition

IRISS CNR (3 Oct. 2020) https://www.iriss.cnr.it/clic-startup-competition-evento-online/?highlight=startup%20competition

COTEC (11 Nov. 2020), https://cotec.it/clic-circular-models-leveraging-investments-in-cultural-heritage-adaptive-reuse/

IRISS CNR (17 Nov. 2020) https://www.iriss.cnr.it/clic-startup-competition-25-27-novembre-2020/?highlight=startup%20competition

ICLEI (18 Nov. 2020) https://iclei-europe.org/news/?c=search&uid=84698QNF

CNR (20 Nov. 2020) https://www.cnr.it/it/news/9831/clic-international-startup-competition-25-27-novembre-2020

SEMED Newsletter (24 Nov. 2020)

FacilityLive (25 Nov. 2020) https://www.facilitylive.com/clic-startup-competition/

The CLIC Startup Competition gained visibility also on the Innovating Cities website https://ec.europa.eu/info/research-and-innovation/research-area/environment/urban-development/innovating-cities_en#relatedlinks

Two banners linking to the CLIC Startup Competition webpage were designed by the subcontracted communication agency, both horizontal and vertical, to allow CLIC Partners and supporters of the initiative to choose the version which best fitted the technical needs and settings of their website.

4.2.6 Networking activities - definition of the CLIC Startup Competition Community

About 40 Partners, including Research Institutes and Universities, investors, twin projects, incubators and cultural foundations decided to support the CLIC Startup Competition as result of the intensive networking activities carried out by all the CLIC Partners.

In order to promote the initiative and foster fruitful synergies, a document of presentation of the initiative was elaborated by 012 Factory and Project Coordinator (Annex 1). The leaflet was spread by CLIC Partners among their network and used to engage supporters through web meetings.

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The CLIC Startup Competition was developed under the patronage of Campania Region and Municipality of Naples. Key partners of the initiative offered special prizes for the most deserving startups. The CLIC Startup Competition Community is presented in Table 3.

Supporter	Category	Mission
IRISS CNR – Institute for Research on Innovation and Services for Development of the National Research Council of Italy	Project Coordinator - CLIC Startup Competition Strategic Partner	The mission of IRISS is the study of innovation and services for the development of the international competitiveness of firms and territories. Website: www.iriss.cnr.it/en/
Startup Europe Mediterranean (SEMED)	CLIC Startup Competition Strategic Partner	SEMED is the digital platform powered by FacilityLive, in collaboration with the European Commission, which connects innovation ecosystems of the Mediterranean. Semed.eu creates opportunities for the entire ecosystem via a single point of access. Website: www.semed.eu
ICHEC Brussels Management School	CLIC Partner - CLIC Startup Competition Strategic Partner	ICHEC is a management school which enables its students to develop their talents and educates them to become responsible as well as open-minded managers. In order to accomplish this mission, ICHEC adopts a rigorous approach to its academic programs, informed by research, with an emphasis on business practice. Website: www.ichec.be/en
INZIATIVA CUBE Srl	CLIC Partner - CLIC Startup Competition Strategic Partner	INIZIATIVA maximizes the opportunities for developing high-potential innovative start-ups fundraising equity, debt and grants. The relevant experience acquired by its team in the evaluation of business development programs, in R&D projects and business advisory services related to project management, process engineering, financial and management control, ensure the coaching needed to support the start-up phase of highly innovative businesses. Website: www.iniziativa.cc/en/
012 Factory	Incubator and digital innovation hub - CLIC Startup Competition Strategic Partner	012 Factory is an Italian incubator of innovative startups, certified by the Italian Ministry of Economic Development. 012 Factory supports, develops and accompanies the growth of new enterprises with high innovative potential, starting from the idea of startups up to its transformation into an innovative company active on the market. Website: www.012factory.it
Estrogeni Srl	Communication agency - CLIC Startup Competition Strategic Partner	Estrogeni Srl is a communication and marketing company, with relevant expertise in corporate design and marketing intelligence. Website: www.estrogeni.net
CNR - EEN - Enterprise Lazio and	EEN Consortium - CLIC Startup	Enterprise Lazio and Sardegna for Europe

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Supporter	Category	Mission
Sardegna for Europe (ELSE)	Competition Strategic Partner	The National Research Council of Italy, through the Technology Transfer Office, is partner of the Enterprise Europe Network- EEN and coordinator of the ELSE consortium, one of the six Italian consortia of the EEN network. It is the access point to the EEN network for SMEs, their associations, public and private research centres, universities and public bodies in Lazio and Sardinia. Website: /www.eenelse.it/else/
Enterprise Europe Network	Network co-funded by the European Union - COSME Programme 2014-2020 - CLIC Startup Competition Strategic Partner	The Enterprise Europe Network helps businesses innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. The Network is active in more than 60 countries worldwide. It brings together 3,000 experts from more than 600 member organisations. Website: /www.een-italia.eu/en/
European Venture Philanthropy Association (EVPA)	Investor - CLIC Startup Competition Strategic Partner	EVPA is a broad and diverse community of organisations interested in or practicing venture philanthropy and social investment across Europe. Its members work together to maximise social impact through increased resources, collaboration and expertise. Website: www.evpa.eu.com
Zephiro Investments	Investor	Zephiro Investment is a society that operates both as an investment company and as an advisor, with a focus on the small and middle market and an interest in the world of startups. It operates as a direct investor - both in the seed and scale up phases of start-ups - and in the role of co-investor with other investors, private and/or public. Website: www.zephiro.club
Digital Magics	Investor	Digital Magics is a business incubator: it builds and develops digital business, guiding the founders of startups and providing acceleration services. Therefore, it supports startups on an industrial scale in order to create successful projects. Website: www.digitalmagics.com/en/
ENEA-EEN	Research Centre - Community	The Italian National Agency for New Technologies, Energy and Sustainable Economic Development (ENEA), is partner of the EEN network through the Bridgeconomies consortium. Through the Technological Development Division of the Innovation and Development Directorate (ISV-DST), it carries out activities of dissemination, valorisation and transfer of competences in support of enterprises to increase their technological level and competitiveness. Website: http://een.portici.enea.it
COTEC	Non-profit organization - Community	Cotec Italia is a private non-profit organisation set up in 2001 to help guide research and innovation policies in Italy and, thanks to its links with the twin foundations Fundación Cotec in Spain and COTEC Portugal, also at European level. It collaborates with universities,

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Supporter	Category	Mission
		public scientific research bodies, institutions and companies. The Foundation participates in national and international projects, carrying out studies, research, events and educational initiatives for the dissemination of scientific and technological culture, by addressing strategies, policies, processes and actors of the National Ecosystem of Research & Innovation. Website: https://cotec.it
Ki Culture	Non-profit organization - Community	Ki Culture is a non-profit organization committed to creating a sustainable future through the cultural heritage sector. It provides solutions to promote sustainable practices for professionals and leverage cultural heritage to effectively make industry wide impact. Website: www.kiculture.org
Trans Europe Halles	Network of non-governmental cultural centres - Community	Trans Europe Halles (TEH) is the European network of non-governmental cultural centres. Established in 1983, it pioneered repurposing industrial buildings for cultural and community uses. Nowadays, it gathers 130 of the most progressive cultural centres in 37 European countries. Its mission is to support the sustainable development of non-governmental cultural centres across Europe. It, therefore, facilitates the professional exchange between centres, provides training opportunities, supports new initiatives, advocates (inter)nationally to increase their recognition and amplify their voice. Website: https://teh.net
Ruritage	Twin Project-Community	RURITAGE is a 4-year EU-funded project under the Horizon 2020 programme. RURITAGE establishes a new heritage-led rural regeneration approach, transforming rural areas into laboratories for sustainable development, building on the enhancement of their unique Cultural and Natural Heritage potential. Website: https://www.ruritage.eu
ROCK	Twin Project-Community	ROCK is a Horizon 2020 project which aims to support the transformation of historic city centres afflicted by physical decay, social conflicts and poor life quality into Creative and Sustainable Districts through an innovative, collaborative and circular systemic approach. Website: https://rockproject.eu
FINCH	Twin Project-Community	FINCH Project is an Interreg Europe cooperation project promoting financial instruments and Public-Private Partnerships adoption in local and regional cultural heritage valorization, in order to improve relevant policies and increase their long-term and socio-economic impact. Website: www.interregeurope.eu/finch/
NATURVATION	Twin Project-Community	NATure-based URban innoVATION is a 4-year project, funded by the European Commission and involving 14 institutions across Europe in the fields of urban development, geography, innovation studies and

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Supporter	Category	Mission
		economics. The project seeks to develop our understanding of what nature-based solutions can achieve in cities, examine how innovation can be fostered in this domain, and contribute to realising the potential of nature-based solutions for responding to urban sustainability challenges by working with communities and stakeholders. Website: https://naturvation.eu/
OpenHeritage	Twin Project-Community	OpenHeritage (Organizing, Promoting and ENabling HEritage Reuse through Inclusion, Technology, Access, Governance and Empowerment) aims at creating sustainable models of heritage asset management. The project puts the idea of inclusive governance of cultural heritage sites together with development of heritage communities at its center, empowering the community in the processes of adaptive reuse. Website: https://openheritage.eu/
ROBUST	Twin Project-Community	ROBUST is an innovative transdisciplinary rural-urban research project which explores how synergies between rural and urban areas can be applied in practice to strengthen regional collaboration, interdependence and interconnectivity. It examines current governance systems, processes and practices in 11 different city-regions, and recommends more effective arrangements and better policy frameworks. Website: https://rural-urban.eu/
UrbanA – Urban Arenas for sustainable and just cities	Twin Project-Community	UrbanA is a 3-year H2020 project which aims to at synthetize and broker knowledge for sustainable and just cities generated by prior research and innovation projects and translate this knowledge into action; empower participants to apply this knowledge locally; facilitate interaction among diverse participants and influence policies in favour of sustainable cities. Website: https://urban-arena.eu/
ARCH - Saving Cultural Heritage	Twin Project-Community	ARCH is a European-funded research project that aims to better preserve areas of cultural heritage from hazards and risks. The ARCH team works with the cities of Bratislava, Camerino, Hamburg and Valencia to co-create tools that will help cities save cultural heritage from the effects of climate change. Website: https://savingculturalheritage.eu/
BluAct	Urban Action initiative - Community	BluAct is an urban action initiative developed within the URBACT programme that intends to support an improvement and transfer of good practices in the field of Blue Growth innovation and entrepreneurship, as implemented by the City of Piraeus, which offers incubation services to local businesses boosting innovation and job creation. Partner port cities, including Piraeus (GR), Mataro (ES), Ostend (BE), Galati (RO), Matosinhos (PT), Burgas (BG) and Salerno (IT), aim to share good practices in Blue Economy entrepreneurship. By creating Urbact Local Support Groups and

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Supporter	Category	Mission
		engaging local stakeholders and other interested parties, with the ultimate goal of starting up the blue economy, BluAct aims to deliver far-reaching results in the respective partner cities. Website: www.bluact.eu/
Giardino della Minerva	Best practice of cultural heritage enhancement and management by civic organizations - Community	Historical garden included among the 16 realities chosen by ICLEI as examples at world level of innovative good practices in the participatory management of cultural heritage. Website: www.giardinodellaminerva.it/
Sellalab	Innovation platform - Community	Sellalab is an innovation platform addressed to startups and companies with the aim of supporting their growth, open innovation and digital transformation processes. Founded in 2013 within the Sella Group, today it has offices in Biella, Lecce, Salerno, Padua and Milan, each of which was created with the aim of contributing to the growth of the entrepreneurial fabric of the area in which it operates. Website: https://sellalab.com/en
Ampioraggio	Innovation platform-Community	The Foundation connects innovators and innovation accelerators to strengthen the offer and bring it to the markets. Ampioraggio creates an inclusive, innovative and innovation ecosystem, an incremental generator of work and economic and social wealth, with sustainable and replicable spin-offs on the territories and the country system. The Foundation creates new opportunities on the domestic and international markets, generating socio-economic value for its members and promoting meetings between supply and demand aimed at implementing sustainable innovation initiatives through the sharing of eco-systemic relations and the pro-active involvement of companies, institutions and qualified professionals in their respective and broad areas of action and expertise. Website:www.fondazioneampioraggio.it
NAStartup	Community of innovators	NAStartup is a civic and non-profit project based in Naples, a network and a community dedicated to all lovers of business innovation. Website: https://nastartup.it/#

Table 3 - CLIC Startup Competition Community

4.2.7 Promotional events

The CLIC Startup Competition was officially presented during the online event “CLIC International Startup Competition: why and how” which took place on Monday 5th October 2020 from 10:00 to 11:00 h.

The event was aimed at explaining the CLIC Startup Competition to a wider audience involving some of the key partners who would support the awarded startups in the development of their business ideas in the following months.

Prof. Luigi Fusco Girard, CLIC Scientific Coordinator, and Antonia Gravagnuolo, CLIC co-coordinator, from CNR IRISS, described the objective of the CLIC Startup Competition and emphasized the need to promote innovation and entrepreneurship in the cultural heritage sectors, introducing the main areas of application. Fabio Rotondi and Gabriella Monteleone, from FacilityLive, presented the Startup Europe Mediterranean initiative, detailing the application process to the competition and the benefits for participants offered by SEMED. Aliona Lupu, from Iniziativa Cube, talked about the mentoring programme for the awarded startups while Ruba Saleh, from ICHEC Brussels Management School, discussed about entrepreneurship in cultural heritage, focusing on CLIC and other ICHEC innovative initiatives. Servaz van Berkum, from the CLIC pilot Pakhuis de Zwijger, shared some good practices coming from the entrepreneurship ecosystem development in Amsterdam. Last but not least, Filippo Ammirati, representative of the Italian National Agency for New Technologies, Energy and Sustainable Development (ENEA) and member of the Europe Enterprise Network, described the ENEA approach to innovative entrepreneurship. The panel discussion was moderated by Enrico Vellante, from 012 Factory, strategic partner of the CLIC Startup Competition.

The event was streamed on CLIC YouTube channel and Facebook page, reaching a total of 2500 views and about 6200 people. The recording of the CLIC event is available at: https://www.youtube.com/watch?v=7mayzY7EOlQ&t=852s

A second occasion to promote the initiative was represented by the invitation to the online event “NA Startup Play 007 Ottobre 2020”, organized by the supporter of the CLIC Startup Competition NAStartup (https://nastartup.it/#) which is a civic and non-profit project, an accelerator, a network and a community dedicated to all lovers of business innovation. Its aim is to introduce, discuss and present all start-ups and innovation projects, with an elevator pitch in front of a selected audience and a new production chain. NA Startup Play is a monthly event where innovators and startuppers can present their project to an Italian community made up of 7.000 members. Fabrizio Porrino, from FacilityLive, was invited to present the CLIC Startup Competition on 21st October 2020. All information and the video of the event are available at: https://nastartup.it/na-startup-play-007-ottobre-2020/?fbclid=IwAR2CL2klt6HmXgcpzfpbnZlWzDQcOyEuWfsonZTZrL8SSw-iUMj84uAYbmY

From 27th to 30th October 2020, CLIC was invited to participate to the H2020 project ROCK (https://rockproject.eu) Final Conference, organised by ICLEI Europe, in cooperation with the City of Bologna and the University of Bologna. The Open Knowledge Week “Cultural Heritage Leading Urban Futures” gathered city officers, policy-makers, urban researchers, cultural actors and civic changemakers for a programme reflecting on can cultural heritage be the driving force behind urban sustainability. The conference offered an extensive programme with over 20 sessions, and convened over 350 participants from all over the world.

During the Conference, the ROCK Exhibition was organised, offering participants a space to learn about technological solutions developed by ROCK partners and other relevant EU-funded projects focusing on cultural heritage. CLIC hosted a virtual booth during the Open Knowledge Week where the key messages from the project was disseminated, particularly focused on the promotion of the Startup competition. A poster was presented in the virtual booth available at the CLIC project website at: https://www.clicproject.eu/wp-content/uploads/2020/10/CLIC-Poster-for-ROCK-final-event.jpg.

5 Application and selection process

5.1 Application process

Applications were submitted through the Startup Europe Mediterranean platform - SEMED (https://semed.eu/), developed by the CLIC technological partner FacilityLive. Powered in collaboration with the European Commission Startup Europe initiative and patronised at its launch by the European Commissioner for innovation, research, culture, education and youth, Mariya Gabriel, SEMED is an important innovation platform that connects startups, investors, corporates, universities and policymakers, research centres and incubators, producing opportunities for all the actors of the innovation ecosystem and fostering exchanges among them.

As a strategic partner of the CLIC Startup Competition, SEMED was in charge of the entire application process, first developing the application form in collaboration with the IRISS CNR team and then managing all the submissions and data collection. In addition, in order to give visibility to the project and promote the initiative, the team of FacilityLive hosted a CLIC Business page on SEMED (https://semed.eu/search?q=clic), with a dedicated page to the CLIC Startup Competition (https://semed.eu/search?q=clic%20startup%20competition).

Applicants were distinguished in three categories: individual innovators, informal teams (2 or more people), or startup. According to the option selected, some fields of the form slightly changed. In case of an individual innovator, the applicant was required to fill in the form with personal data, with the possibility of uploading the cv as a file or providing the URL of the LinkedIn profile. In case of an already established startup or an informal team, a disclaimer appeared at the beginning of the form, asking to enter the personal and contact information of the leader of the startup/informal team, giving the possibility in the CV section to upload more files or adding the links to the LinkedIn profiles of the team members.

Then participants had to describe their projects filling in the following fields:

- Brief summary of the project;
- Description of project and business solution;
- Market and competitors;
- Technology readiness;
- Team;
- Investment needs (not mandatory).

Consent to SEMED's terms of service and privacy policy was required before submission.

The CLIC Startup Competition received a total of 73 submissions, which were divided into 3 groups: Circular tourism; Circular creative industries and social innovation; Circular creative cities and regions. Here below some overview graphs of the full sample.

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Figure 20 - Geographical distribution map of participants

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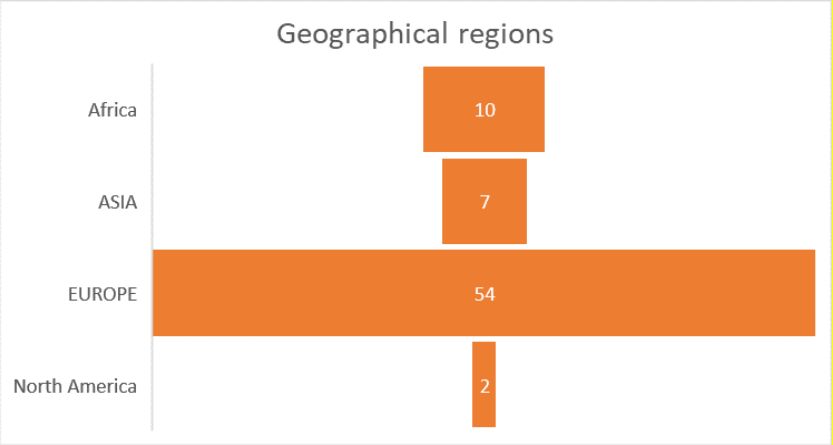

Figure 21 - Geographical regions involved

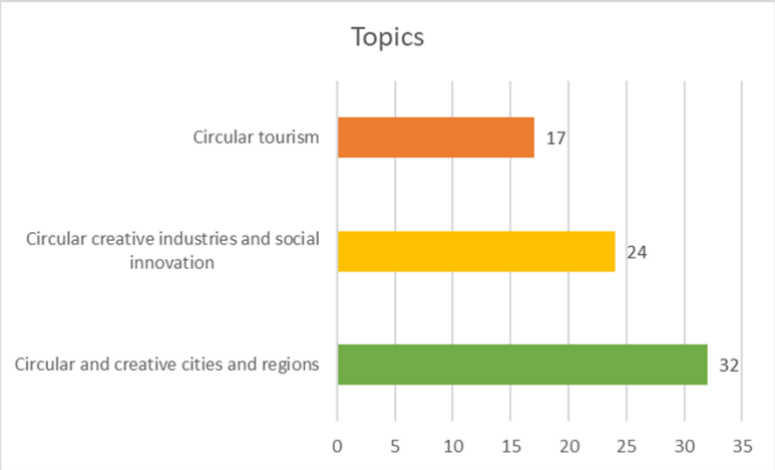

Figure 22 - Participants distribution per topic

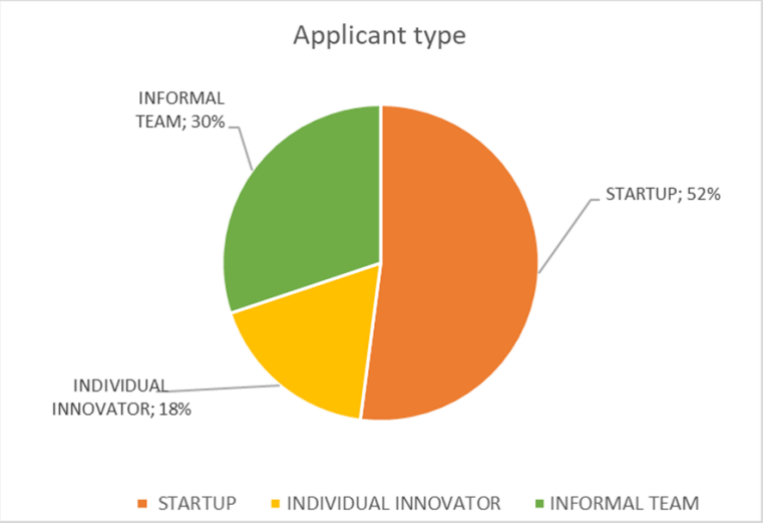

Figure 23 - Participants distribution per typology

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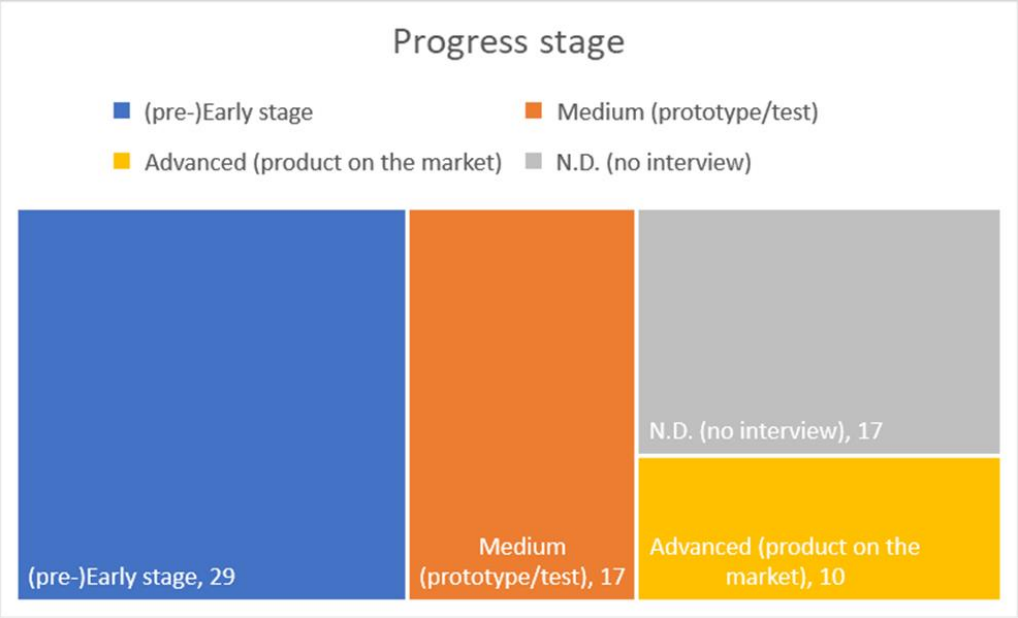

Figure 24 - Participants distribution per progress stage

5.2 Selection and evaluation process

The selection process was structured in different phases, as described below.

Pre-selection of 25 best startup ideas. The first phase consisted of the identification of the 25 best startups/teams chosen by a pre-selection jury led by IRISS CNR, according to criteria related with the coherence of the startup idea with the CLIC approach, market potential and team skills & capacities. This phase of selection was based on the interviews conducted by 012 Factory and CNR IRISS Team, applying the set of criteria agreed within the pre-selection jury.

Online vote to select 15 finalists. After this phase, from 16th to 23rd November the 25 business ideas were presented on the project website and an online vote was opened in order to allow the general public to express their preference for the favourite startup. The online vote, accounting for the 20% on the overall assessment, was added to the pre-selection jury evaluation scores, thus resulting in the identification of the 15 startups/teams invited to present their business projects on 25th November and attend the training session on 25th and 26th November.

Selection of 9 best startup finalists. A third phase of selection was held on 26th November. A pre-selection Jury made up of IRISS CNR team and members of the CLIC Startup Competition international Jury, after careful evaluation of the materials provided by the finalists and the presentation of their business idea on the first day event, following an extensive debate, selected the 9 most deserving startups/teams entitled to present their final “elevator pitch” to an international Jury made of 20 high-level experts.

Final pitch competition and awarding of 6 winners. Following the training sessions carried out between 25th-26th November by 012 Factory team, on 27th November the Pitch Competition took place and the CLIC Startup Competition international Jury identified the winning 6 startups/teams which were rewarded with the mentoring programme. Moreover, additional special prizes were assigned by strategic partners of the competition.

An overview of the selection process is shown in Figure n 22.

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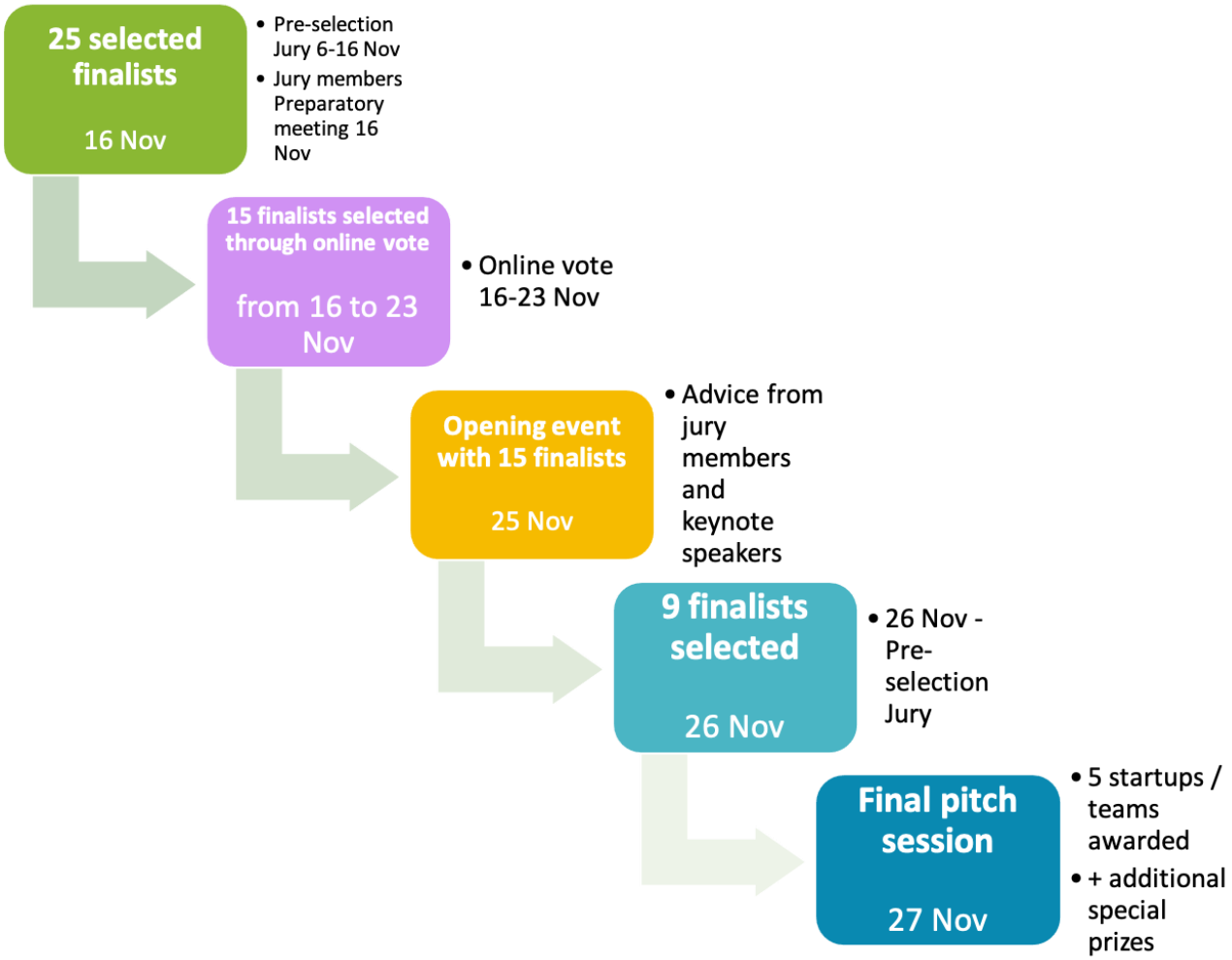

Figure 25 - Overview of the selection process

Extensive information related to the two phases of the evaluation, with a focus on the criteria adopted and results, is presented in the following paragraphs.

5.2.1 Pre-selection of 25 best startup ideas

Over 73 applications received, 56 startups/teams participated to the interview phase.

An interview of half hour was conducted with all startups/teams to complete the information received through the application form and ask for more details and materials about the idea presented.

The pre-selection evaluation board in the first selection phase was made of Prof. Luigi Fusco Girard (CLIC Scientific Coordinator), Antonia Gravagnuolo (CLIC co-coordinator), Enrico Vellante (012 Factory expert), Valeria Catanese (IRISS CNR), Emanuela Motta (IRISS CNR), and Assunta Martone (IRISS CNR).

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All startups/teams were evaluated to choose 25 best ideas to be included in the online voting phase, based on the following criteria:

Coherence with CLIC approach (40 points)

Criterion 1 – Cultural heritage regeneration and environmental, human, social regeneration (40%)

Startups / projects should have a clear focus on the conservation, adaptive reuse and valorisation of cultural heritage, tangible or intangible, adopting a circular economy approach based on environmental, human and social capital regeneration. Attention to the environmental impacts, social and cultural impacts of the business activity. Attention to turn marginal, abandoned and underused cultural resources into drivers of territorial and community regeneration. Startups / projects avoid wastes and over-exploitation of natural, cultural and social resources, generate/use renewable energy, generate/use nature-based solutions to regenerate ecosystems. Startups / projects enhance multi-stakeholder and multi-level synergies and cooperation at urban / territorial scale, and enhance human capital and knowledge opportunities especially in marginalized urban and rural areas.

Scores range

0-10 Very low coherence with CLIC approach, no focus on cultural heritage

11-20 Low coherence with CLIC approach, focus on cultural heritage not clear

21-30 Medium coherence with CLIC approach, cultural heritage is present but does not represent a core factor

31-35 High coherence with CLIC approach, focus on cultural heritage and circular approach

36-40 Very high coherence with CLIC approach with clear focus on cultural heritage, clearly expressed circular model of environmental, human and social capital regeneration

Market potential (40 points)

Criterion 2 – Financial self-sustainability (25 points)

Startups / projects should have a clear financial self-sustainability, ensuring adequate revenue streams compared to investments and management costs. This criterion includes the evaluation of the target market and the peculiar value proposition in relation to the target problem or need and competitors. Here it is also evaluated the capacity of the startup / project to develop a Minimum Viable Product or, in case of advanced startups, the success achieved with the MVP. Financial self-sustainability is evaluated as “potential” in relation to early-stage projects, based on their target market, competitors, revenue model, strategy. For advanced startups, financial self-sustainability is evaluated according to their financial metrics.

Scores range

0-10 Poor financial model sustainability, unclear business model

11-15 Potentially sustainable financial models, some metrics available

16-20 Good financial sustainability model, some test ongoing in the market

21-25 Product/service already in the market, well tested financial sustainability

Criterion 3 – Team and skills (15 points)

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The team carrying out the startup / project should have a clear entrepreneurial approach and include all necessary and complementary skills to realize the innovative product / service and sell it in the market. This criterion includes the evaluation of industry knowledge, unique skills, leadership, key relationships, prior successes and/or failures.

Scores range

0-5 Insufficient capacities and skills within the team

6-10 Good team with sufficient complementarity and expertise

11-15 Excellent, motivated team with large knowledge, skills and expertise

The 25 startups selected by the IRISS CNR team and 012 Factory experts were grouped in three categories: **Circular Tourism**, **Circular and creative cities and regions**; **Circular creative industries and social innovation**.

An overview of the 25 startups/teams, presented in alphabetical order per topic, is shown in Tables n. 4, 5, and 6.

Project	Country	Applicant type	Information
A terraced soundscape	Italy	Informal team	The project combines the development of a sustainable tourism with the regeneration of abandoned cultural landscape. The recovery of Casarette has the merit of rebuilding a cultural context where people worked in contact with the nature by collaborating. The team wants to challenge the noise of the mine and the highway running into the valley by reproducing the soundscape of the valley into an acoustic installation.
Arte Medica Tourism HubLab	Italy	Informal team	Cultural Heritage & Creative Industries Cluster - The idea consists in creating products and services for a unique sustainable tourism experience development of tourism offer focused on the intrinsic historic value of the territory to both tangible and intangible cultural heritage (Mediterranean diet, Hippocrates medical school).
Clio Muse Tours	Greece	Startup	The startup creates self-guided tours that will combine cultural and environmental content highlighting their importance and cross-correlation. Using short, interesting stories shaped as tours is engaging for the citizens and can be used for supporting awareness raising, education, engagement and observation.
Cubilia	Italy	Informal team	Through the enhancement of local cultural heritage (Telesina Valley), the team intends to experiment new processes for the regeneration of places, by strengthening tourist vocation; constructing guided tours and hospitality services in the area; creating of a tourist desk and using technology and digital technology. The aim is to use resources in more efficient and effective way and create awareness of the potential of the territory.
Hearth Srl	Italy	Startup	Hearth is an innovative startup for the enhancement of territories and hidden heritages. By exploiting the technological and digital element, it

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			tries to connect all the main players in the area (Municipalities, Promotion Associations, promoters and companies) on a single platform, in order to create a single destination management tool that can give users a final flow of data and continuous information to first organize, and then enjoy, the entire travel experience.
TouRegeneration	Italy	Informal team	The aim is to develop tourism engaging local community in the Italian Apennine regions, taking advantage of a renewed interest for rural areas from city dwellers in the Covid-19 era.
Trip for Dog	Italy	Startup	Trip For Dog is the first and the only Dog friendly Online Travel Agency with a Marketplace of Dog Friendly activities and experiences. Dog trainers and tourist guides can upload “WoofTours”, while customers can book and join with their dogs city, art, or food & wine tours and ticket museum, skipping the line with dog sitting service included to enhance culture in Italy and nobody else do it.
SmartGuide	Czech Republic	Startup	SmartGuide app turns every phone into a convenient personal guide that guides travelers with audio and AR like a live guide, but safely outside of the crowds. Tourist destinations from Harvard to city of Prague to the entire Kyrgyzstan publish their guides 20x faster and cheaper on our platform. It is the fastest-growing guiding app with 250,000+ users and 400 destinations, including several UNESCO sites.

Table 4 - Overview of selected startups in “Circular Tourism”

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Project	Country	Applicant type	Information
Dracoss	Tunisia	Startup	Dracoss is a startup that aims to limit climate change and water scarcity, selected among the top 10 projects within the 2019 national SDG competition by UNDP and YLP.
Dross to Gem	Nigeria	Startup	The startup recycles waste papers into quality state of the art furniture and sells them to the Urban Population at an affordable price. The idea is to solve the problem of environmental pollution arising from littering and/or burning of papers. Products are 95% made from recycled papers so they are highly eco-friendly and sustainable but - most importantly - stem from an original idea started in Nigeria, already patented.
G-Cement	Egypt	Startup	The startup idea is to mass-produce building materials using recycled plastic waste and sand only as raw materials with no need to add cement at all. Building materials are environmentally friendly, cheaper, with better specifications than usual cement building materials.
Green Mule	Italy	Informal team	The project relies on a local and transnational network of activists and experts. Focusing on the requalification of the most underdeveloped territories of the Amalfi Coast, the team intends to regenerate and implement an interactive itineray tour through the ancient mountain paths of the “Mulattiere”, formerly walked by the paesans from all over the Amalfitan coast with their mules creating touristic and educational paths with a high degree of replicability and sustainability.
Nice Visions	Slovakia	Startup	The startup has developed a Solar Tiles BIPV, a building envelope system delivering renewable energy, designed for the areas where looks is equally important as energy production such as city centers and historical buildings. They are merging power production of PV panels with looks and usage of ceramic tiles and can contribute to decarbonization.
Taste of terraces	Italy	Startup	The startup is focused on creating an experimental laboratory to valorize traditional varieties and products of the Amalfi coast to preserve agro-biodiversity, offering the connection to an international market of high-quality products.
The Daw Makers	Italy	Informal team	The DAW Makers project plans to collect agricultural waste from rye and maize producers of the Cuneo province and of its valleys (NW-Italy), which are currently marginalized rural areas, to create multipurpose composted material for packaging.
Turning sun into refrigeration technology	Uganda	Startup	To reduce food waste, SolerCool™ has developed and rents a first to market answer to the problem of fresh food spoiling due to lack of refrigeration at the farm level in developing countries.
WeavAir	Canada	Startup	Systems for contamination-free spaces is critical for cultural heritage preservation. WeavAir developed sensors and algorithms that track the spread of contamination and adapt operation of ventilation and filtration systems to preserve heritage and enable sustainable tourism.

Table 5 - Overview of selected startups in “Circular and creative cities and regions”

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Project	Country	Applicant type	Information
Artificial Intelligence for Lost Cultural Heritage	Italy	Individual Innovator	The project is based on the development of creative strategies for valorisation and management of Cultural Heritage through technologies that allow immersive and emotional experiences, making lost cultural heritage accessible to tourists by the use of AI and AR apps. Thanks to the use of image archive collection, it will be possible to identify and to virtual reconstruct the remaining traces of heritage monuments and parts of a city that have been lost or changed over time.
ExtrArtis - Artists in Residence for Creative Touristic Economy	Italy	Informal team	Responding with creativity to the tourism crisis (Covid19) and enhancing cultural heritage, ExtrArtis is service that connects the market of Relais to the practice of Artists Residence. The platform lets artists practice free creating economic-cultural network that benefits hosts and communities too.
HISTORIES APP La valorizzazione territoriale partecipata	Italy	Startup	The aim is to transform the prototype SICILY HISTORIES into a model of sharing economy, throughout Italy, based on accessibility and participation in the construction of tourism and to increase the social impact by reinvesting part of the proceeds for the realization of cultural projects.
MARTE - An innovative tech concept for artistic mobility based on cultural participation dynamics	Italy	Startup	MARTE is the first digital concept for artistic mobility. It aims to connect artists, institutions, and small spaces, to develop a cultural economic model to support emerging, independent and experimental artists, while promoting culture and the regeneration of spaces in rural areas and suburbs.
Pisces System	Philippines	Startup	The startup idea is to develop a circular packaging system that equips couriers with reusable packaging pouches instead of plastic packaging.
Restructure Heritage	USA	Startup	ReStructure's vision is to engage citizens, tourists, and travelers directly in the documentation and restoration of neglected cultural heritage through unique workshop experiences. The startup looks at neglected heritage as an opportunity to bring people together for education and cultural exchange.
SALUBATA	Nigeria	Startup	The startup produces modular shoes made from recycled plastic wastes, inspired to local heritage, thus preventing wastes and likewise preserving the heritage of each community.
Ya Amar	Palestine	Informal team	The project aims to protect Palestinian intangible cultural heritage; help sustain culture and economy by investing in traditional skills and by encouraging the arts and organizing festivals that help sustain livelihoods, bridging Palestinian communities in Palestine with those in the diaspora and have festivals in Europe.

Table 6 - Overview of selected startups in "Circular creative industries and social innovation"

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5.2.2 Online vote to select 15 finalists

The online vote, launched on the CLIC Startup Competition webpage from 16th to 23rd November, represented the 20% of the total score (max. 20 points), where the 80% was represented by the score given by the technical jury (max. 80 points).

3.743 votes were collected online. The points for the online votes were given according to the following matrix built considering the relative number of votes reached by all participants:

Online votes number	Scores assigned
0 to 50	0
50 to 100	2,5
100 to 150	5
150 to 200	7,5
200 to 250	10
250 to 300	12,5
300 to 350	15
350 to 400	17,5
More than 400	20

Table 7 - Matrix for assignment of points for the online vote

The 15 startups/teams, 5 per each category, who reached to the next stage, gaining access to the final event and the training session on 25-26th November, were the following:

Project	Country	Applicant type	Category
A terraced soundscape	Italy	Informal team	Circular Tourism
Arte Medica Tourism HubLab	Italy	Informal team	Circular Tourism
Clio Muse Tours	Greece	Startup	Circular Tourism
SmartGuide	Czech Republic	Startup	Circular Tourism
TouRegeneration	Italy	Informal team	Circular Tourism
G-Cement	Egypt	Startup	Circular and creative cities and regions
Green Mule	Italy	Informal team	Circular and creative cities and regions
Nice Visions	Slovakia	Startup	Circular and creative cities and regions
Taste of terraces	Italy	Startup	Circular and creative cities and regions

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The Daw Makers	Italy	Informal team	Circular and creative cities and regions
ExtrArtis - Artists in Residence for Creative Touristic Economy	Italy	Informal team	Circular creative industries and social innovation
HISTORIES APP La valorizzazione territoriale partecipata	Italy	Startup	Circular creative industries and social innovation
MARTE - An innovative tech concept for artistic mobility based on cultural participation dynamics	Italy	Startup	Circular creative industries and social innovation
Restructure Heritage	USA	Startup	Circular creative industries and social innovation
Ya Amar	Palestine	Informal team	Circular creative industries and social innovation

Table 8 - Results of the first stage evaluation: list of the 15 best startups/teams

5.2.3 Selection of 9 best startup finalists

The selection of the best 9 finalists was conducted through diverse phases, involving the international board of experts at different levels, according to their level of knowledge of the startups. During the public event held on 25th November, the international Jury members had the possibility to examine the presentations of the 15 finalists selected through the online vote. All participants prepared a slide presentation based on the format provided by CNR IRISS. The presentation was based on three main aspects to be evaluated by the Jury:

- **Value proposition in relation to the circular solution:** description of the challenge and circular solution proposed – "how your product/service contributes to circular economy and tangible/intangible cultural heritage valorization, reuse, conservation? Please focus also on environmental and social sustainability, inclusiveness and local communities empowerment"
- **Market potential:** "description of the market you are entering, is it a growing market? Who are your competitors (direct and indirect)? What can you do better than your competitors? Description of your business model – with basic metrics: annual revenues in € actual/expected, costs"
- **Team:** Photo, names, expertise – "What do you need to start / scale-up your business? What do you expect from this competition?"

The presentations of the first day event are available in the CLIC website at the link: https://www.clicproject.eu/startup-competition/finalists/ in the section of "15 finalists presentations". The first day event was organized as a first moment of training for the selected startups, testing their capacity for presenting their project to a wide audience and focusing on key aspects of innovativeness and market potential. The day before, a preparatory meeting with all participants was held, testing the presentations timing and efficacy and providing suggestions for enhanced impact on the international Jury.

During the public event, the three groups of startups received further comments and suggestions from the Jury members and keynote speakers. Jury members were invited to provide comments and

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express their preferences in each group: Circular tourism, Circular and creative cities and regions, Circular creative industries and social innovation. Specific criteria were suggested in form of questions to Jury members in order to evaluate the coherence with the circularity principles of CLIC and the market potential of the startups:

Coherence with CLIC approach

- does the startup clearly focus on cultural heritage reuse and valorization?
- does it adopt a clear circular economy approach?
- does it generate positive environmental and social impacts?
- does it pay attention to inclusiveness, gender equality and minority cultures integration?

Market potential

- does the startup addresses a large and/or enlarging market?
- is the problem or need addressed real?
- is the solution proposed efficient and of high quality?
- is the solution proposed sufficiently developed?
- is there a clear and robust revenue model?
- is there a clear competitive advantage with respect to other solutions available in the market?

Team / skills

- is the team complete?
- has the team sufficient expertise to develop the proposed solution?
- are there sufficient or potential networks to be engaged?

International experts were asked to select the best 3 startups in each group of 5, providing comments to motivate the decision. The decision of the Jury members at this stage was not binding, as a second step of the evaluation was conducted during and after the training session, but it was extremely useful to orient the pre-selection Jury final decision. Moreover, the Jury members were invited to start reflecting in-depth on the startups ideas presented. Examples of comments provided by Jury members are reported below:

Circular tourism

"I found Terraced Soundscape best as it is the most authentic and original. TourRegeneration has good intentions and could use help and mentoring. SmartGuide is somehow more clever than ClioTours with what they're doing, but I do not consider them a real startup".

"I appreciated the regeneration and circularity of the two latest enterprises, and I think they would benefit more from winning the competition compared to the first one, which is already quite advanced".

"I really loved a terraced soundscape, a great way to combine care and for the cultural and natural landscape with tourism. Well done!"

"Skilled teams, huge market potential and strong coherence with CLIC approach".

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"These three projects seem to be the ones that will benefit most from the CLIC support as they are sufficiently developed to be able to use the support in the right way, while not being yet at a stage when they can be financially self-sustainable and organizationally resilient".

Circular and creative cities and regions

"Taste of Terraces is a laboratory and experimental. They work with local communities which makes it resilient. Nice Visions is very innovative and makes solar cells beautiful. Daw Makers are helping out with the new packaging materials".

"In this segment coming up with a final selection was more difficult, as I think only the last enterprise really stood out along all aspects. G-Cement has a very good business model, and a clear positive societal impact, even though I do not see a clear link with the regeneration/culture. Nice visions has a well-defined business model and competitive advantage, and it is in a stage where it could really benefit from winning the competition, but its societal impact is lower compared to the other two in my view".

Circular creative industries and social innovation

"Ya Amar is the only one I would vote for: integrating women, craft skills, Palestinian communities, and all of this in a very original way! I picked ExtrArtist too for helping out the small-scale venues with artists and vice-versa, but concept did not come across during their presentation. Also Restructure Heritage: I am curious to learn more, but it was not completely clear".

"In this category the project that impressed me the most is ReStructure Heritage, for their focus on strategic preservation of heritage, and for the scalability aspect of their value proposition. Ya Amar impressed me also positively for the clear societal impact it generates, and for its focus on promoting cultural diversity. Finally, even if the presentation of Marte was a bit confusing, I find the project very promising for its use of bid data and AI in support of artists, which are one of the most hit categories by the COVID outbreak".

The second step of the evaluation to select the 9 best startups for the final pitch event was conducted taking into account the progress made by each startup/team through the training, as well as the potential to benefit more from the competition prizes, as suggested by the Jury. After the training session on 25th-26th November (see Section 6), a meeting of the pre-selection Jury was held, which included the following members: Antonia Gravagnuolo (CNR IRISS), Ugo Guarnacci (EC), Ruba Saleh (ICHEC), Priscilla Boiardi (OECD), Paolo di Bartolomei (COTEC). The board of experts, having seen the preferences expressed by the public and the international experts, as well as the comments provided, during and after the first day presentation session, having discussed the progress made by each startup/team during the training, and having expressed their view regarding the real potential benefit for each startup/team to receive the prize of mentoring programme, decided to invite the following 9 startups for the final pitch session:

Circular tourism category: SmartGuide (Czech Republic), A terraced soundscape (Italy), TouRegeneration (Italy/Serbia)

Circular and creative cities and regions: G-Cement (Egypt), Nice Visions (Slovakia), The DAW Makers (Italy)

Circular creative industries and social innovation: MARTE (Italy), Ya Amar (Palestine), ReStructure Heritage (USA)

After the announcement, the selected startups were further supported in their effort to prepare the final pitch for the day after.

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5.2.4 Final pitch competition and awarding of 6 winners

During the final pitch session, held on 27th November, the 9 selected startups presented their projects, updated based on the circular business model and pitch training sessions, rewarding with the mentoring programme two startups in each group.

The international experts involved already had the opportunity to know and observe the startups during the previous phases of the competition, accessing their documentation and watching the presentations interacting with comments, while expressing their preferences and suggestions to orient the pre-selection Jury until the final stage. During the final pitch event, however, the international Jury board was directly responsible for the selection of the winners. The Jury members in the final stage were divided into three groups related to the three topics of the Competition.

Jury members:

SESSION 1 Circular tourism

- Gianluca Gaggiotti (EVPA)
- Priscilla Boiardi (OECD)
- Ludovica Gerardi (EEN/ELSE)
- Valeria Fascione (Campania Region)
- Paolo Di Bartolomei (COTEC)

SESSION 2 Circular and creative cities and regions

- Philippe Drouillon (ICHEC)
- Federica Tortora (Intesa Sanpaolo Circular Economy Project)
- Servaz Van Berkum (Pakhuis de Zwijger)
- Aliona Lupu (Iniziativa Cube)
- Gennaro Tesone (Digital Magics)

SESSION 3 Circular creative industries and social innovation

- Laoura Ntziourou (European Investment Fund)
- Mieke Renders (Trans Europe Halles)
- Joke Quintens (WeTopia, Moving Marseille)
- Tracy Pickerill (TUDublin)
- Paola Santilli (CrowdFundMe)

The Jury was given an assessment questionnaire on the startups, based on the evaluation criteria of the Competition, to support the analytical process of evaluation. Moreover, a final discussion was held between all members of the Jury during the final pitch event, to take an agreement on the winners, as well as the additional special prizes.

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The guiding grid of criteria was discussed among the organization team members and provided to the Jury members:

1) COHERENCE - Clear focus on Cultural Heritage (tangible / intangible)

2) COHERENCE - Clear circularity focus: circular solution, circular metabolism and circular business model

3) COHERENCE - Social and environmental impact clearly expressed

4) MARKET POTENTIAL - Size of the market (actual / potential demand)

5) MARKET POTENTIAL - Relevance of the problem or need addressed

6) MARKET POTENTIAL - Efficient and high-quality solution

7) MARKET POTENTIAL - Clear and robust revenue model, financial self-sustainability

8) MARKET POTENTIAL - Clear competitive advantage with respect to other solutions available in the market

9) TEAM - Sufficient skills and knowledge in the team

For each startup, an evaluation from 1 (low) to 5 (high) score was given, resulting in the analytical assessment, which was further discussed during the Jury plenary meeting. The Figures below represent the analytical assessment of each startup, based on the criteria mentioned.

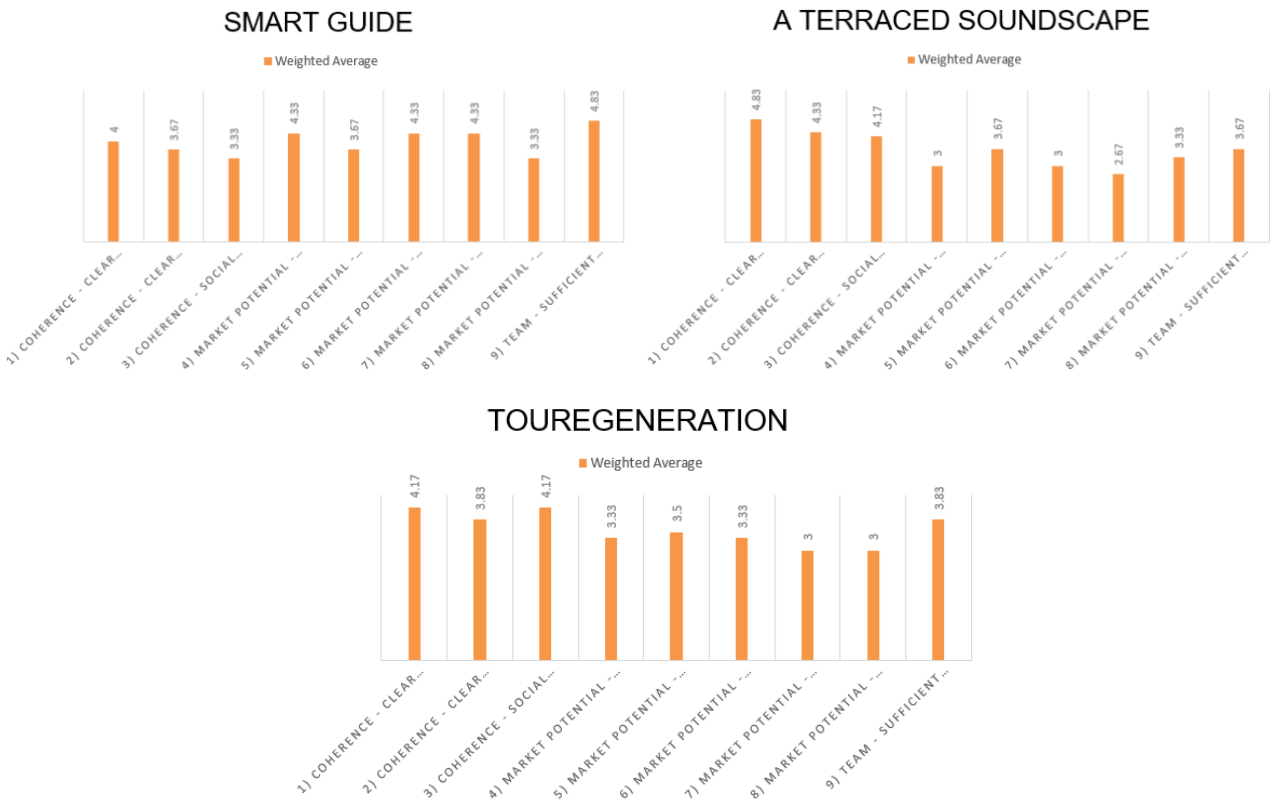

Figure 26 - Assessment of finalist startups in the category Circular tourism

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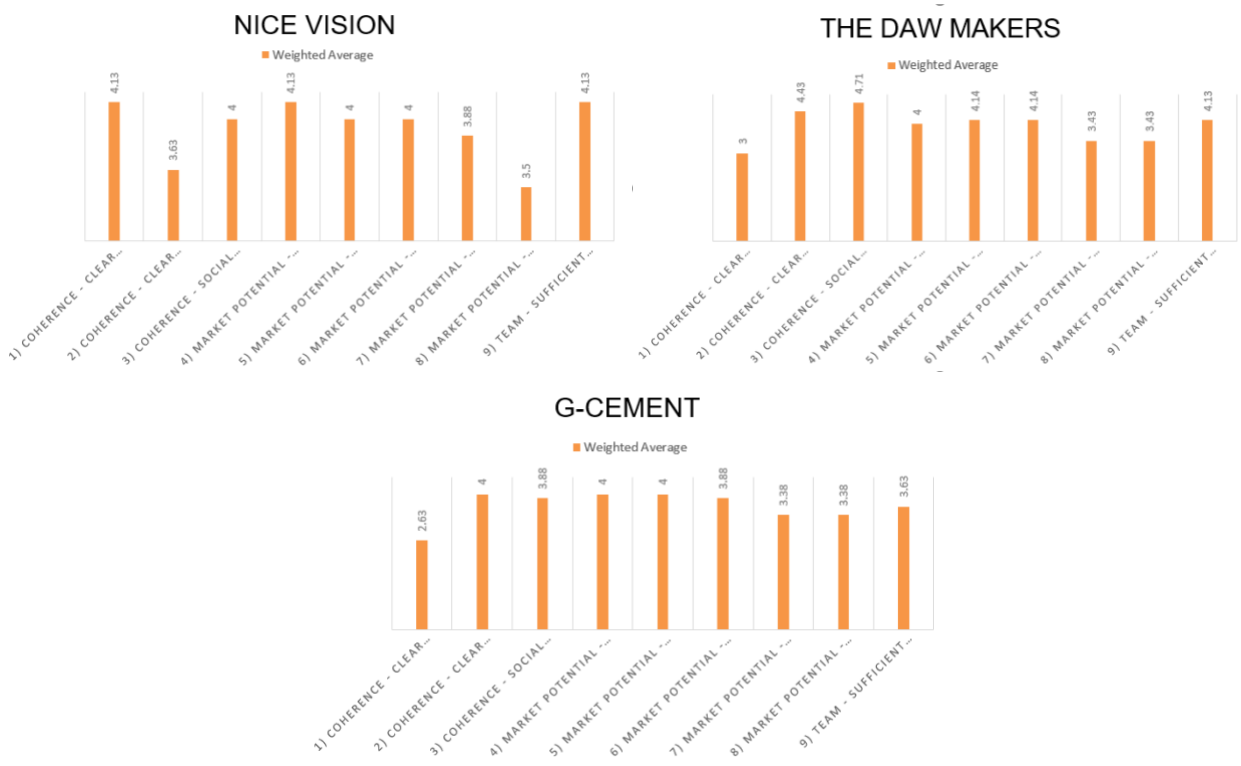

Figure 27 - Assessment of the finalist startups in the category Circular and creative cities and regions

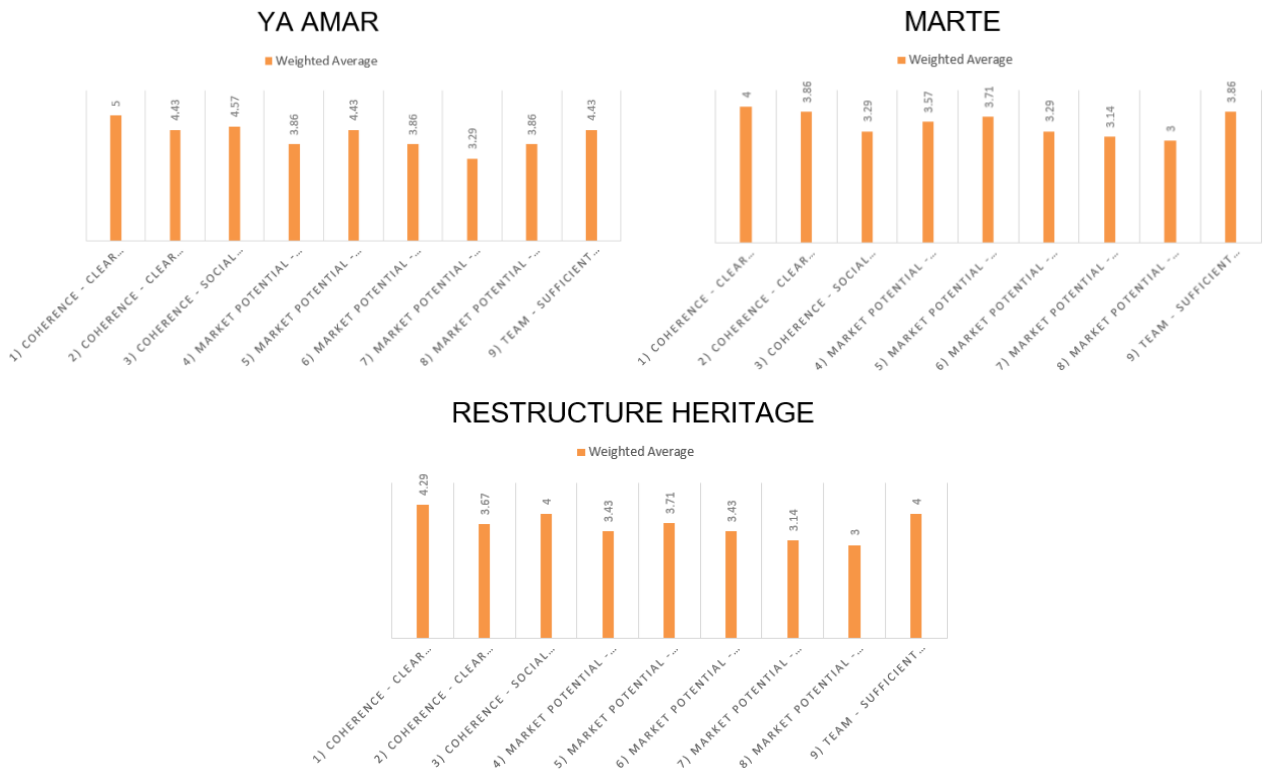

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Figure 28 - Assessment of the finalist startups in the category Circular creative industries and social innovation

Finally, based on the Jury discussion and agreement, two winners were selected in each group:

Circular tourism:

- A terraced soundscape (Italy)
- TouRegeneration (Italy/Serbia)

Circular and creative cities and regions:

- Nice Visions (Slovakia)
- The DAW Makers (Italy)

Circular creative industries and social innovation:

- Ya Amar (Palestine)
- ReStructure Heritage (USA)

These startups were considered worth to be awarded the mentoring programme prize, according to their coherence with CLIC approach, potential and level of development. Additional special prizes were also assigned to startups demonstrating particular relevance for some competition partners, as reported in Section 7 of this document.

5.3 The CLIC Startup Competition International Jury

The CLIC Startup Competition international Jury was made of 25 members including European Commission representatives, researchers in the cultural heritage field, investors and innovation specialists, experts in startups, representative of cultural and creative foundations, social designers and experts from the social investment sector.

Jury members were provided with all the material shared by the applicants to get further information useful for the evaluation. A meeting with the Jury members was organized by the Project Coordinator on 16th November to present and discuss the evaluation grid, as well as to share guidelines and more details on the online voting system.

Here below the list of jury members:

Jury Member	Affiliation	Expertise
Ugo Guarnacci	European Commission - Executive Agency for Small and Medium Sized Enterprises	Project Adviser at the EASME, managing H2020 projects on smart and sustainable cities, social and cultural innovation, nature-based solutions
Luigi Fusco Girard	CNR IRISS	CLIC Project Coordinator - Expert in evaluation methods for integrated conservation of cultural heritage, strategies and tools for urban / territorial sustainable development and regeneration of cultural heritage and landscape in the perspective of the circular economy and circular city

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Antonia Gravagnuolo	CNR IRISS	CLIC Project co-coordinator she is expert in evaluation methods and tools, cultural heritage and cultural landscape regeneration
Ruba Saleh	ICHEC Brussels Management School	Researcher at ICHEC Brussels Management School, she is expert in cultural heritage management, promotion and preservation. Responsible for programmes drafting, monitoring and evaluation in several International projects. Expert in designing and implementing professional training workshops and stakeholders capacity-building ad-hoc programmes
Tracy Pickerill	Technological University Dublin	Expert in cultural heritage conservation and management, heritage finance
Sandra Gizdulich	National Governmental Agency for the Territorial Cohesion	Urban Expert responsible for the Urban Agenda for the European Union, for the coordination of the European Partnership on Culture & Cultural Heritage and for the active monitoring on the ground of national and European integrated urban programmes.
Gianluca Gaggiotti	European Venture Philantropy Association	Research Manager at EVPA, he is directly involved in several research activities, with a specific focus on data collection and data analysis. He has developed an in-depth knowledge on the impact ecosystem and all the actors involved
Priscilla Boiardi	Organisation for Economic Co-operation and Development	Analyst in the Financing Sustainable Development Division at the OECD, she has over 10 years of research experience in social investment, private finance and innovation
Laura Ntziourou	European Investment Fund	Strategy and Business Developer at the European Investment Fund, she has worked on the design and management of financial instruments to support access to finance for micro, small and medium-sized enterprises and key policy objectives of the EU
Paolo Di Bartolomei	COTEC	General Director of *COTEC*, a no-profit foundation whose aim is to promote the culture of innovation in Italy. He is also Head of Digital Institutional Affairs in Telecom Italia and he has been in the Board of Directors of several National and European Associations
Aliona Lupu	Iniziativa Cube	Responsible of R&D and EU projects Office, she has supported more than 350 projects in complementary sectors, funded through different financial instruments. She has participated in the successful financing of many national and European research and innovation projects
Gianpiero Lotito	FacilityLive	Founder & CEO of FacilityLive and President of the European Tech Alliance (EUTA); expert in innovation and innovative entrepreneurship
Enrico Vellante	012 Factory	Co-founder of 012factory, Italian incubator of innovative startups, which supports, develops and accompanies the growth of new enterprises with high innovative potential. He is in charge of European and international cooperation activities
Paolo Di Bartolomei	COTEC	General Director of *COTEC*, a no-profit foundation whose aim is to promote the culture of innovation in Italy. He is also Head of Digital Institutional Affairs in Telecom Italia and he has been in the Board of Directors of several National and European Associations

Federica Tortora	Intesa Sanpaolo Innovation Center	Innovation Specialist, expert in scouting of innovative start-ups and SMEs
Giovanni De Caro	Startup Expert	Twenty years at Intesa Sanpaolo, he has managed over 70 investments in startups, scaleup and SMEs. Since 2016 he has been a member of the Board of Directors of Campania New Steel, the incubator of Città della Scienza and University of Naples Federico II
Gennaro Tesone	Digital Magics	Investor, Business Angel, central/southern partner of the incubator certified and listed on the stock exchange at AIM Digital Magics, founder of the Luxembourg Step Fund
Servaz van Berkum	Pakhuis de Zwijger	Programme maker, moderator and community builder at Pakhuis de Zwijger, he connects open dialogue on social change, urban planning and sustainability with economic thought, science and arts & design
Mieke Renders	Trans Europe Halles	Managing Director of THE, she is expert in tangible and intangible cultural heritage and in facilitating a network of cultural and creative organisations
Joke Quintens	Founder of "Wetopia, Making Cities Together" and "Living Lab Moving Marseille	Social designer and facilitator of co-creation in cities, regenerative practitioner and a field expert in participatory policymaking
Philippe Drouillon	ICHEC Brussels Management School	Expert in consulting, action learning, coaching and project management. He is also a part-time teacher at the ICHEC Business School within 4 areas: Sustainable business models, Global Performance of Organizations, Participatory Project Management and Scenario Thinking
Ludovica Gerardi	National Research Council of Italy	Expert in Research Valorization and Technology Transfer. As partner of EEN, she carries out support activities for helping companies and researchers to innovate and grow internationally (creation of International partnerships, advice for growth and expansion into international markets, support for business innovation)
Irene Dell'Aversana	National Research Council of Italy	Technology transfer advisor, IPR consultant and information officer within the framework of EEN activities, she provides assistance on technology transfer activities for research institutes and companies. She supports the Institutes activities on EU projects concerning cultural heritage activities and on the sustainable construction field
Filippo Ammirati	Italian National Agency for New Technologies, Energy and Sustainable Economic Development	Expert in valorization of research results, technology transfer and SMEs innovation processes at International and national level
Valeria Fascione	Campania Region	Regional Councillor for Innovation, Startup and Internationalization, she is expert in innovation promoting the development and competitiveness of the territory
Paola Santilli	CrowdFundMe	Relationship Manager at CrowdFundMe and startup mentor, her fields of expertise are entrepreneurship, open innovation, start-ups and digital businesses

Table 9 - CLIC Startup Competition International Jury

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6 CLIC Startup Competition final event

6.1 First day event (25 November 2020)

On Nov. 25, more than 150 participants joined the first day sessions of the CLIC Startup Competition final event, held online through Zoom platform. The Director of the Institute for Research on Innovation and Services for Development of the Italian National Research Council, Prof. **Massimo Clemente**, and the CLIC Project Scientific Coordinator, Prof. **Luigi Fusco Girard**, welcomed the audience. A local perspective on the importance of innovation in cultural heritage was offered by **Valeria Fascione**, Representative of Campania Region, Department for Startups Innovation and internationalization, and by Prof. **Carmine Piscopo**, City Councilor for Urban Planning and Common Goods, Municipality of Naples.

Ruba Saleh, from ICHEC Brussels Management School, acted as moderator of the diverse sessions, and gave the floor to the 15 teams which presented their projects, detailing the circular value of the service / activity developed following the three slides template provided by the CNR IRISS team (Annex 2).

The programme was enriched by inspiring keynote speakers. **Hughes Becquart, Programme Officer at the Creative Europe Programme**, shared some policy insights on the workplan for culture, introducing the New European Bauhaus, a movement intended to be a bridge between the world of science and technology and the world of art and culture, based on sustainability, accessibility and aesthetics to bring the European Green Deal closer to people.

Giuseppe Provenzano, from **Union for the Mediterranean**, discussed about innovation and employability, highlighting how the collaboration between Academia and Industry can become a powerful engine for innovation, increasing employability, promoting intercultural dialogue, and fostering innovative solutions to regional challenges in Mediterranean area. **Gianpiero Lotito**, CEO and Founder of **FacilityLive**, focused on the importance of innovation to face the COVID-19 situation as an opportunity to rethink the approach to culture and cultural tourism.

The second session of startups presentation was followed by the inspiring speeches of **Servaz van Berkum**, from CLIC Pilot, Pakhuis de Zwijger Foundation, who shared the experience of Pakhuis as cultural organization able to stimulate collaboration towards a livable city, designing the future of the city together with Amsterdam inhabitants, In this speech he stressed the importance of the Pakhuis de Zwijger approach to see circularity in a broader perspective and combining it with social or economic goals, and making sure about responsibly using collected data. **Silvia Manca** presented how the **European Investment Fund** supports the cultural and creative industries.

The final keynote speachees on circular creative industries and social innovation were taken by two inspiring women: **Joke Quintens**, Entrepreneur, social designer and facilitator of co-creation processes, who told about **WeTopia and Moving Marseille** and **Mieke Renders**, Managing Director at **Trans Europe Halles**, sharing sussccesful stories of cultural and creative organisations developed by civic society based in repurposed spaces.

The full list of keynote speakers and panelists who participated to the CLIC Startup Competition and related presentations are available on the project website at: https://www.clicproject.eu/startup-competition/jury-and-speakers/

Immediately after the public event, the training session started, under the expert guidance of 012 Factory Innovation Hub, CLIC Strategic partner, who assisted the 15 teams for the implementation of their Pitch Deck. The training kept on until the late afternoon of Nov. 26 when the international

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jury met to identify the 9 most promising teams who could present the Pitch on the closing day of the Competition scheduled on Nov. 27.

The event was also streamed on the CLIC Facebook page, reaching more than 25.000 views. The recording of the first day of the CLIC Startup Competition is available on the CLIC YouTube channel at the following link: https://youtu.be/FQFabfE15yY.

6.2 Training activities for startups (26 November 2020)

Learning Objectives for the participants

Earlier to the competition, 012Factory, together with the CLIC management team, defined learning objectives for the participants.

These were:

- **Improve the participants public speaking abilities**: being able to clearly present their ideas and state their objectives.
- **Improve their understanding of the project**; have a clear understanding of CLIC project objectives and the Flourishing Canvas model.
- **Expand their network**: Get to know other participants and build a network of innovators.

The tools and methodologies used reflect these objectives, and are designed to be as inclusive as possible, while still being attentive at needs of the single groups and innovators.

The objectives were also designed to be flexible, and adaptable to the needs of the participants. In fact, not all presenters had the same knowledge of the start-up world, experience in competition or in public speaking. While a minority of the participants had experience with both competitions and founding a company, others arrived in the competition with only an idea. So, the learning objectives needed to be understandable, but also wide enough to gather all different experiences in one event and support peer-to-peer learning.

The presence of both plenary sessions and one-to-one meeting favoured interaction while giving to participants with less experience the opportunity to learn more and find feedback and support when in need.

The plenary sessions were also important to reach the second objective: improve the understanding of the CLIC project.

In particular, the introduction of the Flourishing Canvas Model and the direct contact with CLIC project researchers was necessary to show the results of the project and its practical implication for the innovators of the future.

The role of networking

Networking was intended to both improve relational skills and support the learning process.

Given the difference in experience and expertise among the participants, networking was considered a methodology to enable peer-to-peer learning and contamination, while keeping the originality of each proposal.

When in plenary sessions, participants were given space to ask questions and share ideas with others. While in individual mentoring sessions, participants were invited to connect with other peers

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that presented similar ideas, to find synergies and expand their knowledge of the section in other countries and contexts.

6.2.1 Educational programme

Following the scheme of the three learning objectives (improve the participants public speaking activities, improve their understanding of the project, expand their network) the following educational programme was defined:

25th November

a. "How to pitch" activity
b. Individual mentoring
c. Individual check-up

26th November:

a. Flourishing Canvas model
b. "How to improve your online presentation"
c. Individual mentoring
d. Pitch rehearsal

27th November

a. Final pitch presentation

"How to pitch"

The aim of the first activity was to give participants an overview on how to best design their pitch, including: which topics to include, what order to use, how to describe their idea in an engaging way and virtually include all participants to the event in the presentation.

All slides were accompanied by guiding questions, that supported the presenters in improving their presentation and make it clearer for the audience what the problem was tackled, the solution offered, the impact, the team capabilities and the potential development.

Figure 29 - Slide 1 "How to Pitch"

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Figure 30 - Slide 2 "How to pitch"

The first suggestions were about the overall style of the presentation. Participants were invited to be synthetic and go straight to the point, keep the communication clear for non-experts, look confident and ambitious and always keep a positive attitude when presenting.

Figure 31 - Slide 3 "How to pitch"

Following the first general indications, participants were invited to think about the problem they are tackling with their business idea. they were guided to critically think about the way they presented the problem in the first presentation. Some of the guiding questions were:

- Did you describe the problem clearly for a non-expert audience?
- Did you feel like you were relating to the audience's expertise and experience?
- Did you use data and research to better explain the problem?
- Are you able to provide more data if needed?
- Do you have access to recent data?
- Can you describe the problem in a visually attractive way?

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Figure 32 - Slide 4 "How to pitch"

After a first reflection about the problem, participants were invited to think about the solution proposed. Again, the focus of the guiding questions was on creating a connection with the audience, clearly explain the solution found and state which process brought to the definition of that solution.

Figure 33 - Slide 5 "How to pitch"

The third focus was on the focus that the presentation should have had for the event.

Given the event revolved around and was organized in relation to the CLIC event, participants were invited to keep the focus on the projects' objectives and outcome, underline the environmental impact of their ideas (or the effectiveness in tackling climate change), the social impact, the community impact and how they planned on measure the different types of impact listed.

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Figure 34 - Slide 6 "How to pitch"

Following indications were made in relations to the product presentation. The guiding questions supported the participants in clearly explaining the development process of the product or service offered and gave some indications on how to best present it, keeping in mind the audience perspective and background.

Figure 35 - Slide 7 "How to pitch"

The following slide brought a focus on ideas with a strong innovative component, highlighting the importance of giving all necessary information to the audience to understand the type of innovation introduced by the service or product, and the process behind its correct functioning.

The guiding questions included:

- How does the innovation support the environmental impact?

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- Does the innovation come from a research?
- How important is this innovation for your product/service success?

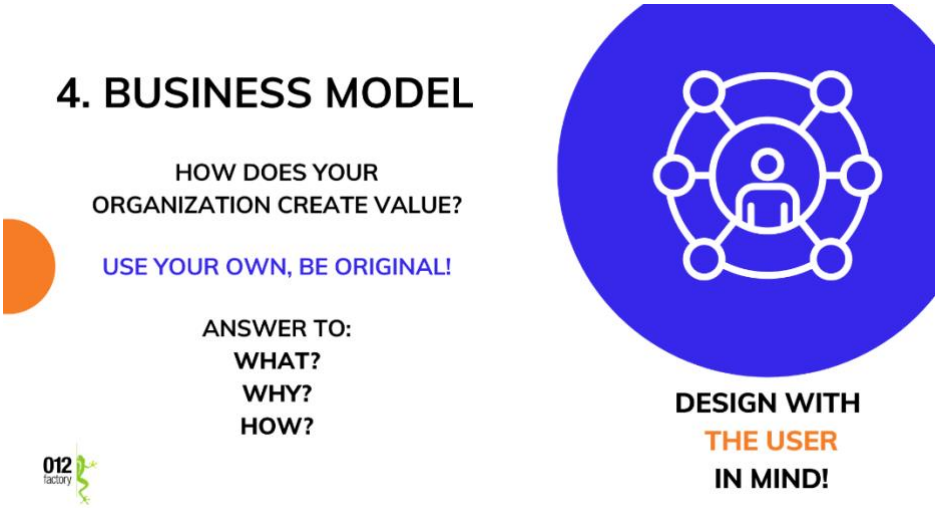

Figure 36 - Slide 8 "How to pitch"

The guiding questions about the business model strongly focused on the need of keeping the user in mind when designing how the business works. Also, to come back to how the business model connects to the CLIC project, some other guiding questions were:

- How does your business model show the impact you wish to have on the environment?
- Can you create a visual explanation of the business model?
- Does your business model create value for all the stakeholders involved?

Figure 37 - Slide 9 "How to pitch"

Slide n.5 focused on the market, inviting presents to think about the market size, the growth perspectives and list all the data gathered to study the market. Some guiding questions were:

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- How will you enter the market? Which channels will you use?
- What kind of market are you talking about? Is it a niche or is it a mass market?
- Can you clearly define the market area, or is it an intersection of markets you are talking about?
- If you are proposing a very innovative idea and it is difficult to find data, how would you explain your market?
- Is there any way you can say you are *creating* your own market?

Figure 38 - Slide 10 "How to pitch"

Slide n.6 focused on the study of other subjects in the market, not only competitors but also comparables.

The definition of both terms was given, and participants were invited to reflect about their own knowledge of the competitors on the market and the business model of the competitors.

Also, it was suggested to never affirm that one idea is without competitors, but, instead, show what the strengths of an idea are in relation to other subjects on the market.

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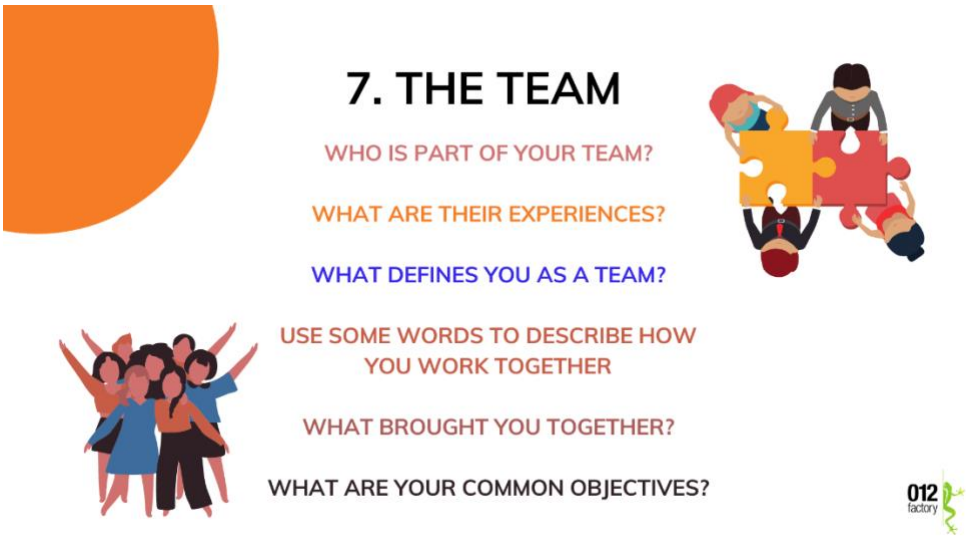

Figure 39 - Slide 11 "How to pitch"

Participants were then invited to think about how best to represent their team on one slide. It was highlighted how the team is the driving force behind an idea, and so is also defined and considered by future investors.

Figure 40 - Slide 12 "How to pitch"

One last slide was related to the indicators that can be used to describe the economical development of the idea.

Some guiding questions were:

- Did you prepare both an economical and a financial scheme to describe how your idea will develop?
- Can you demonstrate the sustainability of your idea?

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- If your business is already established, what are the growth patters you imagine?
- If your idea is in the first stage, which resources do you need?
- What are the biggest milestones you have planned?

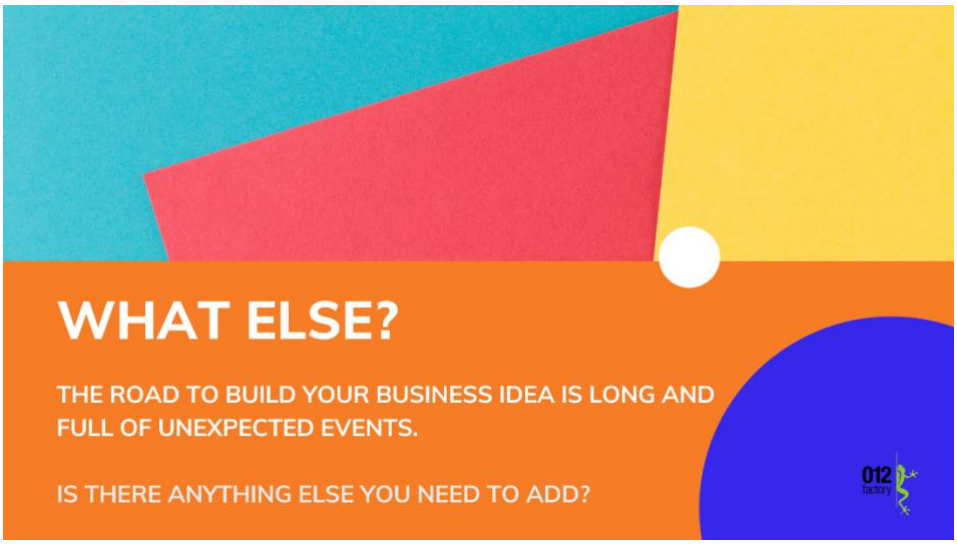

Figure 41 - Slide 13 "How to pitch"

Slide n.13 had the objective of starting a dialogue to better understand the expectations and the needs of the participants.

In addition to this presentation, the Business Canvas Model was introduced and explained.

The following scheme was given to the participants:

Given that most participants already had used this model in the past, there was no significant debate following the assignment of this task.

The following message was added in the workspace of each group:

"Dear Start-Up, welcome to this virtual space. This is for you to contact us, and that is the space where you will upload your documents and look for feedback. You have two assignments; both will be published at 3.30PM. The deadline is at 6PM. Please, comment this post to plan a Google Meet Call with us when you need it. Write down at what time you would like for us to meet. We will confirm in the comment section and we will meet in the link you can find at the top of this page. Good luck! We can't wait to hear from you!"

Also, all groups were provided with a pitch example of a start-up with a positive environmental impact.

Individual mentoring

Following the presentation, all participants were added to Google Classroom teams, joined their workspace, and received online tasks.

The tasks were:

a. Update at least three slides out of the nine you will have to present tomorrow, by 6PM CET.
b. Complete the Business Model Canvas and upload it before 6PM CET today.

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11 out of 15 participants provided the Business Model Canvas in time, while 12 out of 15 groups provided the three slides on time for the feedback.

8 groups asked for individual mentoring in this first day.

The most common doubts were related to how to best design the slides using the nine slides template (Annex 3) and what to include and what to exclude. Also, the less structured groups showed more need of support.

Individual check-up

In addition to the individual mentoring, at the end of the day, right after the deadline for the tasks (6PM CET) individual messages were sent to all participants, to check if there was the need for additional support and set the priorities for the following day.

Right after the deadline, the process of checking content and sending out feedback started. The whole process lasted 2hours, from 6PM to 8PM.

The most critical points were:

- Use of CLIC template and visual aspect.
- Lack of financial analysis and information.
- Need of improving the synthesis and keep the outline consistent.

By the end of the day, all participants received a detailed feedback on the materials sent, with additional reflection questions to help them reflect about their ideas.

Circular Business Model insights

Following the first tasks, the circular business model developed by ICHEC Brussels Management School within Work Package 4 was presented by ICHEC jury member Ruba Saleh as an alternative perspective on business models and entrepreneurial ideas, coherent with the CLIC approach.

Participants were invited to integrate the Flourishing canvas in their slides, to reflect about their idea and integrate new information in their business model and slides. The deadline was set for the same day ay 4.30PM.

How to improve your online presentation

An additional document was uploaded to support participants in preparing their own presentation.

This gave some suggestions related to how to best prepare the presentation when in Zoom, such as:

- Checking the connection in advance (fast.com).
- Choosing an appropriate background to communicate the ideas.
- Lock rooms and find a quiet place to carry out the presentation.
- Check lightning and find the appropriate one for the webcam.
- Use smart clothing: express themselves with clothes.
- Try out the audio, microphone, and other props in advance.
- “End in a bang” – introduce a surprise event at the end of the presentation.

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Figure 42 - Slide 10 "Tips and tricks"

Figure 43 - The "bang" translated in the slides

In this slide, a representation of how participants translated the information received and made it their own.

Following the upload of this document, a new task was assigned to all teams:

"Upload the final slides: and send them to startupcompetition@clicproject.eu".

The deadline was set for 5PM in the same day.

Additional feedback on the slides was given between 5PM and 7PM.

An individual check-up followed the last feedback.

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Pitch rehearsal

In the afternoon of the 26th, one last plenary event with all participants took place. It was designed as a sort of final rehearsal for the pitch of the following day, both with the objective of giving participants space to ask questions for any doubt before the final presentation, and to favour the creation of the network.

All teams participated and managed to present their idea in the allocated timeslot.

Also, all participants had the opportunity to get feedback from both 012 mentors and the CLIC project team, and that was much appreciated, seen the informal feedback gathered after.

6.2.2 Tools and methodologies

The pillars of the methodology applied by 012Factory for the CLIC Start-Up competition are:

- **Peers Contamination**: The design and creation of activities that facilitate interaction between participants able to trigger competitive/cooperative processes, to be established through playful experiential learning methods.
- **Unexpected Inspiration**: Participants will have the opportunity to meet “special” guests coming from successful business experiences and contexts that seem far from the entrepreneurial world such as painters, sportsmen, cooks, or actors.
- **Interconnected Spaces**: The tools used for interaction will guarantee the communication among participants and an admixture of digital spaces.

To create an interconnected online environment, some tools from the Google Suite were used.

Google Meet

To improve interaction among participants both meetings, tasks and mentoring meetings took place in the same platform, using the Google Suite.

The meetings, both individual and general ones, took place using Google Meet, with the link integrated in the Classroom.

Google Classrooms

To gather the team in a virtual room and easy the connection and interaction with the mentors, Google Classrooms were created for each team. In the Classroom, as previously stated, documents were shared, tasks were assigned, and all participants were given the opportunity to book at any moment a meeting with the mentors.

The instrument has demonstrated to be particularly useful when tracking the documents that had to be sent by the participants, and in gathering the documents afterwards.

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It was also chosen because of the possibility to give detailed feedback for all documents uploaded. In fact, when the slides were sent to the mentors, the feedback included comments on all slides, additionally to general observation on the work sent.

6.2.3 Start-up learning journey

From 0 to 3

The “0 to 3” phase was developed for groups that arrived at the competition with only an idea.

In this case, the first day of work focused on reflecting about the idea, focusing on details and on the system of stakeholders, creating the foundations for the following tasks.

This corresponds to the first task assigned on the first day: completing the first three slides, so thinking about the core of the idea: the problem, the solution, the business model.

Developing a system-thinking approach

By introducing both the canvas and flourishing business model, participants were invited to develop a system-thinking approach, including social and environmental consideration in the development of their business ideas.

Also, during the mentorship meeting, all participants were given suggestions that aimed at improving their system-thinking skills, and some additional resources to study more after the competition.

From 3 to 9

The second step consisted in reflecting about the financial aspects, the presentation of the team and the going-to-market strategy.

Participants were asked to deepen their knowledge of the competition and study the business model of competitors.

This also refers to the design of the slides n.3 to n.9.

The step aims at getting to the final version of the presentation with a complete overview of the entrepreneurial project and the steps used to arrive to that result.

From 9 to LIVE

The last step, that corresponds to the final rehearsal activity (*4.1.6 Pitch rehearsal*) aimed at preparing the participants to the live presentation of the last day, with the stakeholders and the public.

Given the results of the final event, it is possible to say that all participants improved between the first and the last presentation, all were able to present their ideas on time and clearly communicate their intentions.

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6.3 Pitch Competition and award ceremony (27 November 2020)

The last day of the CLIC Startup Competition was moderated by **Ugo Guarnacci**, Project Adviser at European Commission, Executive Agency for Small and Medium-sized Enterprises, who introduced the 9 teams who delivered their Pitch presentations, receiving feedbacks from the International Jury.

Special guest of the event was the Brazilian "artivist" **Mundano** (https://www.ted.com/speakers/mundano), a street artist who found in street art a powerful mean to express his point of view and question concepts and behaviors of citizens and authorities, especially on social, environmental and political issues. Touching the audience, Mundano talked about his project Pimp My Carroça (https://pimpmycarroca.com/) through which he was able to take out of their invisibility the Brazilian catadores, often ignored and marginalized by society, in spite of their key role in keeping Sao Paulo clean, providing a great service for the entire community. In this regards, the video "Minimum Income for the Waste Pickers in the Pandemic: A Collective Achievement" was shown (https://www.youtube.com/watch?v=BHX8Dy_OtCM). This was a great example of how art can support social justice, cohesion and sustainable development, an inspiring project which was greatly appreciated by the audience.

After Mundano's presentation, the awarding ceremony started and winners were finally announced. Considered the outstanding value of the projects proposed and the potential of the startups, six teams were awarded with the mentoring programme instead than five, as originally foreseen. The acceleration programme, valued worth €15,000 each, lasting four months, will be released by Iniziativa Cube, CLIC Partner, who will support the teams in implementing their business model and meeting public and private investors for fundrainsing.

Both winners and finalists had the opportunity to create a profile on the SEMED platform- Startup Europe Mediterranean, an initiative developed by the CLIC partner FacilityLive and promoted by the European Commission: a unique opportunity for the startups to get in touch with the innovation ecosystem actors and create fruitful synergies.

Given the high quality of the projects, CLIC Startup Competition strategic partners decided to support selected teams assigning them special prizes. It was the case of the CNR IRISS providing 2 startups with communication and marketing services, and ICHEC-Brussels Management School, which offered a 20-hour coaching program as part of the new professional training program in cultural entrepreneurship – C-SHIP, aimed at achieving financial sustainability and bridging the upskilling gap in sustainable business management and resilience.

The Enterprise Europe Network, through the National Research Council and Enterprise Lazio Sardegna Europe hubs, offered six startups the Enhanced Innovation Management Capacity service, a customized support for innovative businesses to increase their performance and competitiveness. A special prize was made available by ENEA - BridgEconomies to support selected startups from Campania Region for growth and internazionalization. 012 Factory offered incubator services to one selected startup and last but not least, the European Venture Philanthropy Association, offered one startup free access to the 17th EVPA Annual Conference, an opportunity to follow a variety of sessions developed and implemented by experts in the field of venture philanthropy and social investment, but also to get directly in touch with different actors in the social economy.

The Pitch competition and the awarding ceremony were streamed on the CLIC Facebook page, reaching 22.000 views. The recording of the closing day of the CLIC Startup Competition is available on the project YouTube channel at the following link: https://youtu.be/lV0ZJhsZJMU

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The full programme of the event, as resulting from the different steps of the selection, is available on the CLIC website at: https://www.clicproject.eu/wp-content/uploads/2020/11/CLIC-Startup-Competition-Programme.pdf

7 Prizes and follow-up

Description of the mentoring services and SEMED award as well as detailed information about further support services to the growth of selected startups offered by strategic partners of the initiative here follow. Being the work still in progress, a more exhaustive report on the final activities and related outputs will be provided in the upcoming deliverable focused on after-project exploitation activities.

7.1 Mentoring programme provided by Iniziativa Cube

Based on its business and innovation expertise, the approach of the mentoring program developed by the CLIC Partner, Iniziativa Cube, will be based on the use of a mix of practical methodologies: business innovation roadmap tool, investment readiness level, business model canvas etc.

This approach aims at facilitating the involved managers to generate a holistic and systemic picture of their business and to elaborate a strategic master plan for implementation measures.

The investment readiness level of the following aspects will be assessed:

- Leadership team capability
- Product readiness
- Market readiness
- Financial readiness.

The mentoring programme is structured as it follows:

- three training sessions, interspersed with practical sessions (6 hours)
- 3 follow-up sessions (1 hour);
- final session (4 hours).

Meeting #	Date	Topic	Type of meeting
1	23- 24/02/2021 3-6 pm CET	Business Model part 1	Plenary session
2	2nd week of March	Follow up session	One to one session
3	23- 24/03/2021 3-6 pm CET	Business planning part 1	Plenary session
4	2nd week of April	Follow up session	One to one session
5	20-21/04/2021 3-6 pm CET	Innovation and financing strategies	Plenary session
6	1st week of May	Follow up session	One to one session
7	13/05/2021 3-6 pm CET	Business Model part 2 and Business planning part 2	Plenary session

Table 10 - Mentoring programme structure

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The first plenary session was focused on the business model (part 1). It was aimed at identifying how to create and deliver value to customers and at analysing the different components of a business model canvas. The teams were asked to build their Business Canvas and Flourishing Business Canvas, elaborating a first draft of the business model. The first meeting presentation is provided in Annex 5. The second meeting will take place as individual follow-up session with the startups.

The third meeting will be dedicated to business planning. The six teams will be required to:

- Define their clear value proposition
- Identify their main product/service to develop a Minimum Viable Service (MVS) or Product (MVP)
- Set business goals and establish measurable objectives
- Analyse target markets/clients and competition
- Define the "go to market strategy"
- Identify the main costs/needs to achieve their goals

The expected output will consist of the initial business plan, which will be discussed with each startup in the one-to-one session (meeting n. 4).

The fifth meeting will revolve around Innovation & Entrepreneurship and Financing strategies. Attention will be paid on funding source scouting and the final outcome will be a potential funding sources plan and application for funding, further deepened in the complementary individual sessions.

The last plenary session is aimed at supporting the startups in:

- Setting their strategic goal
- Setting the activities / steps that must be performed to achieve the strategic goal
- Identifying the resources who will be in charge of each task
- Defining deadlines and milestones
- Identifying the final financial need
- Identifying indicators and metrics to track progress

As final output of the programme, the startups will develop the final business plan and will be able to create an action plan.

Being the mentoring programme still in progress, all the activities as well as the related outputs will be described in the forthcoming D6.14 "Plan of after-project exploitation activities".

7.2 SEMED award provided by FacilityLive

The winners of the Startup Competition have been rewarded by the SEMED platform with:

- A free membership SEMED premium profile for 12 months, in case of established startups;
- Visibility in the promo widget (Branded Content) visible in the CLIC showcase on the platform for 12 months.

All the best business ideas selected have been published on the CLIC "Opportunities" showcase on the platform at the end of the Startup Competition.

SEMED is the Euro-Mediterranean innovation Platform and it is the digital platform that connects the innovative ecosystems of the Mediterranean, both from Europe and the South Mediterranean region.

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An innovative ecosystem is a set of interconnected actors, such as startups, investors, corporates, SMEs, accelerators, incubators, institutions, research centers, universities, consortia, support services and communities, who continuously interact in a formal and informal way, driving their individual performance within their local environment, but also jointly steering the performance of the entire ecosystem.

Digital platforms can play a significant role for the self-employed and small businesses to help building their profiles and profits. With full information about and access to available funding, mentors, and markets youth entrepreneurship has the capacity to contribute to economic growth, catalyse new industries, and support individuals, families and communities.

SEMED is connecting with the knowledge, support programs, mentors and investors require to succeed. By facilitating international visibility and partnerships in the Mediterranean region, SEMED will create more opportunities to find partners who can help overcoming local challenges. Accelerating cultural exchanges is thus key boost innovation.

On the platform startup join a community where they can:

- FIND the connections and resources they need.
- SHARE their opportunities, knowledge and network.
- GROW their initiatives, businesses and ecosystem.

It is possible to access information about all the different stakeholders of the community.

Stakeholders can find and share information about their ecosystem or their industry (analysis, best practices, manuals & guidebooks, specialised reports, white papers, press releases & news, events, funding opportunities, macro trends & financial info, International and local labour law, videos & webinars, International and local commercial law, International and local Investment law, fiscal benefits and business incentives). Moreover, they can share information about their organisation, publish business opportunities for other platform stakeholders, promote their activities and content through advertising campaigns or support the SEMED initiative with sponsorships.

Local ecosystems are represented on the platform and be known by the entire community thanks to a Connector that shares content about the ecosystem, promotes SEMED inside the ecosystem and engages stakeholders on the platform.

The platform is available at: www.semed.eu. The platform contains many key features, but it is in continuous development.

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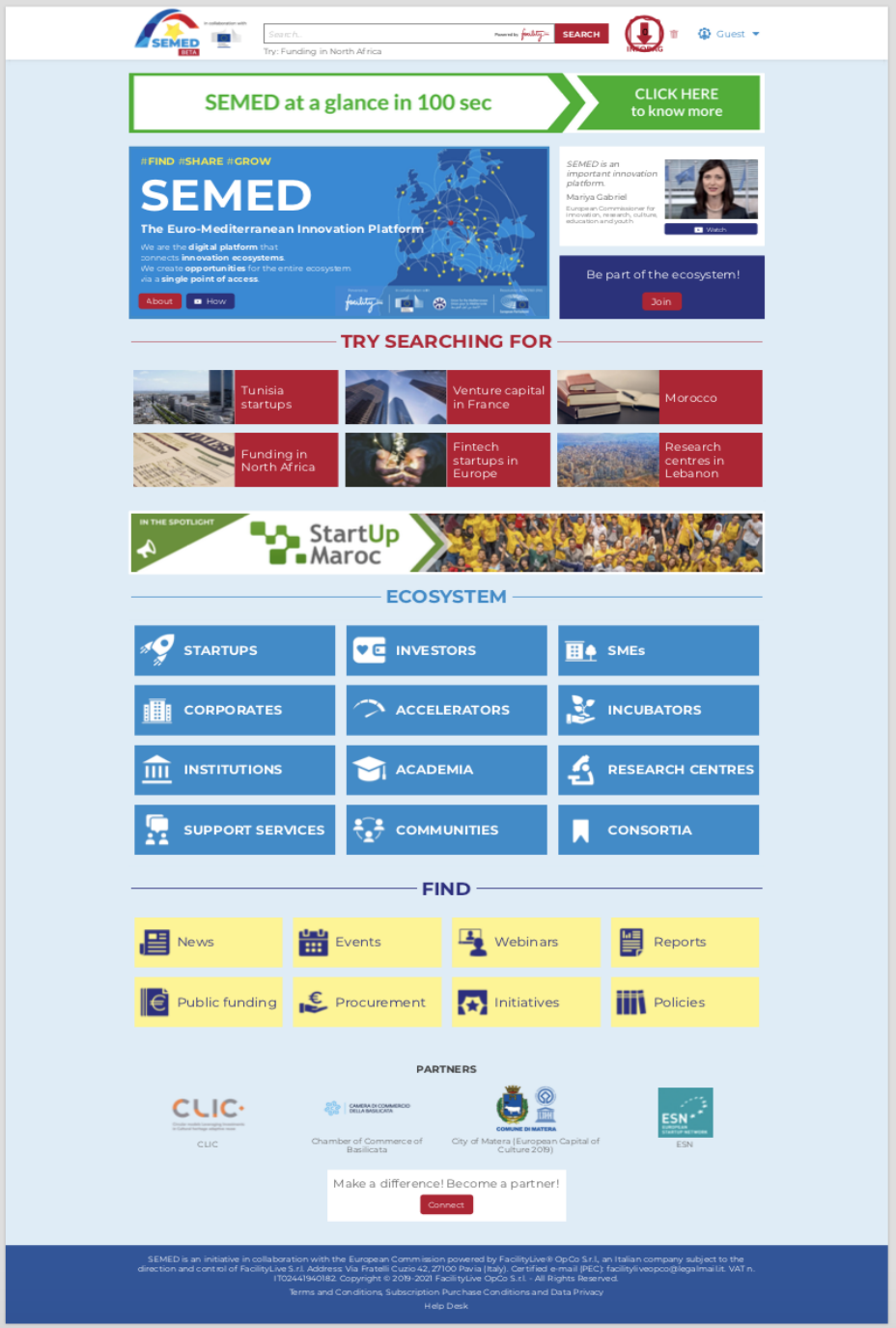

Figure 44 - SEMED platform

The platform provides innovators with services to search, find, meet, learn about the ecosystems in the whole region and drive investment, but also meet other stakeholders, exchange information, ideas, experiences, talents and build business links to grow their ecosystems. New services will be designed, prototyped and tested. to validate the technical and economic viability of the improved platform.

SEMED also provides a rich knowledge base for innovators in the Ecosystem containing Funding opportunities, International and local Labour, Commercial, Investment and Business law, Macro trends & Financial info, Analysis, Manuals & guidebooks, Specialised reports, Video & webinars, White papers, Press release & news, Events, Best practices.

SEMED is based upon FacilityLive's proprietary technology, a search driven next generation software platform for the organization and management of and access to information, with patents granted in 46 countries worldwide. FacilityLive's disruptive technology allows users to find precisely what they need in a quick and simple way, by thinking of and treating information in the same way humans do. This allows people and organizations to have a compelling user experience in information search.

With the free membership SEMED premium profile, winners have had the possibility to created their Business Page on the platform to present their organisation, publish business opportunities for other platform stakeholders, promote their activities and content.

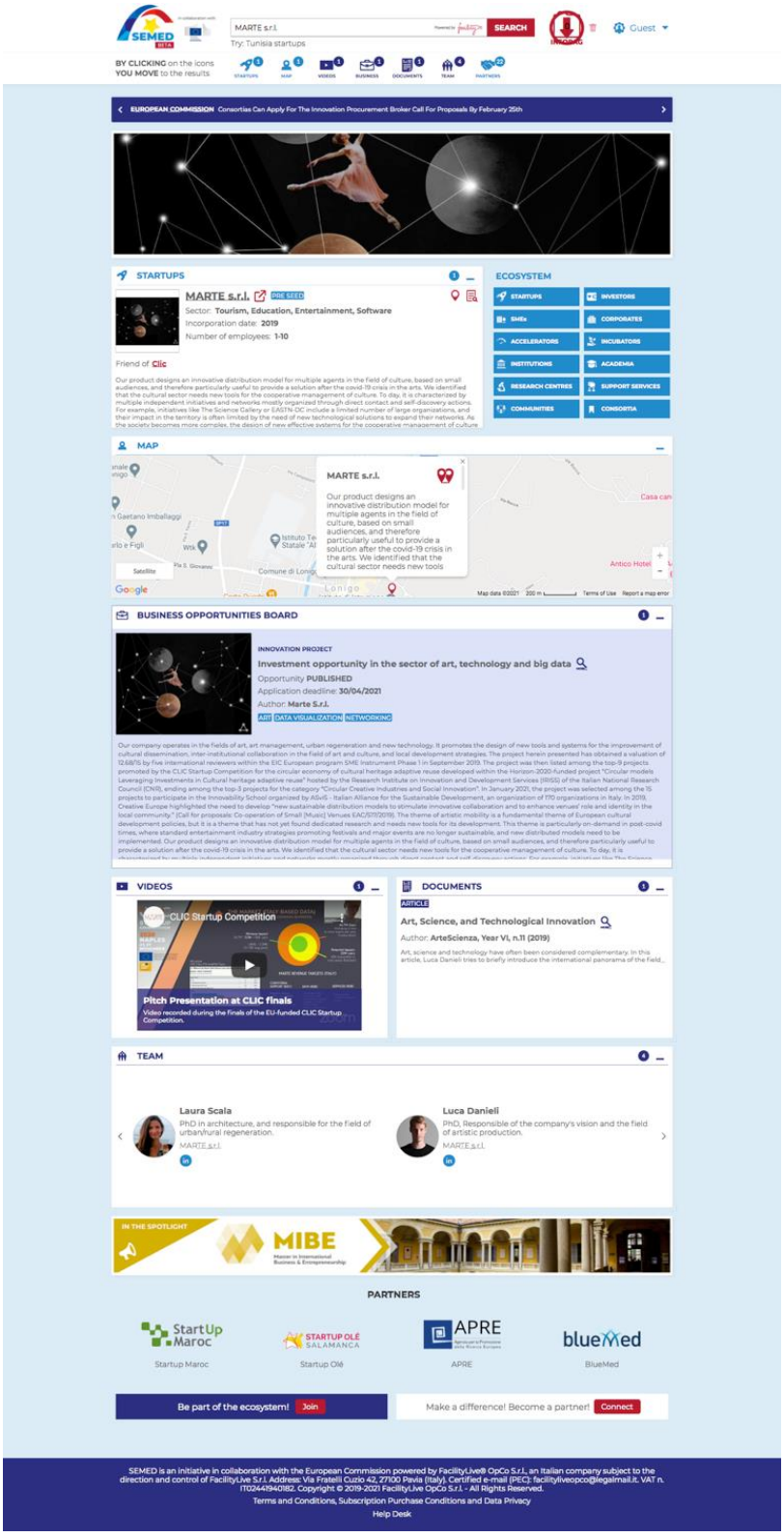

Figure 45 - SEMED Premium profile for startups

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The finalists have had the opportunity to publish their idea on the CLIC “Opportunities” showcase.

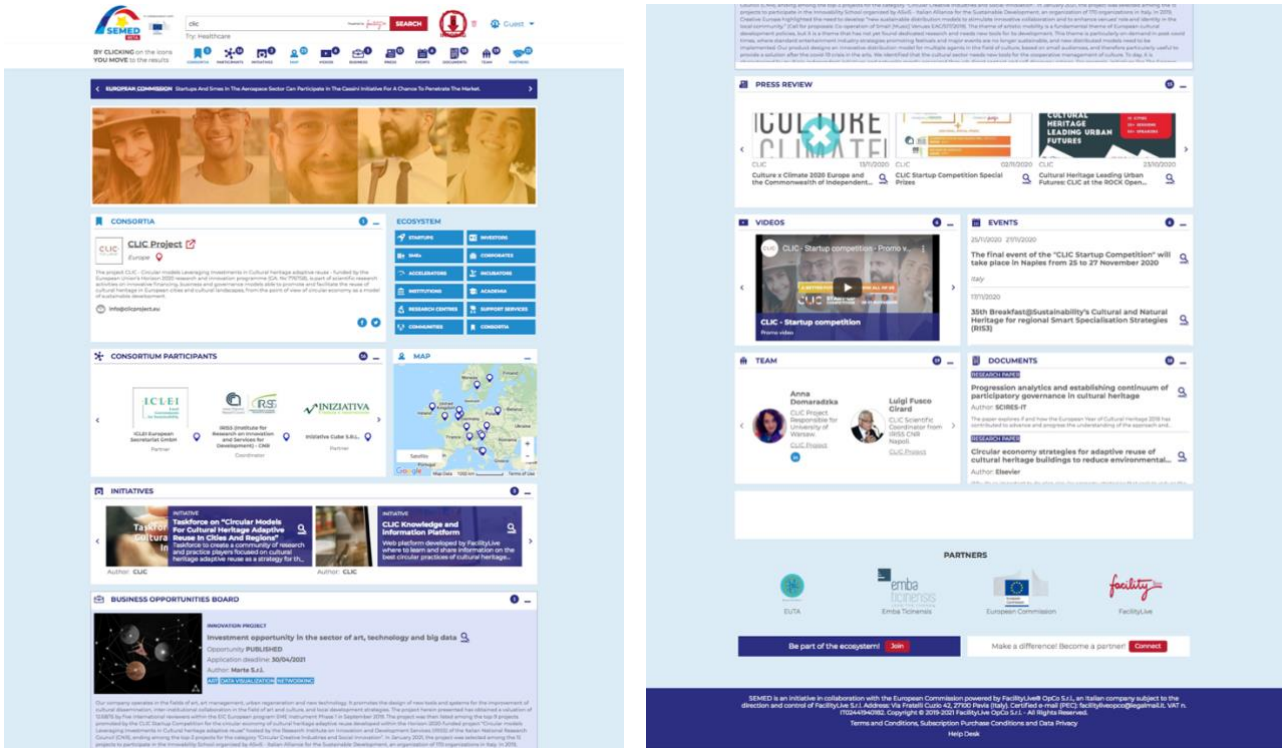

Figure 46 - CLIC Business page on SEMED Premium

7.3 Communication and marketing services provided by CNR IRISS

For a startup communicating its product/service in a professional way is essential and can make a difference in attracting both investors and customers. Indeed, effective communication helps to create and perpetuate market relations, develop trust and appreciation, build credibility and generate income.

For this reason, CNR IRISS, as Project Coordinator, decided to award two startups with a special prize for strategic communication and marketing services. The selected startups were ExtrArtis - Artists in Residence for Creative Touristic Economy and Taste of Terraces.

The motivation of this choice was that, in spite of being in an early stage of development, both the startups have demonstrated an outstanding innovation capacity for the reuse and regeneration of cultural and landscape heritage, consistently with the circular model developed by the CLIC project. They have perfectly combined social, cultural, economic and environmental impact. Moreover, they have demonstrated an enormous growth potential. Another consideration that oriented the choice towards the two start-ups was that, given their current level of development, the strategic communication and marketing services offered gave them the greatest benefit compared to all the other start-ups, allowing them to make a qualitative leap in the development of their business idea.

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The services offered to the startups include:

- Website design and development: Graphic design of the User Experience and User Interface (UX/UI) for an institutional website of presentation of the company / product, based on the textual and photographic material provided by the startup. Development on an open-source CMS platform as per the identified design, accessible from a "private" development area, for verification and control before online publication. Final publication on a hosting server provided by the customer, as per the characteristics indicated in the terms and conditions of supply.
- Restyling of the product logo: design of a new logo developed in continuity with the previous version already known to users and the market, working on shape, style, colours, typeface etc. The objective of the restyling is twofold: on one hand, to make the logo more appealing, modern and incisive and, on the other one, to increase its performance and responsiveness on the new media, which require more versions and, consequently, a better design structure.
- Restyling of the product label: Analysis and study of a new product label for application on 2 different packaging formats indicated by the company, based on the contents of the existing labels. The objective of the restyling will be to reinforce the brand identity and the perception of the company's values, enhancing the image of the packaging to "tell the story" behind the product and emphasize the high quality of the product itself.
- SEO manual: handbook for learning the basic techniques for search engine optimization to increase the organic positioning of the startups' webpages on search engines (SERPs).

7.4 Enhancing Innovation Management Capacity Service provided by CNR - EEN ELSE

Thinking outside the box is just the first step for innovative businesses: innovation capacity needs to be fed and upgraded. That is why Enterprise Europe Network (EEN) – Enterprise Lazio and Sardegna for Europe (ELSE) awarded some worthy companies with the *Enhancing Innovation Management Capacity* service (EIMC). CNR is one of the Italian coordinators of the Network – ELSE consortium, grouping regional EEN partners from Lazio and Sardegna regions - since 2015 and in the framework of this European Network, provides a full range of services supporting SMEs and researchers in their innovative processes and to scale up in the Internal Market and worldwide.

The EIMC performs need analysis assessments through a set of methodologies and on-line tools, (i.e. IMP3rove, Innovation Health Check, smE-MPOWER), aimed at assessing the innovation management capacity of SMEs and understanding their innovation demand. The service comes out as an assisted evaluation process, allowing SMEs with a particularly high EU-wide market and innovation potential to:

- identify their competitive positioning in terms of innovation and performance measurement;
- analyse the information gathered in the digital report and the critical issues affecting the innovation process;
- develop, with the support of the EEN consultants and the project team, a personalised action plan aimed at overcoming the obstacles identified;
- have constant support in the implementation of the shared roadmap, which helps to improve performance and increase the competitiveness of the company;
- monitor the results obtained and benefit from the other EEN network support services.

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Criteria of Assignment

The EIMC special prize has been awarded by CNR in the framework of the Enterprise Europe Network services. EIMC services are addressed to SMEs, already established, that have strong innovation capacities, as well as a desire (and a potential) to grow, but lack the strategic innovation management capacities to achieve this goal. Therefore, the first parameter used to award EEN EIMC prizes was to distinguish between established companies and informal teams or foundations/associations, involved in the CLIC Start Up competition.

In details, after the pitch sessions, the companies have been selected taking into account 4 criteria:

- the maturity level;
- the innovation;
- the internationalization ambitions;
- capacity to "absorb" the service most effectively and generate real benefit from the assistance received.

Companies Awarded

Here below the list of companies awarded and a brief justification:

Clio Muse (Greece)	Digital tours are a very useful tool and help us overcoming the period we are facing, enabling people to improve their cultural knowledge both on site and virtually. Clio Muse combines a digital approach with a storytelling methodology enriching every story with a scientific approach, thanks to the diversified background of the team. We strongly appreciated the team commitment and the team growth over the years. Moreover, there a huge potential for an expansion of the business all over EU and beyond.
SmartGuide (Czech Republic)	It is a well-structured start up that is growing fast. With the COVID pandemic, the company has demonstrated adaptability by focusing on virtual tours. The Pitch has showed that the company has a convincing project with a clear timeline and future developments (i.e. the involving of museum, restaurants all over the world) and the potential to scale-up and to ensure the company's success.
Histories App (Italy)	An interesting value proposition, combining gamification techniques with a sharing economy approach. Tourism is one of the main sectors affected by the spread of sharing economy and demonstrated to be highly appreciated even in pandemic periods, because tourists demand for a high level of experiential tourism, look for stronger relationships with the local communities and an active participation during the touristic experience. Histories App paves the way to a model that is enjoyable, sustainable and fair, recovers a strong sense of community, strengthening interactions and relationships, and recovering trust with users.
Marte (Italy)	In line with European Union precepts, the company promotes a new creative model to encourage innovative collaboration and regenerate the identity of local communities. The startup combines research, innovation, and digital assets with the environmental sustainability. Furthermore, the project has an added European value, as it is not limited in just one territory but it is replicable in other countries. The startup presents some points of weakness (*i.e.* the communication/promotion aspects), the innovation assessment offered could support it in gaining awareness and overcome them.
Hearth (Italy)	Alignment of the project with CLIC Approach (regard Heritage Circularity) and a good dimension of innovation. Clear description of the current stage of development and clear outline of the future steps planned. The EEN assessment proposed could help the start up

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	in better understanding its capacity to manage innovation in order to enhance its competitiveness on the market.
Restructure Heritage (Spain)	Very innovative and creative approach in line with CLIC objective, focused above all on recovery of neglected cultural spaces. Noteworthy is the intent to create a database for the mapping of neglected and underused sites. Even if the project is in a very early stage, we appreciated the great involvement of local community (citizens, students, travellers….) and stakeholders and the possibility of replicating it in other contexts and cities. The EEN assessment can support the company to understand weaknesses and improve performance in terms of innovation.

Table 11 - Companies awarded with the special prize of CNR – EEN/ELSE

Methodology and Expected Results

The general purpose of the EIMC assessment is to help companies to increase and accelerate economic returns from innovation, by raising their innovation management capacities, using proven, high quality methodologies that comply with the Innovation Management System technical specification UNI CEN/TS 16555-1, in order to address innovation management deficiencies.

The methodology used for the provisions of the service has followed these 4 steps enclosed in a seven-day package (on average):

1. Geographical proximity. The CNR ELSE made use of the collaboration of various EEN partners (Greek National Documentation Centre, Center for Regional Development of the Czech Republic, ENEA Portici, Consorzio ARCA, and ACCIÓ – Agència per la Competitivitat de l'Empresa have been currently involved) respecting the countries specificities and professional competence of the partners. The service in fact has involved a pool of senior innovation experts from Greece, Czech Republic, Spain and Italy that have supported companies from their respective countries guarantying a constant and close relationship with company's representatives.

2. Following these criteria, companies have been "signposted" to the EEN country of reference and region, where possible. Contacts have also been favoured by the EEN international board Tourism and Cultural Heritage Sector Group (https://ec.europa.eu/growth/sectors/tourism/support-business/een_en), grouping EEN members active in Tourism and Cultural Heritage domain.

3. A first informative meeting between the EEN partner and the SME. EEN experts had a virtual meeting with the company's representative to understand the current state of the company within its life cycle and to select the more suitable tool. Assessments are ongoing and are performed through the following digital tools and methodologies, approved by the European Commission and compliant with the UNI CEN/TS 16555-1:

    - IMP3rove: https://www.imp3rove.de/services/benchmarking/
    - Innovation Health Check: https://www.enterprise-ireland.com/en/productivity/digital-innovation/company-health-check-benchmarking-company-competitiveness.html
    - smE-MPOWER: https://www.sme-mpower.net/index.php/business-innovation/

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4. In-depth assessment of the company's current innovation management capacities, evaluated comprehensively on the following aspects:
    - Innovation Strategy
    - Orientation of Corporate Culture towards Innovation
    - Life Cycle of Innovation
    - Enabling Factors - Environment
    - Translation of Innovation into concrete Results

5. Establishment and implementation of an action plan addressing the identified weaknesses. The final step is meant to be realized in a middle-long term period. Once the company has been served, it enters into EEN ecosystem of companies and take benefit from other opportunities, events of the network and personalized assistance, on demand.

The expected results: Some assessments have been delivered, others are yet to come.

Having received a full service package, a company should be in a (better) position to manage its internal innovation processes in such a way that they become integrated into the company's business development and growth strategy. The aim is to make innovative companies more competitive and to help them grow[4].

7.5 Campania region-based prize based in Campania region provided by ENEA - EEN

Launched by the European Commission in 2008 and co-financed under the European Union's programme for the competitiveness of SMEs (COSME), the Enterprise Europe Network (https://een.ec.europa.eu) helps businesses innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. EEN is active in more than 60 countries worldwide and brings together 3,000 experts from more than 600 member organisations.

The network provides free of charge integrated services to promote internationalisation, innovation and research as well as timely information to access EU funding, programmes and opportunities.

In Italy there are six nodes (consortium) of the EEN network in which participate, as partners, chambers of commerce and industry, regional development organisations, universities and research centres, laboratories, technology poles, local authorities, etc. ENEA is part of the EEN Bridgeconomies consortium, assisting Campania and Apulia regions.

Support for business innovation	International Partnerships	Advice for international growth
Assessment and enhancement of the innovation management capacity	Search for partners for technological / production/commercial cooperation	Information on EU legislation, European policies, single market and international standards
Advice on intellectual and industrial property management	Identification of partners for participation to European projects	Strategy for international markets

[4] Cfr. "Enhancing innovation management capacities of SMEs" – Enterprise Europe Network internal document.

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Advice on technology transfer, open innovation, patent brockerage	Transnational brockerage event	Support for start-ups/spin-offs, new entrepreneurship
Partner search for technological cooperation	Technological/commercial cooperation activities and international trade fairs	Support to facilitate access to funding
Exploitation of research results		Contacts with Italian and international public/private investors

Table 12 - EEN Services

ENEA - EEN offered a special prize to 5 startups based in Campania with the aim of supporting their growth, helping them to further develop their business ideas. The ENEA EEN team met the 5 winning start-ups (+1- vr Tourism) in order to:

- give the start-ups the opportunity to present themselves, highlighting their needs and criticalities;
- be able to present the set of EEN services, proposing those that best suit the needs that have been identified.

1. ExtrArtis - 01/02/2021

Emerging artists often find it difficult to showcase themselves. ExtrArtis aims to facilitate this by publishing calls on a dedicated online platform. The winning artists will be given the opportunity to exhibit their work in an artist residency. ExtrArtis will cover the artist's accommodation, food and transport costs, but not the costs of realization of the work. The works will be property of ExtrArtis.

Following the call conference made via Adobe Connect on 01/02/2021, it was agreed that the first steps to be taken were:

- constitution of the innovative start-up
- registration of the trademark.

Furthermore, it could be interesting for ExtrArtis to look at the calendar of EEN events focused on tourism. Only after having completed these preliminary steps, one could think about providing more specific EEN services.

2. ACARBIO - 01/02/2021

The start-up Acarbio was born in 2009 with the aim of recovering the territory and the terraces of the Amalfi Coast. The abandonment of the terraces has caused two problems: lack of economic valorization of the land on the Coast and increased hydrogeological risk.

Acarbio has created a network of local farmers for the recovery and care of the terraces; the project started with the cultivation of the Fiascone tomato; the farmers deliver the tomatoes to Acarbio which takes care of the processing, packaging and marketing directly to the final consumer.

The major limitation of the current system is linked to a partial exploitation of the land, limited to the seasonality of the tomatoes. In the future, efforts should be made to involve other products in order to overcome this limitation. All this, however, is linked to the creation of a laboratory capable

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not only of increasing the production of tomato preserves, but also of being able to transform and package other typical agricultural products of the Amalfi Coast.

The suggested EEN services are:
- Writing of a Business Offer profile to be included in the EEN database
- Identification of EEN events focused on Agrofood and Environment.

In addition, it was suggested to monitor regional calls for tenders, which are frequently partly aimed at the recovery of the territory.

3. Hearth - 03/02/2021

Hearth is a start-up company working in the field of tourism with the aim of enhancing the value of places that are considered minor.

The startup has created a platform to involve companies, stakeholders and tourists, trying to facilitate the match between supply and demand. Tourists using the App can, for example, select a geographical area, budget, time available and receive a series of suggestions (points of interest, museums, restaurants, etc.) that they can put into practice. The App provides the economic transaction and the Hearth's business model is based on a 12% fee that Hearth takes out of the price the tourist pays for the purchased services.

The startup needs further funding to find specialised staff (currently 9 people work in Hearth) and to increase the pool of partners.

Suggested EEN services are:
- Writing Business and/or Technology Offer profiles for inclusion in the EEN database
- Identification of EEN events focused on Tourism
- Providing the Innovation Health Chech.

4. Arte Medica Tourism HubLab - 09/02/2021

The HubLab is an as yet unconstituted start-up which aims to implement a pilot project in the field of tourism, of the enhancement of cultural heritage and psychophysical wellbeing. The places identified as starting points are Velia, Paestum and Pompei. They have not yet defined a real business model and have no budget.

Suggestions provided are:
- Draw up a Business Plan
- Participate in EEN tourism events to expand the network of knowledge and find potential partners.

5. Green Mule - 11/02/2021

Green Mule was born with the idea of promoting excursions and trekking, by using the paths of the Amalfi Coast. This is done not only by publicising the mule tracks (many of which are already famous), but also by taking care of the paths, which are often lacking in signposting. Signposting, however, is very useful both to indicate points of interest and possible dangers. The idea is to develop an app to act as a tourist guide and also to make the mule tracks safe.

The ENEA EEN team suggested that efforts should be concentrated on drawing up a business plan, and another call.

6. VR Tourism - 09/02/2021

VR Tourism is a start-up company born in 2019 with their legal office in Formia and operational base in Campania. So far, they have already won 2 tenders and aims to enter into the market in 2021. They create tourism editorial content using immersive methodologies and have patented a gift box made with 3D printing.

Suggested EEN services are:

- Writing of Business and/or Technology Offer profiles to be included in the EEN database
- Identification of EEN events focused on Tourism
- Providing the Innovation Health Chech.

7.6 Training program in cultural entrepreneurship (C-SHIP programme) provided by ICHEC Brussels Management School

As a Strategic Partner of the CLIC Startup Competition, ICHEC Brussels Management School, awarded Taste of Terraces with 20h coaching program under the framework of ICHEC's professional training program in cultural entrepreneurship titled C-SHIP.

C-SHIP aims to enable cultural professionals to fulfil financial sustainability and bridge the upskilling gap in sustainable business management and resilience, in order to succeed in mitigating the impact of crisis such as COVID-19.

The startup awarded by ICHEC, Taste of Terraces, was selected for the strong cultural imprint the enterprise has given to the activity of agricultural production and conservation of intangible heritage and cultural landscape. The startup has demonstrated the capacity to enhance the local heritage and cultural landscape through actions involving small family farmers and has shown great potential for growth and development not only in the Amalfi Coast and Campania area but also in other contexts with similar characteristics.

ICHEC is currently accompanying Taste of Terraces in its entrepreneurial journey. The virtual mentoring program consists of 20h divided into 10h of coaching and 10 of fieldwork as follows:

January 2021

8 January 09:30-11:30 (2h) + 2h fieldwork

28 January 14:00-16:00 (2h) + 4h fieldwork

February 2021

26 February 09:30-11:30 (2h) + 2h fieldwork

March 2021

26 March 09:30-11:30 (2h) + 2h fieldwork

April 2021

27 April 09:30-11:30 (2h) + 2h fieldwork

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The coaching will address the following:

-First meeting: BM and challenges
-Second meeting: Objectives and how to increment planned solutions
-Third meeting: Assess priorities
-Fourth meeting: Follow-up on priorities
-Fifth meeting: Way forward
The coaching is conducted by Philippe Drouillon and Ruba Saleh.

7.7 Participation to the 17th EVPA Annual Conference provided by European Venture Philanthropy Association

EVPA - European Venture Philanthropy Association (https://evpa.eu.com/) is a non-profit organisation based in Brussels, founded in 2004. It is the leading European network of investors *for* impact, i.e. organisations adopting the venture philanthropy approach. At the end of 2020, EVPA had 284 members in 32 countries. EVPA defines venture philanthropy (VP) as a high-engagement and long-term approach to building stronger investee organisations with a societal purpose, by providing them with both financial and non-financial support.

As shown in figure 1, investing *for* impact covers a wide portion of the spectrum of capital, from engaged grant-making to social investment and, to some extent, impact investing. Our membership includes both practitioners, such as foundations, engaged grant-makers, impact funds and financial institutions, as well as other organisations like professional service providers, philanthropy advisors, and business schools.

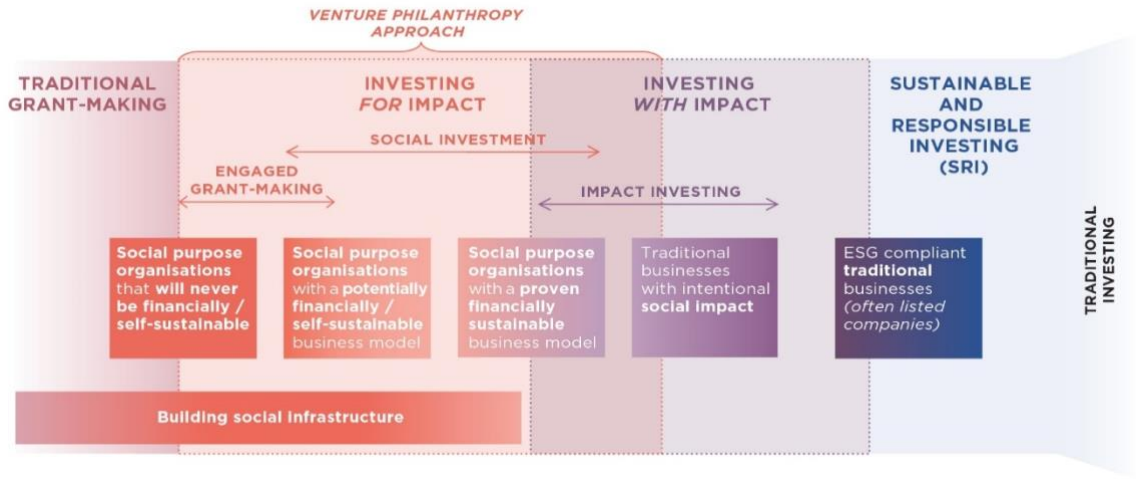

Figure 47 - The impact ecosystem spectrum (Source: EVPA)

In 2019, EVPA launched the "Charter of investors *for* impact" (figure 2), presenting ten guiding principles that drive and distinguish the DNA and way of behaving of investors *for* impact *vis-á-vis* other capital providers. Three principles are about the core practices of VP, i.e. tailored financing, non-financial support and impact measurement and management, but the Charter also covers other elements of investing *for* impact, such as including the voice of beneficiaries, setting a long-term horizon, accepting risks, and collaborating with others.

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Figure 48 - The Charter of investors *for* impact (Source: EVPA)

Being a true learning organisation, EVPA acts as a thought leader in the impact ecosystem at several levels: international, European, national and local. EVPA fosters the appropriate use and promotion of investing *for* impact, with the ultimate goal of maximising social impact through the support of social purpose organisations that develop solutions to pressing societal challenges. Furthermore, EVPA promotes investing *for* impact also through European philanthropy and social investment networks and encourages the collaboration among them.

EVPA and CLIC: a needed cooperation

According to the *Investing for Impact Survey 2020*[5], the sector of culture and recreation only attracted 3% of the total capital invested *for* impact, a decrease of three percentage points compared to the last edition of this study in 2018. At the same time, Covid-19 further shrunk public spending available for cultural heritage. Additionally, there is a growing risk that the decay of heritage

[5] https://evpa.eu.com/knowledge-centre/publications/the-2020-investing-for-impact-survey

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increases year by year, caused by the lack of funding support and viable business models. In order to preserve its clear and huge benefits for the society, the cultural sector needs to embrace a more entrepreneurial mindset, and find a way to collectively measure and manage the positive impact it generates.

For these reasons, a collaboration between CLIC and EVPA can support the cultural sector in moving forward. On the one hand, the CLIC Startup Competition is an important initiative that demonstrated the emergence of social enterprises in the field of culture and tourism. On the other hand, venture philanthropy/investing *for* impact is the approach that could build entrepreneurial capacities and facilitate the transition to more financially resilient models, which are less dependent on donations from traditional grant-makers. Investing *for* impact can also foster a crucial cultural shift towards measuring and managing the impact achieved.

EVPA special prize - 17th EVPA Annual Conference

As one of the strategic partners of the competition, EVPA awarded one social entrepreneur with a free ticket for the 17th EVPA Annual Conference.

The EVPA Annual Conference is the ultimate interactive event for capital providers interested in investing *for* impact, such as foundations, impact funds and financial institutions, all seeking to create and collaborate in an impactful way. The conference also attracts other stakeholders such as academics, service providers, and other networks of the social economy.

Practitioners from Europe and across the world come together to co-create content, engage in networking, participate in meaningful discussions about the future of the impact ecosystem, learn through workshops and, most importantly, connect with peers.

The event will provide delegates with the opportunity to:

- Network and collaborate with 700+ world class practitioners and experts in the field from 50+ countries
- Discover new global trends on investing *for* impact and deepen knowledge to support social change
- Share expertise and lessons learnt

EVPA awarded The Daw Makers because it well represents those early-stage social enterprises that have a solid value proposition and a clear societal impact, but need financial and, most importantly, non-financial support to grow and professionalise. EVPA believes the awarded entrepreneur will have the unique opportunity to meet and engage with a unique community of experts and practitioners that could support its social enterprise to thrive, scale their business and maximize their impact.

7.8 Incubator services provided by 012 Factory

As a strategic partner of the CLIC Startup Competition, 012 Factory offered a special prize consisting in incubator services. The reasons for the choice of G-Cement as the winner for 012Factory were:

- The capacity shown during the event of presenting the idea and convincing the public
- The potential impact of the material in the future of construction and city sustainability strategies
- An interest in supporting the start-up in developing and expanding their market
- The motivation shown during the event in relations to building connections
- The importance of developing sustainable business ideas in MENA Regions

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Following to the end of the competition, 012Factory and G-Cement started defining a common strategy to further develop the idea, strengthen the research component, find more partnerships, and expand the market.

8 Conclusions

The CLIC Startup Competition can be considered a successful activity, building a large community of innovators that includes international, national and regional organizations, more than 70 startups and teams of innovators operating in all continents, and a large group of researchers from CLIC and other heritage-related projects. The results of the communication activities here reported show how the competition was able to reach a large audience in Europe and beyond, mobilizing the interest of high-level experts and organizations.

The interest in this competition was going far beyond the expectations, showing a potential in entrepreneurship linked to the cultural heritage sector, adopting a circular economy perspective. The startups participating were mostly in early stage of development, which shows the need of entrepreneurial skills development in the heritage sector. The mentoring programme provided, as well as the additional special prizes, are expected to benefit the startups awarded as they were hungry of this kind of non-financial support, to reach a level of development suitable to seek for more direct financial support and become self-sustainable over the medium-long term.

During the initial stages of the competition, it was observed the participation of startups in a highly advanced stage, related to the circular economy industrial sector, but with few links to the heritage topic. In general, the technological startups resulted in a more advanced stage of development, while social innovation oriented startups were generally less advanced with regard to market potential criteria, but very high in circularity coherence criteria. This aspect is particularly relevant because it sheds light on the ecosystem of actors engaged in cultural heritage adaptive reuse from a deep social and cultural perspective, which is made mostly by third sector actors, civil society organizations, NGOs, or even informal teams of innovators not related to any legal person. These kind of “potential” startups find difficulties in seeing themselves as “entrepreneurial actors”, and in particular cases their original audience reflects a quite defensive perception towards the idea of “making money” or generating “private profit” through cultural heritage “common good” resources. However, this perception can be substantially subverted if a “human-centred” circular economy approach is adopted, which can encourage innovators to develop projects able to become self-sustainable over time, generate jobs for youths and marginalized social groups through the diverse revenue streams, and adding a wide range of positive social, cultural and environmental impacts linked to the success of the startup itself. In sum, ‘not only doing business that does not harm people and the planet, but also doing business that makes good’. This perspective was shared by the international keynote speakers and jury members invited, who highlighted through practical examples how the business and financial sector can greatly contribute to address the challenges of social inequalities and climate change.

The CLIC Startup Competition was held online and the recordings are publicly available. This can become a contribution in terms of skills development and cultural impact in the business sector related to cultural heritage reuse, regeneration, valorisation.

The CLIC awarded startups are already receiving attention from local and international stakeholders, enlarging their audience and offering a contribution to the post-pandemic recovery scenario. The cultural impact of CLIC in the international research, business and financing community was thus multiplied thanks to the CLIC Startup Competition, which was identified as a

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unique initiative by all organizations participating in the official “Community” (more than 40 international organizations including also CLIC partners). Last, but not least, the SEMED – Startup Europe Mediterranean network represented an effective platform to reach out the Mediterranean business innovation community, contributing to the development of the Euro-Mediterranean relationships which demonstrated a potential to be further implemented beyond CLIC.

In conclusion, the CLIC Startup Competition was a learning experience for all those participating. The circular business models proposed and co-developed through the selection process, including the training session, are worth to be monitored. The format of such a competition is also worth to be further explored as a way to stimulate innovation, enthusiasm and entrepreneurial skills and capacities in the heritage sector, linking it to the needed circularity principles and approaches to address the large societal challenges of the next future.

Acronyms

[AGR]	[Agreement]
[MENA]	[Middle East and North Africa]
[TRL]	[Technology Readiness Level]
[SMEs]	[Small and Medium-sized Enterprises]

Annex 1 - CLIC Startup Competition leaflet

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CLIC

Circular models Leveraging Investments
in Cultural heritage adaptive reuse

CLIC START UP COMPETITION

Living Lab & INNODAYS

November 25,26,27 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758

2018 EUROPEAN YEAR OF CULTURAL HERITAGE
#EuropeForCulture

The project

CLIC “Circular models Leveraging Investments in Cultural heritage adaptive reuse” is a project funded by the **European Union’s Horizon 2020 research and innovation programme** under the Call “Innovative financing, business and governance models for adaptive re-use of cultural heritage” (SC5-22-2017).
Coordinated by the **Italian National Research Council - Institute for Research on Innovation and Services for Development** (CNR-IRISS), the project currently involves **16 partners** among which universities, research institutions, cultural organizations, businesses and local governments from **11 European Countries**.
The overarching goal of CLIC is to enable the conditions for encouraging new investments economically and financially sustainable for the adaptive reuse of abandoned or underused cultural and landscape heritage, able to produce positive impacts at the social and environmental level and to contribute to create new jobs (in particular among young), increase people wellbeing and revitalize the urban and social fabric.
Moreover, **the CLIC project** coordinates the Taskforce on **“Circular models for cultural heritage adaptive reuse in cities and regions”**, promoted by the European Commission Executive Agency for SMEs (EASME) and Directorate-General for Research and Innovation (DG-RTD). Its aim is to identify innovative business and financial models for the implementation of the circular city/region centred on the adaptive reuse and regeneration of cultural and natural capital.

The project has launched an **international Startup Competition** promoted by the European Commission with the aim of rewarding and supporting the best business ideas and startups in the field of cultural heritage adaptive reuse, inspired to the principles of sustainability and social and ethical finance in the circular economy perspective.

The final event will be held online from **25th to 27th November 2020.**
The **first** day will host a **Living Lab** structured in **2** moments: **Inspiring Key Note Speeches,** to share best practices at the European level, and **Living Tables,** to stimulate discussion and cross-fertilization among stakeholders coming from different Countries.
The **second** and **third** day, dedicated to the **innovative and creative initiatives of the Startup Competition**, will provide for 2 actions: the first aimed at the elaboration of the **PITCH** by the teams supported by mentors and experts; the second at the **business ideas presentation** to a qualified jury which will award the 5 best selected.
.
CLIC INNODAYS will be developed in two phases:

- **Scouting and Selection**
- **Living Lab and Start Up Competition**

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 776758

2018 EUROPEAN YEAR OF CULTURAL HERITAGE #EuropeForCulture

SCOUTING and SELECTION

Scouting Plan

In order to ensure the success of the international Startup Competition, a clear, detailed and time-bound **planning** of the scouting activities will be carried out.
The goal is the application of **100 Startups** or informal **teams**. A strong commitment of all project partners in both communication and selection activities is foreseen.

Deliverable

Contents Development
012factory, IRISS CNR

The communication plan envisages the promotion of the initiative not only by traditional channels and social media, but also by organizing and attending thematic webinars and webconferences.
Participants application will be made through the presentation of an **Idea Form** followed by an online interview to evaluate personal traits and attitudes, competences and hard & soft skills.

Graphic Release
012factory, Media Company

The target is divided into two groups:
Idea Generation, whoever, individually or in a group, is determined to create an innovative enterprise, demonstrating to have the required skills and/or competences.

Communication Plan
012factory, Media Company

Early Stage, i.e. startups that, despite having a MVP, a complete team and a minimum capital, need further prototyping, engineering, strategic planning, economic and financial planning, and small fundraising activities.

Live Events Roadmap
012factory, IRISS CNR

The business sectors are identified within the call. A rather generalist approach will be adopted during the scouting phase to encourage wider participation in order to select the applications most consistent with the project objectives.

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758

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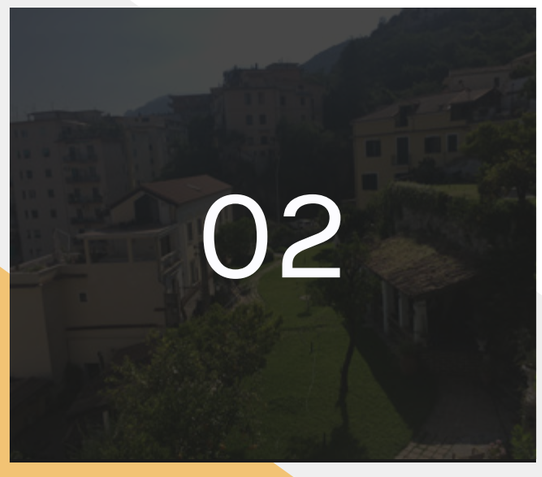

Call and Selection

TARGET

The target audience consists of **informal teams** or **early stage** or **pre-seed** startups. The activities planned in the two events and **the network of public and private investors** represent a convincing leverage for a massive participation to the call.

AREAS OF ACTION

To a large extent they are identified by the project themes:

- **Cultural, safe and sustainable tourism**
- **Creative, cultural, education and entertainment industries**
- **Heritage community, social innovation and ethical finance**
- **Technologies and materials for the circular city and circular building**
- **Abandoned cultural landscapes regeneration**

SELECTION PROCESS

Selection will be based on the assessment of the **form** designed to present the business idea and a **30 minutes interview** to evaluate the team quality. This methodology will allow to increase the **quality** of the activities and, consequently, of the project **outputs**.

A double score grid will be drawn up allowing, on the one hand, to carry out a **business assessment** according to business indicators and, on the other hand, to evaluate the **completeness**, **coherence** and **skills** of the **team**.

Deliverable

Call for Proposals
012factory IRISS CNR

Social Media Mkt
Media Company

On Line Events
012factory, IRISS CNR

Selection Results
012factory, IRISS CNR

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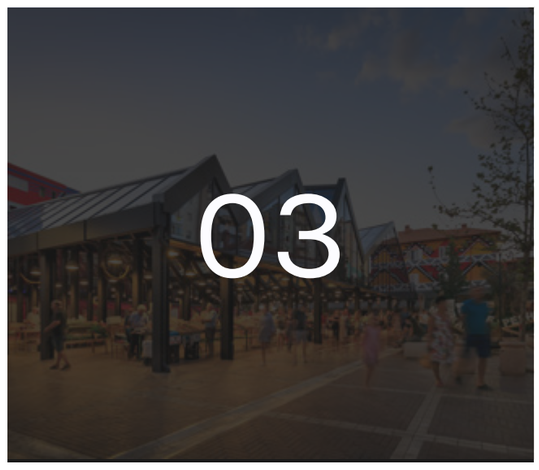
LIVING LAB & START UP COMPETITION



Deliverable

Preliminary Actions
012factory

Living Lab Docs
012factory, IRISS CNR

Inspirig Speech Video
Media Company

General Meeting
IRISS CNR

Living Lab

On the first day of activity, planned for **November 25th**, a LIVING LAB will take place to allow **Startuppers**, **businesses**, **researchers** and **citizens** to meet the **CLIC** project team and address issues related to **innovative and creative** entrepreneurship.
The **Living Lab model** has been successfully applied in many European experiences, proving to facilitate interaction between stakeholders in fields such as urban regeneration, circular economy and technological and social innovation. The idea is to stimulate **co-design and co-creation** processes whose outputs can contribute to define the typologies of businesses, products, services and business models able to positively impact on cultural heritage and urban and rural landscape.

The pillars of this methodology are:
Peers Contamination. Activities that facilitate interaction between participants able to trigger competitive/cooperative processes. Peer interconnections are established through playful experiential learning methods.
Unexpected Inspiration. Participants will have the opportunity to meet “special” guests coming from successful business experiences and contexts that seem far from the entrepreneurial world such as painters, sportsmen, cooks or actors.
Interconnected Spaces. The tools used for interaction will guarantee the communication among participants and an admixture of digital spaces.

The first day revolves around two key moments:
Inspiring Key Note Speeches
10 successful startuppers, and possibly further guests of particular interest, will give a talk, in the TED style, lasting 10 minutes, which can be of inspiration to people present at the event and, by video recording, to applicants to the Startup Competition.
Living Tables
Different thematic working tables will be created to deal with issues related to innovative entrepreneurship by adopting the above mentioned methodology.

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Pitch Competition

It's a two-day online event where **20 innovative business ideas** will compete in order to select the best **5** that will be **rewarded** with the **mentoring** programme to be held in the following months.

It will be inspired by two widespread models in the field of business innovation, the **Startup Weekend** and the **Hackaton**.
The first are events during which participants have 54 hours to create a Pitch to present to a group of potential investors or industrial partners. The hackatons, instead, are digital marathons in which take part IT workers but also designers, managers and aspiring entrepreneurs, to offer a solution to the challenges of big companies, public administrations and non-profit organizations.

Deliverable

Workshops
012factory

Pitches & Executive S
012factory,

Ideas Development
012factory, IRISS CNR

Closing Ceremony
012factory, IRISS CNR

Over **two days** of the fully digital Pitch Competition, the teams, formal or informal, will work for **36 hours** assisted by the **experts** from 012factory to shape, structure, modify and adapt their own business idea to the project aims.
Thanks to the preselection, it will be easy to set up the working methods, help the teams to improve the business proposal or to "set up" their start-up **consistently with CLIC's aims**.
The roadmap scheduled is the one adopted by **012factory** for companies in the pre-acceleration phase meeting the following goals:

- Forming an idea
- Prototyping Customer discovery
- Forming team
- Founding a company

At the end of the 36 working hours, a qualified jury made up of 20 international experts will judge the projects through a mobile devices voting system. At the end of each **PITCH,** of up to 6 minutes, the jury members will assign a score from 1 to 10 to the different evaluation criteria. In addition, the jury will be invited to take part in all the activities of the second day in order to interact with the teams before the Pitch Session, thus getting further information useful for the final evaluation.

The **award ceremony** will be held on the evening of the second day with the participation of all the institutions involved by the CLIC project.
The 5 most voted projects will access a mentoring and acceleration programme provided by Iniziativa Cube, a CLIC partner, to enhance the readiness level of their business ideas. The mentoring and acceleration services, worth 15,000 Euro, will take place from December 2020 to March 2021, and can be followed both physically and remotely. Winners will be supported in fine-tuning their business model, drawing up their business plan, investors' scouting for fundraising.

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Time Schedule

CLIC INNODAYS MILESTONES

01 SEP	06 NOV	13 NOV	25 NOV	26 NOV	27 NOV
Call Opening Scouting and Communication Activities	Call Closing	Announcement of 20 finalists	CLIC INNODAYS Opening Ceremony, Inspiring Pitches, Living Lab	CLIC Start Up Competition, Mentoring actvities, Workshops	Pitch implementation, Training and Presentation, Evaluation, Closing award ceremony

Due to COVID-19 uncertain scenario and containment measures all the activities will be held online.

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Info

www.clicproject.eu

startupcompetition@clicproject.eu

Photo Credit: Fani Kurti

UNDER THE PATRONAGE

REGIONE CAMPANIA

COMUNE DI NAPOLI

INVESTORS

EVPA INVESTING FOR IMPACT

ZEPHIRO INVESTMENTS

DIGITAL MAGICS

STRATEGIC PARTNERS

IRiSS Institute for Research on Innovation and Services for Development

SEMED

INIZIATIVA Finanza e innovazione

012 factory

ESTROGENI & PARTNERS

COMMUNITY

UPPSALA UNIVERSITET

ICHEC BRUSSELS MANAGEMENT SCHOOL

TU/e Technische Universiteit Eindhoven University of Technology

UNIVERSITY OF PORTSMOUTH

UNIVERZA V NOVI GORICI

WU Wirtschaftsuniversität Wien Vienna University of Economics and Business — Institute for Ecological Economics

ISS

ICLEI Local Governments for Sustainability

facility live

DUBLIN Ollscoil Teicneolaíochta Bhaile Átha Cliath Technological University Dublin

VÄSTRA GÖTALANDSREGIONEN

City of Rijeka

Comune di Salerno

PAKHUIS DE ZWIJGER

enterprise europe network — ENEA BridgEconomies

enterprise lazio sardegna europe

enterprise europe network — L'Europa alla portata della vostra impresa

COTEC FONDAZIONE PER L'INNOVAZIONE

FINCH Interreg Europe — European Union European Regional Development Fund

Giardino della Minerva

Ki Culture

TRANS EUROPE HALLES

RURITAGE Heritage for Rural Regeneration

BluAct

Sellalab

Fondazione ampioraggio

ROCK

NATURVATION

OPEN HERITAGE

ROBUST

URBAN ARENAS FOR SUSTAINABLE AND JUST CITIES

ARCH SAVING CULTURAL HERITAGE

StartUp

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Annex 2 - Three slides template for startup presentation

Project: CLIC
Deliverable Number: D6.12
Date of Issue: Mar. 16, 21
Grant Agr. No: 776758

PROJECT TITLE

START-UP COMPETITION ◆ 2020 ◆ NAPLES 25-27 NOVEMBER

CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

CIRCULAR VALUE PROPOSITION

- Description of the challenge and circular solution proposed
- **Heritage Circularity**: how your product/service contributes to circular economy and tangible/intangible cultural heritage valorization, reuse, conservation? Please focus also on environmental and social sustainability, inclusiveness and local communities empowerment

PLEASE USE IMAGES instead of text as much as possible. The to above questions are only indicative and can be answered in your speech presentation

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

MARKET POTENTIAL

- Description of the market you are entering, is it a growing market? Who are your competitors (direct and indirect)? What can you do better than your competitors?
- Description of your business model – with basic metrics: annual revenues in € actual/expected, costs

PLEASE USE IMAGES instead of text as much as possible. The to above questions are only indicative and can be answered in your speech presentation

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

TEAM

- Photo, names, expertise (VERY BRIEF)
- What do you need to start / scale-up your business? What do you expect from this competition?

PLEASE USE IMAGES instead of text as much as possible. The to above questions are only indicative and can be answered in your speech presentation

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Annex 3 - Nine slides template for startup presentation

Project: CLIC
Deliverable Number: D6.12
Date of Issue: Mar. 16, 21
Grant Agr. No: 776758

PROJECT TITLE

START-UP COMPETITION ◆ 2020 ◆ NAPLES 25-27 NOVEMBER

CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

PROBLEM

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

CIRCULAR SOLUTION

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27

VALUE PROPOSITION

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

THE PRODUCT

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

CIRCULAR BUSINESS MODEL

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START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

MARKET POTENTIAL

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

TEAM

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

TIMELINE

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CLIC

START-UP COMPETITION

2020 NAPLES 25-27 NOVEMBER

CONTACTS

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Annex 4 - Tips & Tricks Presentation for startups

Project: CLIC
Deliverable Number: D6.12
Date of Issue: Mar. 16, 21
Grant Agr. No: 776758

Tips&Tricks

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How to give your best in online presentations.

Check your connection

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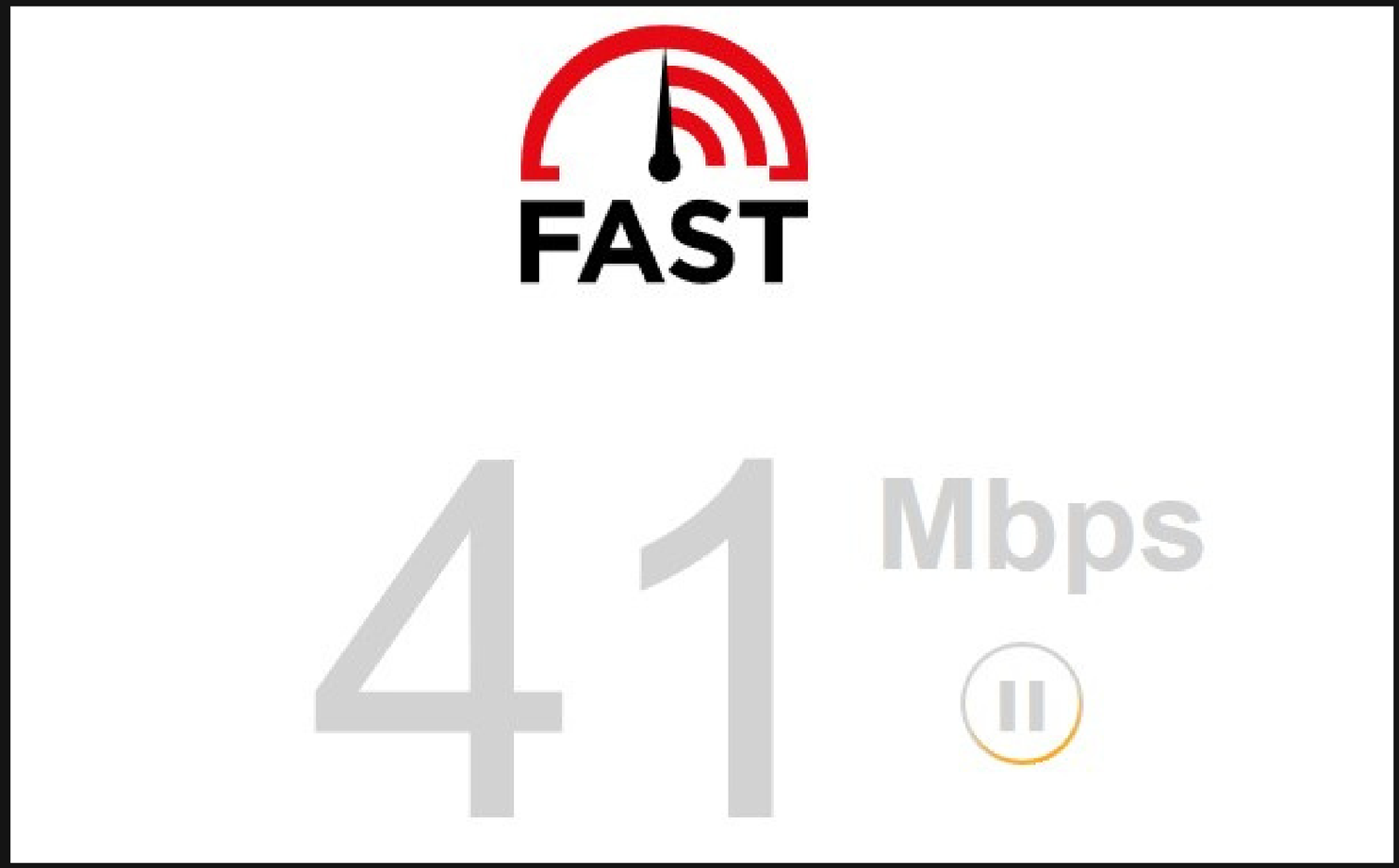


https://fast.com

012 factory

Libraries are cool, but another setting can help you in communicating your idea.

CHOOSE A BACKGROUND

AVOID ZOOM FAIL

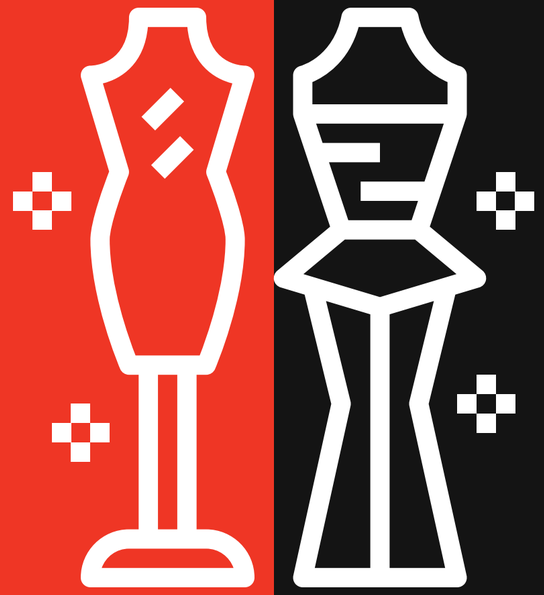
#5

012 factory

CHECK LIGHTINING

YOU'RE BEAUTIFUL, IT'S TRUE!

SMART CLOTHING



We only see the upper part, so make it classy!

iF YOU STAND, AND DECIDE NOT TO SEAT, YOUR VOICE WILL BE CLEAR AND STRONGER.

SHOW YOUR HANDS. THIS CAN HELP YOU IN TRANSMITTING YOUR MESSAGE TO THE AUDIENCE.

CHECK THE TONE OF YOUR VOICE!!

END WITH A BANG!

#SHARINGISCARING

WHAT WOULD YOU ADD?

012 factory

THANK YOU!

Annex 5 - CLIC Startup Competition Business Model (Part 1)

Project: CLIC
Deliverable Number: D6.12
Date of Issue: Mar. 16, 21
Grant Agr. No: 776758

CIRCULAR MODELS LEVERAGING INVESTMENTS IN CULTURAL HERITAGE ADAPTIVE REUSE

CLIC Startup Competition Business Model

Iniziativa Cube

February 23rd- 24th, 2021

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INIZIATIVA Finanza e Innovazione

Learning Objectives

- **Understand the key concepts of Business Model**
- **Acquire knowledge of the 9 building blocks of the Business Model Canvas for value creation**
- **Learn how to apply the Business Model Canvas to map out your Business Model**
- **Gain basic knowledge of the Business Model design process and related frameworks**

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Table of Contents

- Definition of a Business Model
- Business Model Canvas
- The 9 Building Blocks
- Flourishing Business Canvas (by A. Upward / Edward James Consulting Ltd., 2014)
- Circular business model for cultural heritage adaptive reuse (by C. Ost and R. Saleh 2019)
- Business Model Design Process

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What is a Business Model?

"A business model describes the rationale of how an organization ***creates, delivers and captures Value****"*

Alexander Osterwalder & Yves Pigneur (2010)

Value

Economic	Social	Cultural	Environmental
Sales margins	Social equity; gender equality; safe, sufficient, nutritious food for all, etc.	Enhance and preserve local cultural resources	Clean air; clean water; biodiversity preservation, etc.

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Business Model and Value

- Holistic four domain approach to the impact of cultural heritage – Source: Cultural Heritage Counts for Europe. Full Report (2015)

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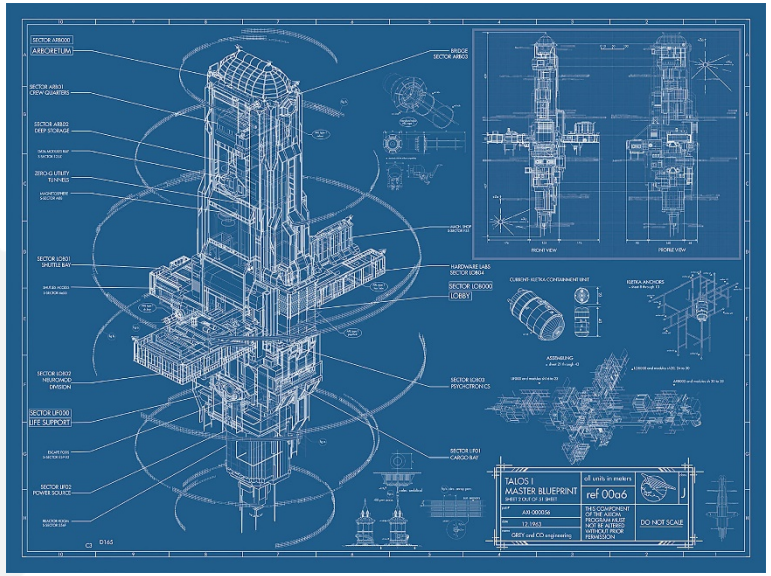
What is a Business Model?

- A business model includes all aspects of a company's approach to developing a **profitable offering** and delivering it to its target customers.
- The business model is like a **blueprint** for a strategy to be implemented through organizational structures, processes, and systems.
- A business model is the **architecture** for the products, service and information flows as well as a description of the potential benefits and source of revenue for the business.
- The purpose of **a business model** is to help stakeholders understand and clearly articulate how a business is configured so that it creates, delivers and capture value.



- A **blueprint**: a photographic print in white on a blue ground or blue on a white ground used especially for copying maps, mechanical drawings, and architects' plans-

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Golden Circle model: Sinek's theory value proposition

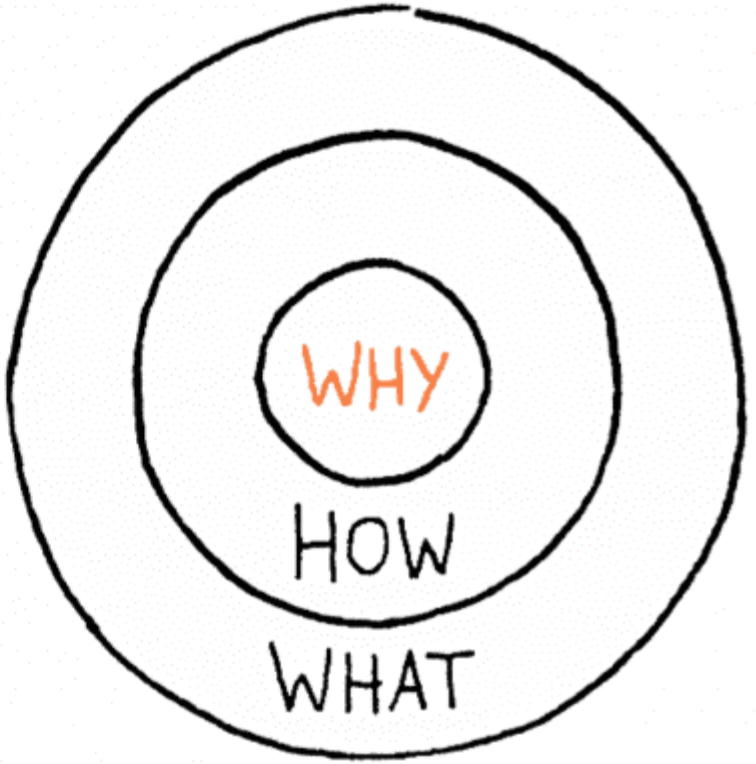
- https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=it
- «Why» ≠ «to make a profit» (that's a result)
  - What's your purpose?
  - What's your cause?
  - What's your belief?
  - Why does your organisation exist?
  - Why do you get out of bed in the morning?
  - And why should anyone care?
- «people don't buy what you do, people buy why you do it»
- «The goal is not to do business with everybody who needs what you have. The goal is to do business with people who believe what you believe.»

The Golden Circle

WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



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INIZIATIVA Finanza e Innovazione

Exercise 1

- Reflect on WHY-HOW-WHAT and Value creation (max 15 min)

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What is a Business Model?

How can you systematically invent, design, and implement powerful new business models?

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Business Model Canvas

- The **Business Model Canvas** is a great tool to help you understand a business model in a straightforward and structured way. Using this tool will lead to insights about the customers you serve, what value propositions are offered through what channels, and how a company makes money.
- The Business Model Canvas is **a visual representation** of the various elements of your business model.
- The Business Model Canvas consists of nine building blocks.
- The **nine blocks** cover the four main areas of a business:
  - customers
  - offer
  - infrastructure
  - financial viability

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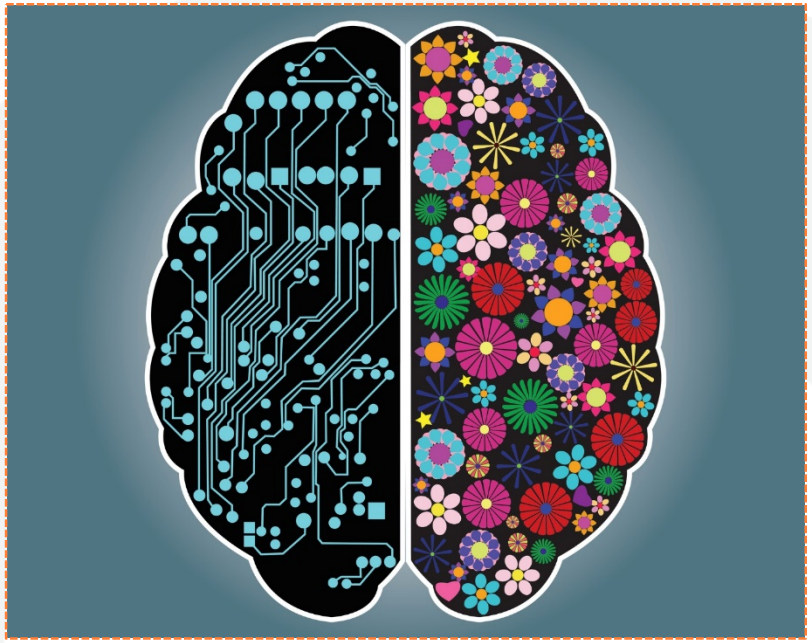
Business Model Canvas

The Business Model Canvas

Key Partners	*Key Activities*	*Value Proposition*	*Customer Relationships*	*Customer Segments*
	Key Resources		*Channels*	
Cost Structure			*Revenue Streams*	



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INIZIATIVA Finanza e Innovazione

The 9 Building Blocks

The **value created** for specific **Customer Segments**

The most important **things a company** must do to **make its business model work**

Key Activities

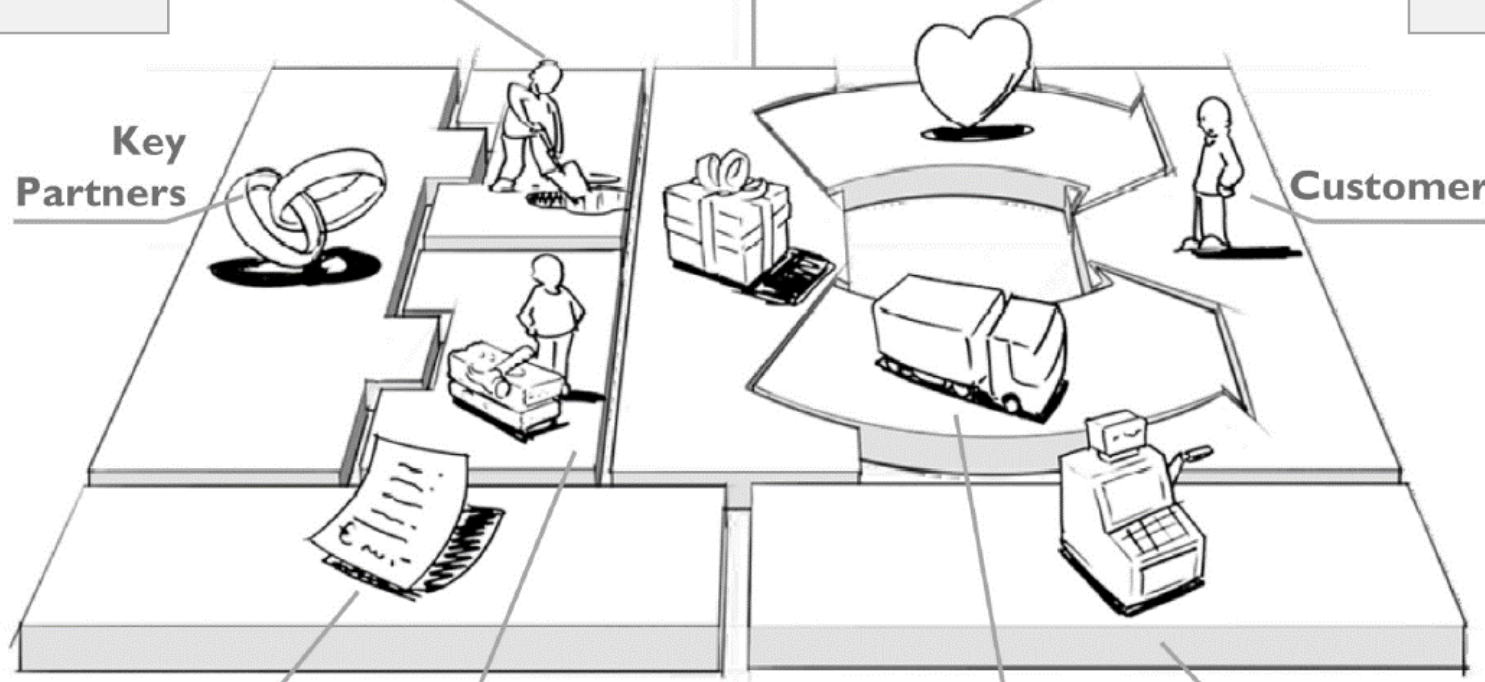
Value Proposition

Customer Relationships

The types of **relationships** that the company **creates with** its specific **Customer Segments**

The **network of suppliers** and **partners** that **make the business model work**

Key Partners



Customers

The **different groups of people or organizations** an enterprise aims to **reach and serve**

All costs incurred **to operate** a business model

Costs

Key Resources

The most important **assets** and **resources** required to make a business model work

Channels

Revenue

The **cash** that company **generates from the value offered to** its customers segments

How the **company communicates with** and **reaches** its Customer Segments to deliver a Value Proposition

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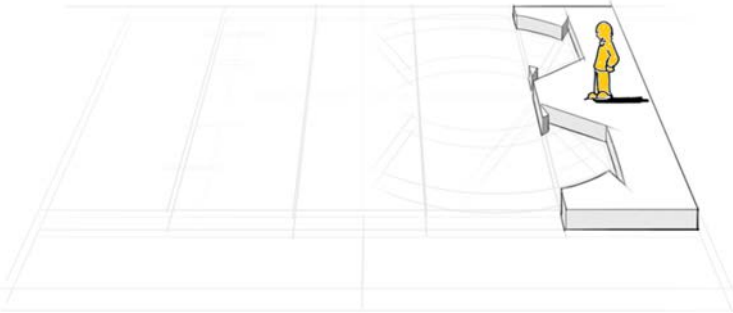
Customer Segments



- **For whom are you creating value?**
- **Who are your most important customers?**

Customers comprise the **heart** of any business model.

In order to better satisfy its customers, a company may group them into distinct segments with common needs, common behaviors, or other attributes (e.g. age, gender, profession, income level, etc.).

There are different types of Customer Segments:

- **Mass market** ➔ one large group of customers with similar needs and problems

- **Niche market** ➔ one customer segment with specific needs and problems

- **Segmented** ➔ more customers segments with slightly different needs and problems

- **Diversified** ➔ more unrelated customers segments with very different needs and problems

amazon

- **Multi-sided platform** ➔ two or more interdependent Customer Segments

Apple

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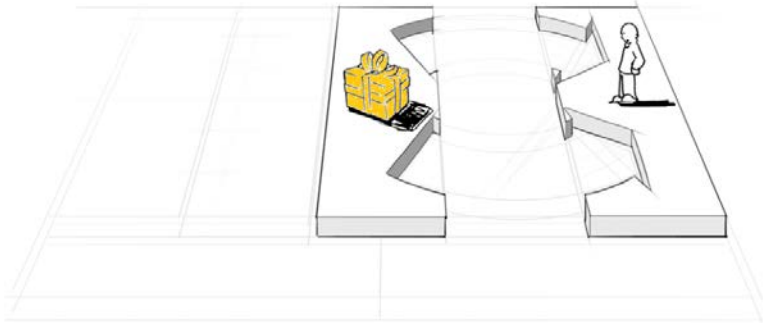
INIZIATIVA Finanza e Innovazione

Value Propositions



- **What value do you deliver to the customer?**
- **Which one of your customer's problems are you helping to solve?**
- **Which customer needs are you satisfying?**
- **What bundles of products and services are you offering to each Customer Segment?**

Value Proposition includes a mix of elements that meet customers needs. The value propositions may be "**Quantitative"** (price and efficiency) or **"Qualitative"** (overall customer experience and outcome).

Elements from the following non-exhaustive list can contribute to customer value creation:

- **Newness:** new product/service for a new set of needs
- **Performance:** product/service with improved performance
- **Customization:** tailor-made product/service for specific needs
- **Design:** a product stands out for its superior design
- **Brand/status:** an expression of social status
- **Price:** similar value at a lower price
- **Cost reduction:** help customers to reduce costs
- **Risk reduction:** the less risk associated with purchasing a product/service
- **Accessibility:** previously unavailable product/service accessible to customers
- **Convenience/usability:** product/service more convenient or easier to use

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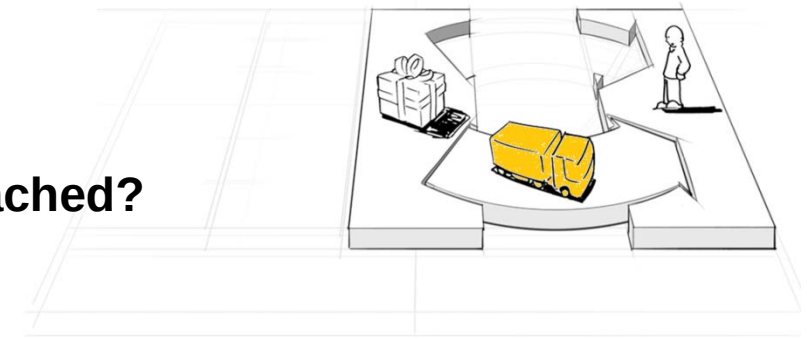
Channels



- **Through which Channels do your Customer Segments want to be reached?**
- **How are you reaching them now?**
- **How are your Channels integrated?**
- **Which ones work best? Which ones are most cost-efficient?**
- **How are you integrating them with customer routines?**

Finding the right mix of Channels to satisfy how customers want to be reached is crucial in bringing a Value Proposition to market.

Channel Types			Channel Phases				
Own	Direct	*Sales force*	**1. Awareness** How do we raise awareness about our company's products and services?	**2. Evaluation** How do we help customers evaluate our organization's Value Proposition?	**3. Purchase** How do we allow customers to purchase specific products and services?	**4. Delivery** How do we deliver a Value Proposition to customers?	**5. After sales** How do we provide post-purchase customer support?
		Web sales					
	Indirect	*Own stores*					
Partner		*Partner stores*					
		Wholesaler					

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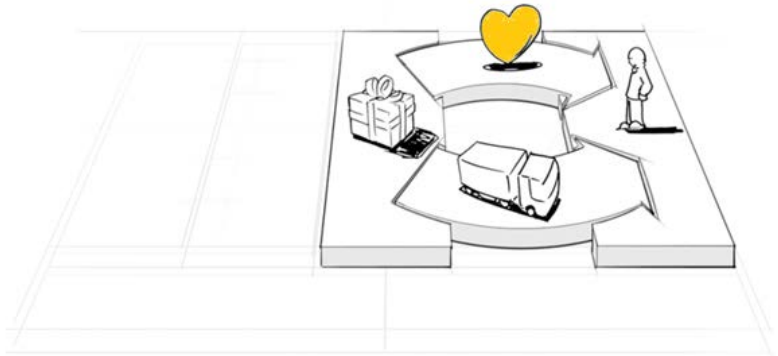
Customer Relationships



- **What type of relationship does each of your Customer Segments expect you to establish and maintain with them?**
- **Which ones have you established? How costly are they?**
- **How are they integrated with the rest of your business model?**

Motivations

- Customer acquisition
- Customer retention
- Boosting sales (upselling)

Type

- Personal assistance (e.g. point of sale, call centers, e-mails, etc.)
- Dedicated personal assistance (e.g. private banking service)
- Self-Service
- Automated services (e.g. Netflix)
- Communities
- Co-creation (e.g. contents on YouTube)

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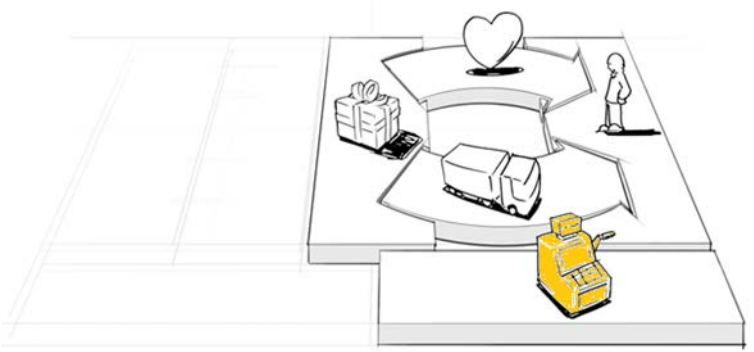
Revenue Streams



- **For what value are your customers really willing to pay?**
- **For what do they currently pay?**
- **How are they currently paying?**
- **How would they prefer to pay?**
- **How much does each Revenue Stream contribute to overall revenues?**

If customers comprise the heart of a business model, Revenue Streams are its **arteries**. There are several ways to generate Revenue Streams:

- **Asset sale:** the sale ownership rights of a physical product
- **Usage fee**: the fee depends of the frequency of use of a service (e.g. hotel = number of nights rooms are used)

- **Subscription fee**: the sale of continuous access to a particular service (e.g. monthly payment for gym)

- **Lending, renting or leasing**: the client has the right to temporary access to a particular resource, for a certain period of time (e.g. rent cars)

- **Licensing:** use of a protected intellectual property by paying a fee (e.g. patented technologies)

- **Brokerage fee**: a percentage of the value of a service executed through intermediation between the parties (e.g. insurance brokers providers take a percentage on each transaction)

- **Advertising**: fees for advertising a particular product, service or brand (e.g. media; event organizers)

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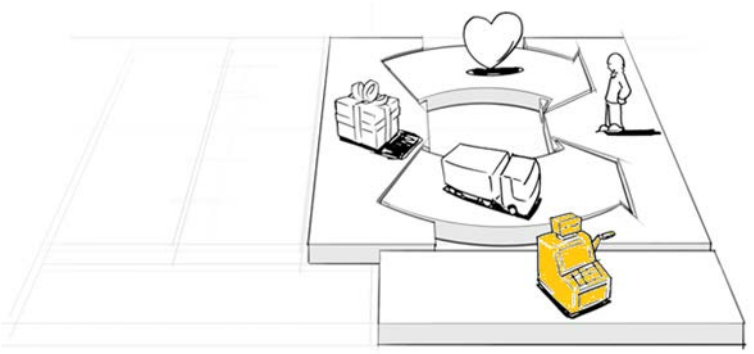
Revenue Streams



Each Revenue Stream might have different **pricing mechanisms**. The type of pricing mechanism chosen can make a big difference in terms of revenues generated.

There are **two main types of pricing mechanism**:

Fixed Menu Pricing Predefined prices are based on static variables		**Dynamic Pricing** Prices change based on market conditions	
List price	Fixed prices for individual products, services, or other Value Propositions	*Negotiation (bargaining)*	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
Product feature dependent	Price depends on the number or quality of Value Proposition features	*Yield management*	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
Customer segment dependent	Price depends on the type and characteristic of a Customer Segment	*Real-time-market*	Price is established dynamically based on supply and demand
Volume dependent	Price as a function of the quantity purchased	*Auctions*	Price determined by outcome of competitive bidding

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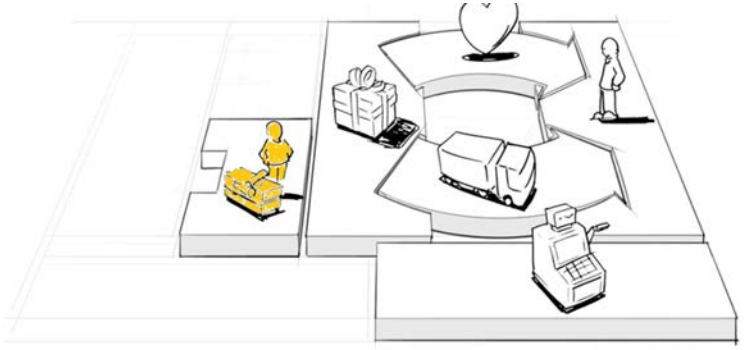
Key Resources



- **What Key Resources do your Value Propositions require?**
- **Your Distribution Channels?**
- **Customer Relationships?**
- **Revenue Streams?**

Key resources can be:

- **Physical:** tangible assets (e.g. buildings, vehicles, machinery, equipment, etc.)
- **Intellectual**: intangible assets, (e.g. trademarks, patents, copyrights, proprietary knowledge, databases, etc.).
- **Human**: people, especially in businesses that require extensive knowledge, creativity, or human contact (e.g. advertising)
- **Financial**: financial resources or guarantees (e.g. cash, credit lines, stock plan for employees, etc.)

- **Owned by the company**
- **Leased by the company**
- **Acquired from key partners**

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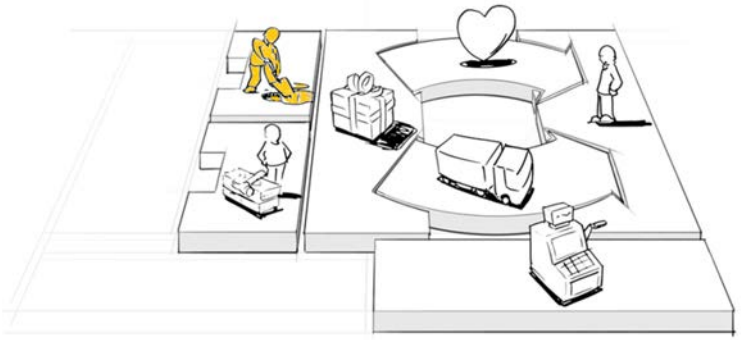
Key Activities



- **What Key Activities do your Value Propositions require?**
- **Your Distribution Channels?**
- **Customer Relationships?**
- **Revenue streams?**

The focus of the Key Activities block is, in the end, to bridge the Value Propositions with the needs of the Customer Segments.

Production

All actions related to product development, manufacturing, and delivery.

(e.g. manufacturing firms)

Problem solving

Core activity of organizations seeking unique solutions to specific problems.

(e.g. consultancies, hospitals, and other service organizations)

Microsoft

Platform/network

Platform development and running through platform management and promotion.

(e.g. Microsoft manages the interface between other vendors' software and its Windows operating system platform)

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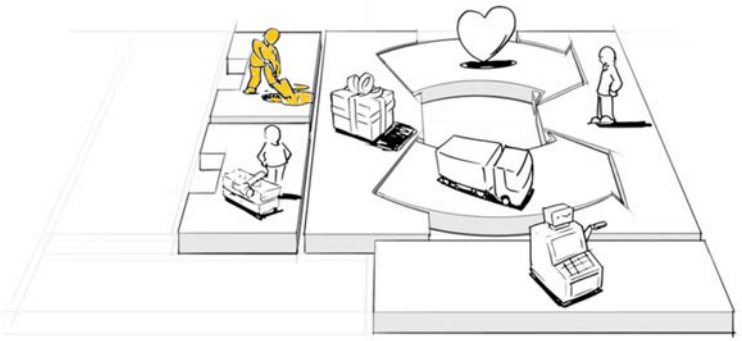
Key Activities



Some of the typical key activities practiced by most organizations:

- **Research and Development:** include all actions for the development of new technologies/products/services, features and the improvement of existing ones.

- **Production:** all actions related to product development, manufacturing, and delivery. It includes product selection and design, production planning, quality and cost control, inventory control, Machine maintenance and replacement, etc.

- **Marketing & Communication**: responsible for the growth and value propositions of the company. It includes all communication about the product on the market, including press releases, advertisements, e-mails, etc.

- **Sales and Customer Service:** responsible for customer loyalty. Sales and customer service teams create a more comfortable, user-friendly buying experience. It includes answering phone calls and e-mails, responding to customer questions and complaints, and walking customers through basic troubleshooting or setup processes.

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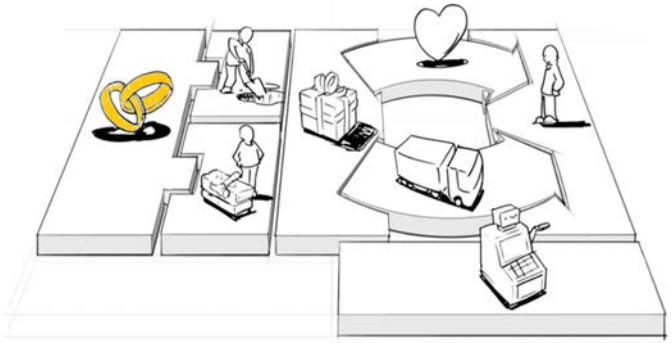
Key Partnerships



- **Who are your Key Partners?**
- **Who are your key suppliers?**
- **Which Key Resources are you acquiring from partners?**
- **Which Key Activities do partners perform?**

A **partnership** is when two entities form a kind of relationship.

Thera are four different types of partnerships:

- **Strategic** alliances between non-competitors with benefits both sides
- **Coopetition:** strategic partnerships between competitors. It helps to divide the risk or guarantee some supply that both of them need
- **Joint ventures** to develop new businesses (the birth of a new market or access to a new geographical area)
- **Buyer-Supplier Relationships** to assure reliable supplies: one side gets a quality supplier and the other, a confirmed and recurring buyer

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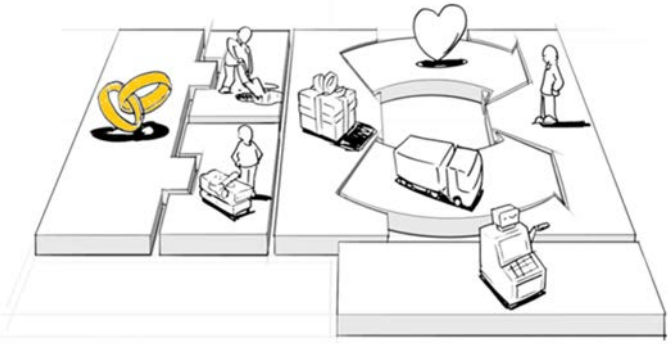
Key Partnerships



Motivations for partnerships:

Optimization and economy of scale

Partnerships usually formed to reduce costs, and often involve outsourcing or sharing infrastructure.

Reduction of risk and uncertainty

Partnership with competitors that aim to create something new and/or protect themselves from the uncertainties of the market.

Acquisition of particular resources and activities

Partnership with another organization that already has the processes, information, or structures consolidated that company need.

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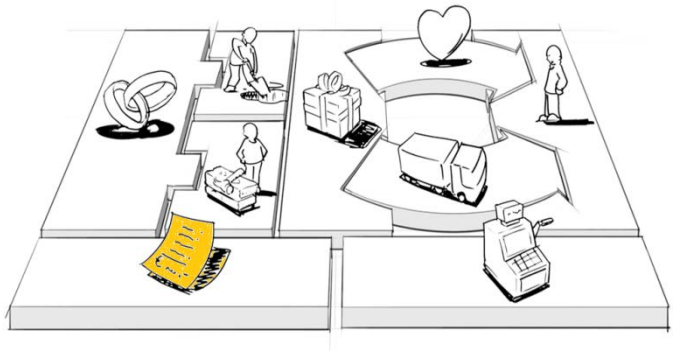
Cost Structure



- **What are the most important costs inherent in your business model?**
- **Which Key Resources are most expensive?**
- **Which Key Activities are most expensive?**

Cost Structure is the final block, because a company need to have all the previous components already defined so it can estimate the costs of each one.

The business model can be:

Cost Driver

Focus on minimizing any costs wherever possible

(e.g. low cost airlines)

Value Driver

Focus on value creation

(e.g. luxury fashion brands)

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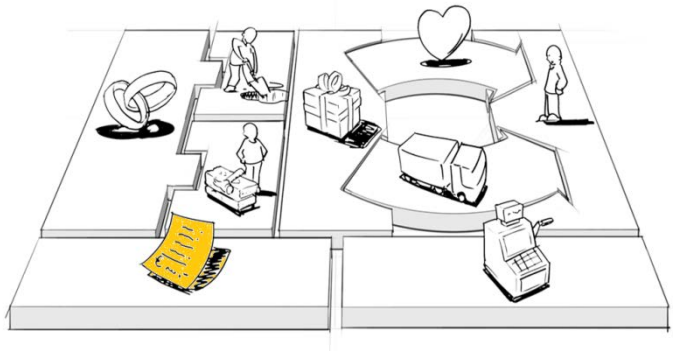
Cost Structure



Cost structures can have the following characteristics:

- **Fixed costs**: the expenses of the business are always the same, regardless of the size of the production (e.g. salaries, rents).

- **Variable costs:** the costs depend very much on the volume of production. If you do not produce, for example, there are no variable costs (e.g. raw materials, energy, maintenance).

- **Economies of scale:** the larger the volume of production, the lower the total cost per unit. This is because the total costs are divided by the quantity of articles produced. So the average cost per unit gets smaller.

- **Economies of scope**: the costs are reduced when the company invests in mixed markets or in a greater scope of operations (e.g. the same marketing activities or distribution channels may support multiple products).

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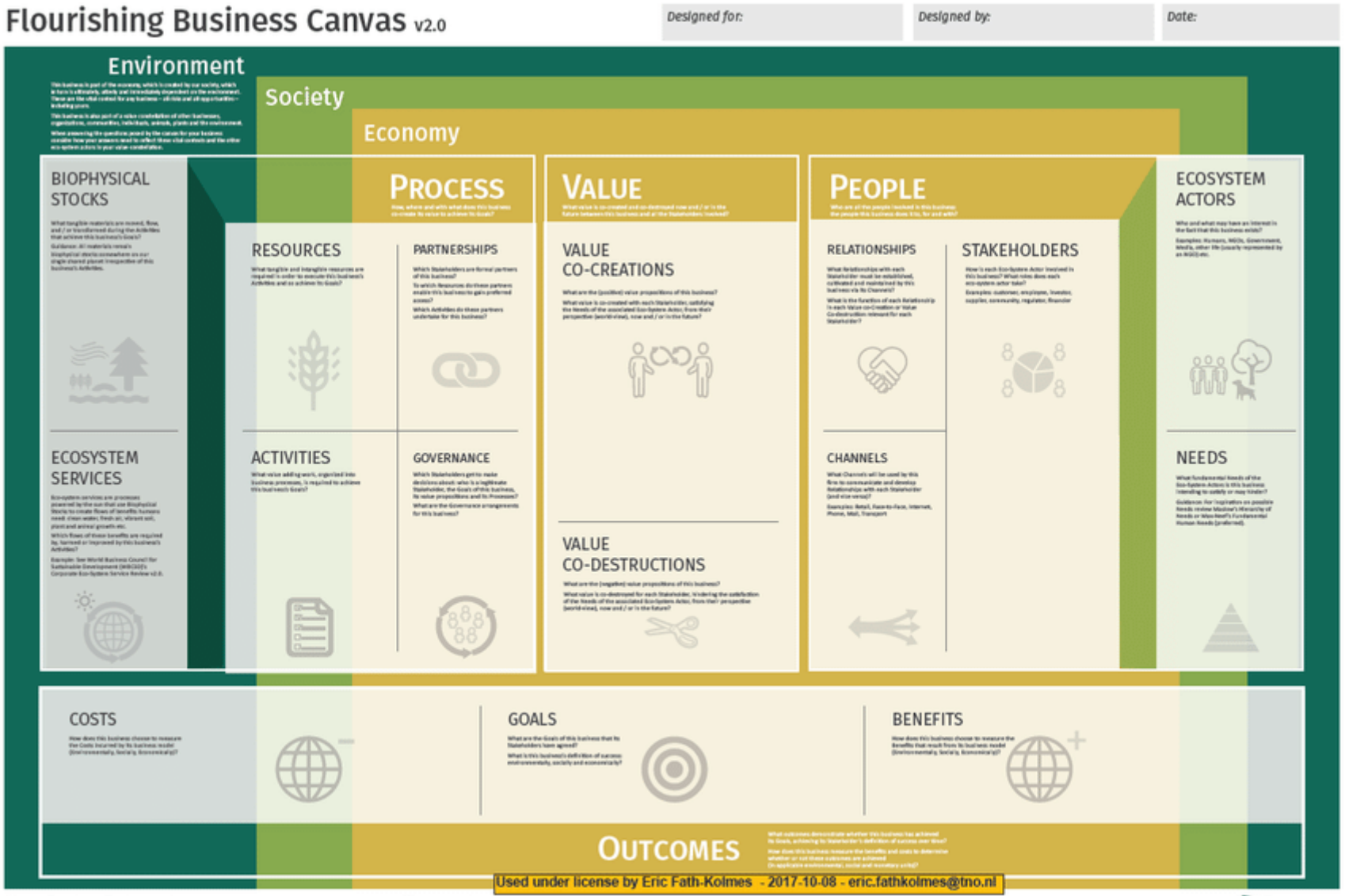
Flourishing Business Canvas (by A. Upward / Edward James Consulting Ltd., 2014)



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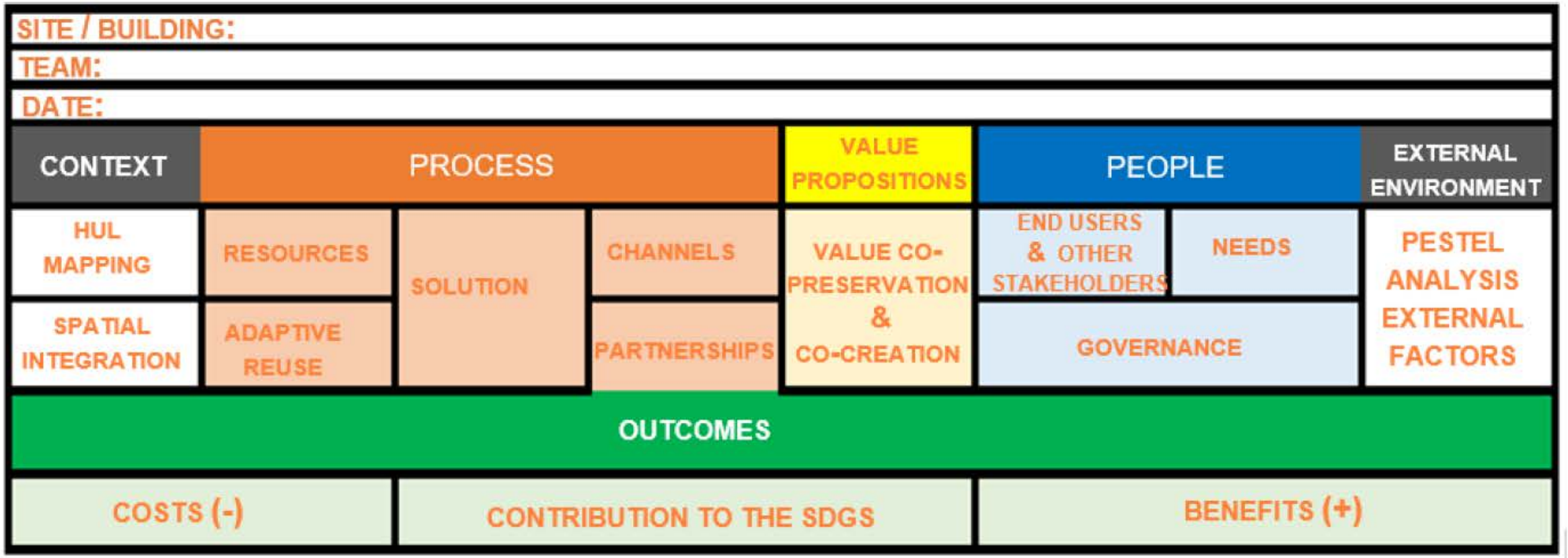
Circular business model for cultural heritage adaptive reuse (by C. Ost and R. Saleh 2019)



Ost & Saleh 2019: 15 business model building blocks

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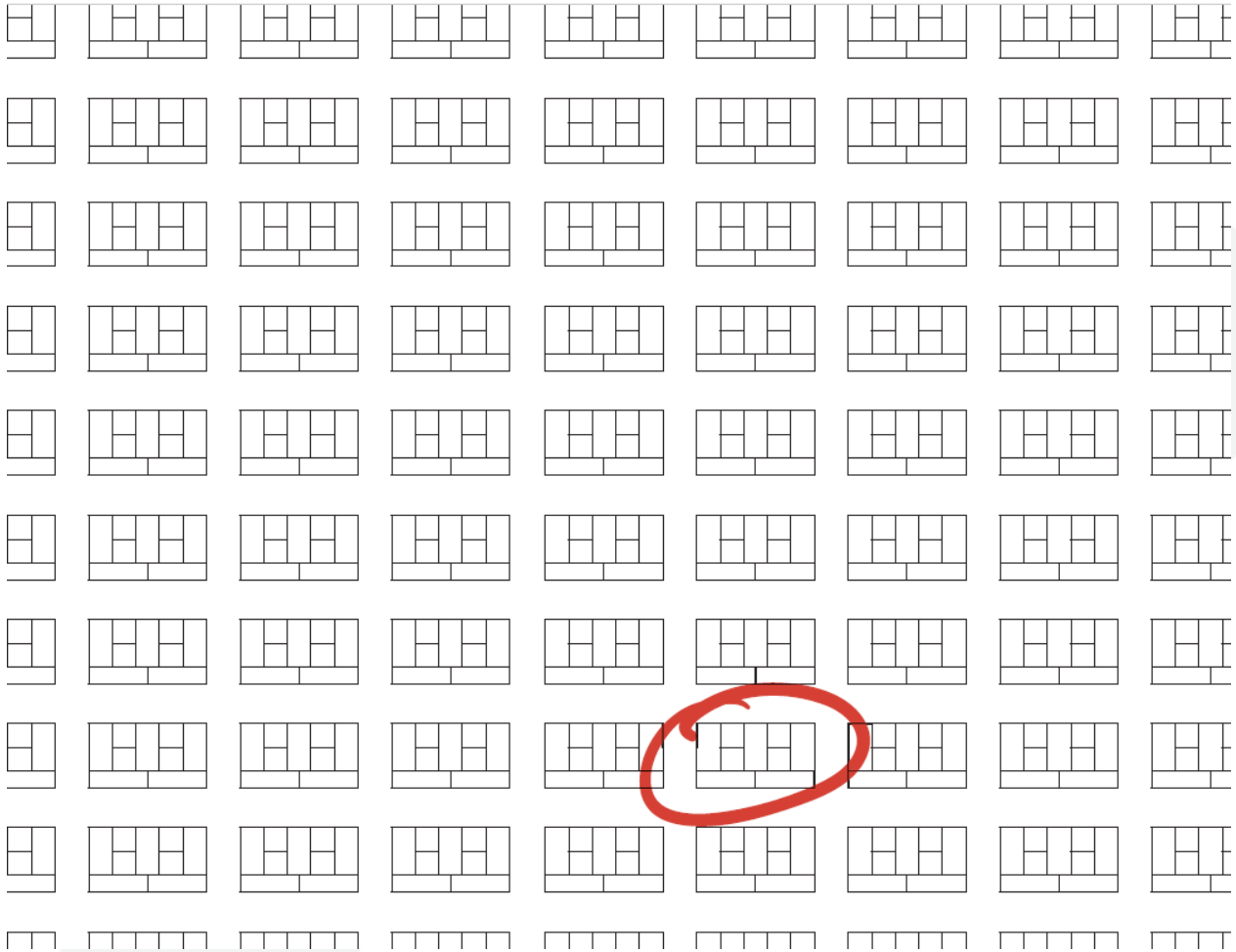
Business Model Design Process



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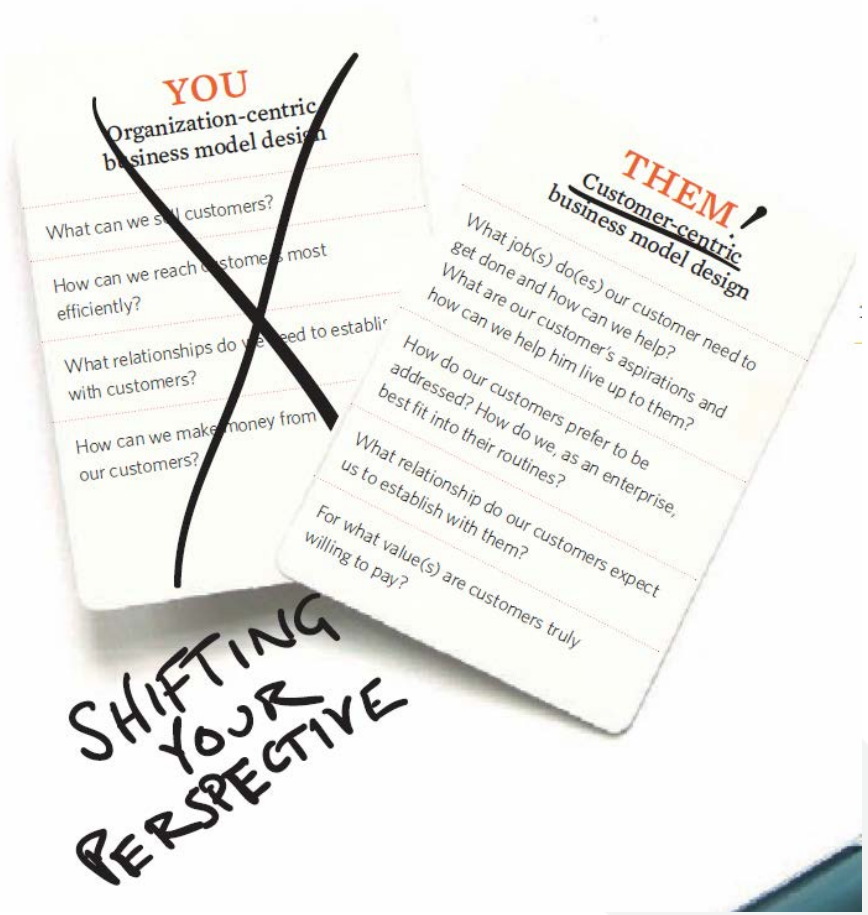
Customer insights

- Adopting the customer perspective is a guiding principle for the entire business model design process.
- Customer perspectives should inform our choices regarding Value Propositions, Distribution Channels, Customer Relationships, and Revenue Streams.

- The challenge is developing a deeper understanding of customers rather than just asking them what they want:
- «*If I had asked my customers what they wanted, they would have told me 'a faster horse*» (Henry Ford)
- Another challenge lies in knowing which customers to heed and which customers to ignore.



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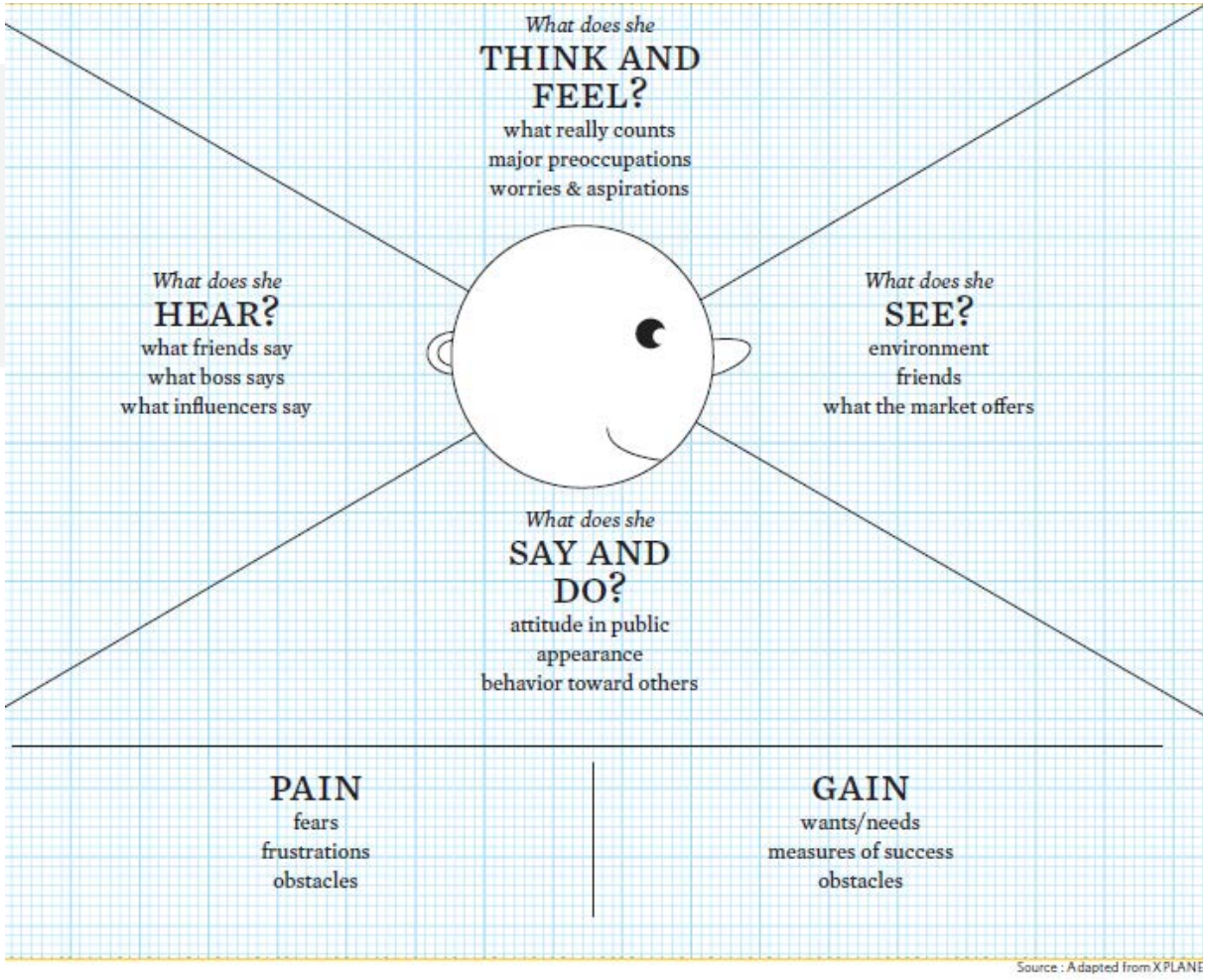
Customer insights – The Empathy Map

- The goal is to create a customer viewpoint for continuously questioning your business model assumptions.
- Customer profiling enables you to generate better answers to questions such as:
  - *Does this Value Proposition solve real customer problems?*
  - *Would she really be willing to pay for this?*
  - *How would she like to be reached?*



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Customer insights – The Empathy Map – Exercise 2

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Ideation: Warm-up with «the silly cow exercise»

- Define all the characteristics of a cow (e.g. emits mooing sound, produces milk, eats all day). 3 min
- Use the characteristics to create an innovative business using a cow. 15 min
- Use the ppt to sketch your idea and prepare a presentation to the rest of the group. 2-3 min

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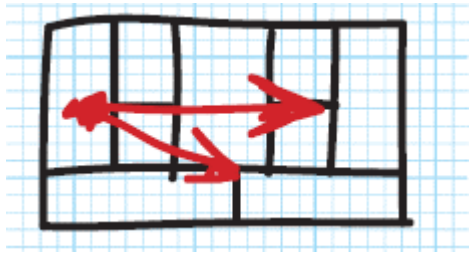
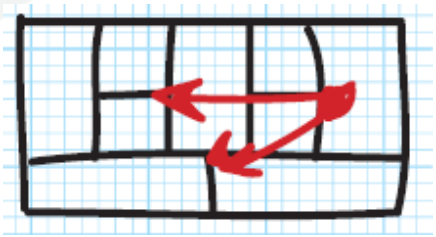
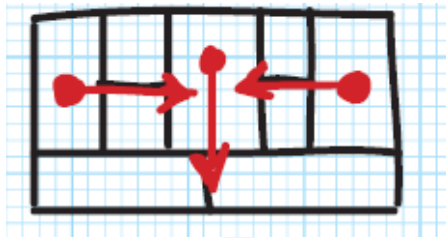
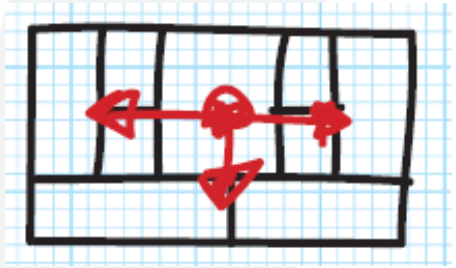
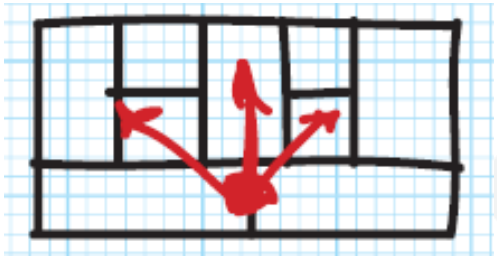
Ideation

- We can distinguish four epicenters of business model innovation (*that affect other BM building blocks*):
  - resource-driven (based on existing infrastructure or partnerships)
  - offer-driven (create new value propositions)
  - customer-driven (based on customers needs, facilitated access, increased convenience)
  - and finance-driven (driven by revenue streams, reduced cost structures)
  - multiple-epicenter driven

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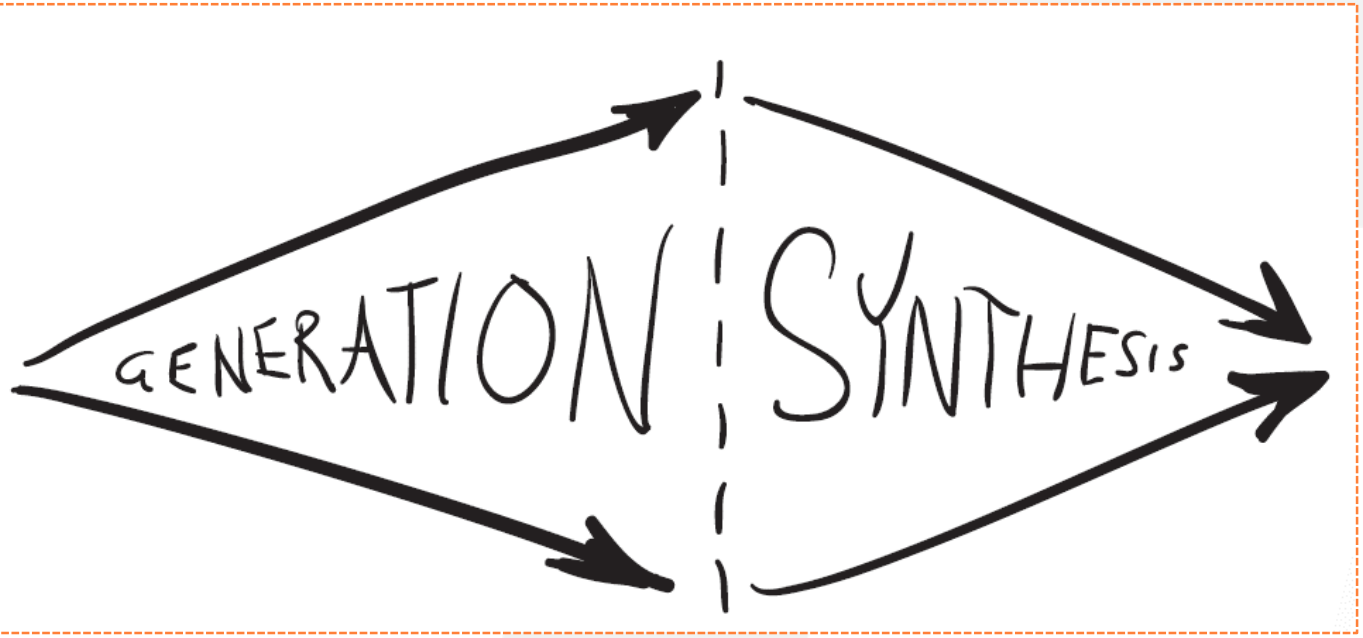
Ideation



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Ideation: 3 Traits of Successful Project

The three traits that make a Successful Project are:

Do not focus on product innovation alone

Do not copy an existing business model

Willing to take risks and experiment with their businesses

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Ideation – supporting slide

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS:
Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES:
Production, Problem Solving, Platform/Network

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships
Revenue Streams?

TYPES OF RESOURCES:
Physical, Intellectual (brand patents, copyrights, data), Human, Financial

Value Propositions

What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?

CHARACTERISTICS:
Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?

Channels

Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?

Customer Segments

For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform

Cost Structure

What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?

IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).

SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope

Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising
FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent
DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market

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