



# Hard2Scale Accelerator Guideline

First Open Call for Applications – Transportation,  
Logistics, Operations, Construction



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# INTRODUCTION

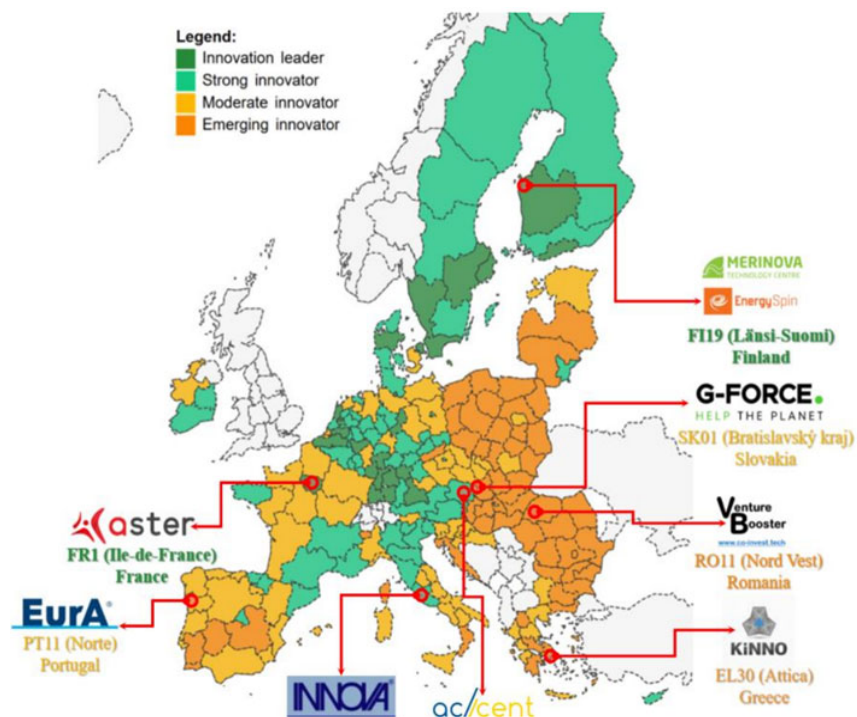
The **Hard2Scale Macro-Regional Accelerator** is a specialized programme designed to support Startups that are developing **first-of-a-kind solutions** for **hard-to-abate** and **energy-intensive industries**.

These industries, like - Heavy-Duty Road Freight, Manufacturing, Chemicals etc. - face significant challenges in reducing their energy consumption, emissions and overall environmental footprint. Hard2Scale helps innovative companies overcome barriers to scale-up by providing:

- **Tailored support** for innovative companies developing solutions targeting the challenges faced by energy-intensive industries to achieve investment and market readiness.
- **Open Innovation Workshops** focused on creating business collaborations and opportunities for industrial deployment (through prototypes, demonstrators, pilots).
- **Matchmaking opportunities** with investors, corporates, and industry stakeholders interested to uptake emerging, disruptive technologies.
- **Access to regional, national and EU public funding opportunities** to support the development of (individual or collaborative) innovation projects at the regional/inter-regional level.

The accelerator aims to bridge the gap between breakthrough cleantech and digital solutions and **their adoption in industry**, simultaneously accelerating **decarbonization** and **industrial competitiveness**.

The Hard2Scale Consortium integrates 8 partners:



**Kinno (GR)** KiNNO Innovation Intermediaries Ltd. is an Innovation Intermediary Company committed to accelerating the market deployment of innovative solutions. Acting as a strategic facilitator between key stakeholders of the 4-Helix, KiNNO bridges the gap between research and market to enhance innovations' impact. With a focus on deep-tech solutions, KiNNO ensures innovations' sustainable and scalable growth by guiding organisations to navigate the full innovation lifecycle towards commercialisation. By providing services that strengthen the Knowledge and Innovation Capacity of the innovation ecosystem stakeholders, KiNNO focuses on facilitating the market uptake of Deep Tech Innovation, towards supporting the goals of the European Twin Transition.

**Innova (IT)** INNOVA drives innovation, bridging the gap between research and industry, and contributing to technological advancements. Also, has built strong relationships with client companies, agencies, and institutions. The company offers unique outsourcing support from idea analysis to market launch and their staff is highly qualified, experienced, multilingual, and multicultural. INNOVA's technology transfer & valorization trademark is recognized at the European level.

**accent (AT)** - leads the building of ecosystems

accent Inkubator GmbH operates as a high-tech incubator in Lower Austria. It offers business development support, IP strategy, funding and financing, access to investors, and training for various topics for startups. They are a partner at i2b and the AAIA, the two large business angel networks in Austria, providing startups with access to equity, know-how, and venture capital. accent's approach is profound and creative, focused and passionate, locally networked, internationally oriented, and always tailored to the specific needs of their founders.

**Merinova (FI)** - creates business opportunities

Merinova is a significant player in the EnergyVaasa cluster based in Vaasa, Finland. They bring together energy technology companies and organizations in the Vaasa region. Together, they form the leading energy cluster in the Nordic region, contributing to building a cleaner world. Merinova leads cooperation projects that often result in something groundbreaking: 1) **New Business:** These projects foster new business ventures in the energy sector. 2) **Technological Innovations:** They drive technological innovations on a global scale. Additionally, they collaborate with companies to build systems compliant with environmental and quality standards.

**Aster (FR)** - lead readiness process and brings the VC's

ASTER is a Climate Tech venture capital firm based in France, with a focus on transforming hard-to-abate industries. They have over two decades of

experience and specialize in sectors that are traditionally resistant to decarbonization. ASTER invests in mission-driven founders who are creating transformative change in sectors like energy, logistics, mobility, manufacturing, building, chemicals, and agriculture. Unlike traditional VCs, ASTER operates as an ecosystem VC, bringing together startups, corporates, and industry experts for mutual benefit. Their investment scope includes Climate Tech focus areas across Europe, the US, and Israel, from Seed to Series B stages.

**G-Force (SK)** - support startups to scale

G-Force in Slovakia is a pre/seed investment and acceleration program that is part of the global Founders Factory network. They concentrate on decarbonizing the grid, fixing food and agriculture, electrifying transportation, cleaning up industry & buildings, and protecting nature & removing carbon. G-Force provides €250k in capital to build out startups' propositions, products, teams, and momentum. Founders Factory has backed 300 founders with capital, hands-on support, and access to their global network since 2015. G-Force unlocks significant value from their network, connecting portfolio partners with investors, advisors, and industry leaders.

**VBoost (RO)** - give access to funding and ecosystem collaboration

VENTURE BOOSTER is a startup support organization with the mission to help the most promising tech startups from the Romanian ecosystem and from Eastern European countries, to increase their chances to scale up and become competitive in the overall European landscape. Based on the experience of its founder in risk finance, VENTURE BOOSTER aims: to support startups get the adequate mix of dilutive and non-dilutive financing allowing them to achieve their ambitious goals; allowing investors and large companies to identify "raising stars" corresponding to their focus and strategic goals.

**EurA IE (PT)** - provide partnership and best practices for ecosystem

EurA Innovation Ecosystems (IE) is part of the EurA AG group, an innovation consulting company with over 20 years' experience in advising more than 1,000 startups and SMEs aiming for a successful market deployment of innovative products and services based on newly developed technologies. EurA IE specialises in innovation ecosystems, with extensive expertise acquired in the EIC Business Acceleration Services, EIC Scaling Club, and EIC Innovation Ecosystem Partnerships initiative, among other projects. The main focus of EurA is providing high-level business acceleration services to SMEs, including matchmaking, co-creation with corporates and partnership development.

## OBJECTIVES OF THE ACCELERATOR

The programme's main objectives are:

- **Support the commercialization** of innovative solutions addressing hard-to-abate/energy-intensive sectors.
- **Facilitate partnerships** between innovators and industry players, get support from intermediary organizations (incubators, accelerators, technology clusters, E-DIHs ...).
- **Enhance investment readiness**, refine business plans / strategies, connect startups with investors and create project collaboration opportunities.

## ELIGIBLE DOMAINS

The accelerator focuses on technologies and business models with direct potential to reduce emissions, improve efficiency, and/or enable industrial transformation. The eligible domains for this call include:

- **Transportations and Logistics Operations:** shipping, maritime; trucking, road freight; aviation operations; rail operations; logistics hub and supply chain.
- **Transport Manufacturing & Infrastructure Construction:** automotive manufacturing, space manufacturing, shipbuilding; rail infrastructure and rolling stock; transport infrastructure construction.

We expect you to cover the following **topics** (but are not limited to):

- Solutions enabling the integration of new energy sources, fuel switching, the integration of new energy sources without full asset replacement - support for fuel logistics, storage, monitoring, and safety;
- Retrofit-compatible, modular solutions that improve emissions performance of existing fleets and infrastructures;
- Tools and solutions that support infrastructure planning, coordination, and phased deployment;
- Solutions improving efficiency and reducing emissions in mission-critical operations;
- Scalable, interoperable solutions that integrate with existing operational and IT environments;
- Accurate, automated energy consumption/emissions measurement and compliance-by-design solutions;
- Solutions adaptable across regions and regulatory contexts.

## Targeted Challenges

As a direct outcome of the national and macro-regional focus group workshops organized during the preliminary part of HARD2SCALE that presented the results of the SWOT analysis in each country represented in the project and its broader EU macro-regional level, the discussions converged on a shared set of priority challenges perceived by stakeholders as critical for accelerating innovation and scale-up in energy-intensive and hard-to-abate sectors. These challenges, summarized hereafter, emerged as common macro-regional priorities, providing a robust basis for defining thematic focus areas and guiding subsequent HARD2SCALE activities and cross-border collaboration efforts.

Challenge Area	What Industry Needs	Relevant Startup Profiles to Attract
<b>Low-carbon fuels &amp; energy transition</b>	Solutions enabling fuel switching without full asset replacement; support for fuel logistics, storage, monitoring, and safety	Alternative fuel technologies (SAF, e-fuels, hydrogen derivatives); fuel-agnostic systems; energy management and fuel optimisation startups
<b>Asset lock-in &amp; long asset lifetimes</b>	Retrofit-compatible, modular solutions that improve emissions performance of existing fleets and infrastructure	Retrofit technologies; modular hardware; efficiency-enhancing components; digital solutions extending asset lifetime
<b>Infrastructure dependency &amp; coordination</b>	Tools and solutions that support infrastructure planning, coordination, and phased deployment	Infrastructure planning tools; digital twins; simulation and scenario modelling startups; coordination platforms
<b>Operational efficiency in live systems</b>	Non-disruptive solutions improving efficiency and reducing emissions in mission-critical operations	AI-based optimisation; routing and scheduling tools; operational analytics; digital performance monitoring
<b>Legacy systems &amp; interoperability</b>	Scalable, interoperable solutions that integrate with existing operational and IT environments	Middleware platforms; data integration tools; secure industrial software; interoperability solutions
<b>Measurement, reporting &amp; compliance</b>	Accurate, automated emissions measurement and compliance-by-design solutions	MRV platforms; emissions accounting tools; compliance software; regulatory intelligence startups
<b>Risk allocation &amp; business case uncertainty</b>	Tools that de-risk investment decisions and quantify operational and financial impact	Tech-enabled business case modelling; decision-support tools; performance-based solution providers
<b>Cross-border scaling complexity</b>	Solutions adaptable across regions and regulatory contexts	Startups with modular, scalable architectures; cross-border-ready digital solutions

## ELIGIBILITY CRITERIA

Applicants must meet the following conditions:

- **Legal status:** The applicant is a legally established **small company registered in the EU or Horizon Europe Programme associated countries**.
- **Stage of development:** **Deep-tech** solutions positioned between **TRL 5 - 8**.
- The solution clearly addresses **hard-to-abate or energy-intensive industries**.
- The technology or business model demonstrates potential for **industrial scale-up** and **market deployment**.
- **Geographic scope:** We target (but not limited to) startups from moderate and emerging EU countries.
- **Commitment:** Willingness to actively participate in all programme activities (workshops, mentoring sessions, pitch events, etc.). The applicant agrees to sign the **participation agreement** and comply with program obligations.

The main definitions of the terms above are provided in **Annex A3** of the current document.

## APPLICATION PROCESS

### Application form

Complete the official application form on the F6S platform:  
<https://www.f6s.com/hard2scale/apply>.

### Supporting documentation

Applicants must provide a pitch deck (max 10 slides - please see the *EIC Accelerator model*<sup>1</sup>) including:

- The presentation of the challenges addressed and solution proposed
- The presentation of the technology and its competitive advantages
- Any supporting evidence of technology validation, pilots, or partnerships
- Business plan and strategy
- The public and private funding attracted up to now, the new funding needs and planned use of money
- Profiles of the founding team and key experts

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1

[https://horizoneuropencppportal.eu/sites/default/files/2025-03/access2eic\\_eic-accelerator-an-notated-template\\_short-proposal.pdf](https://horizoneuropencppportal.eu/sites/default/files/2025-03/access2eic_eic-accelerator-an-notated-template_short-proposal.pdf)

## Submission

Applications must be submitted electronically via the F6S platform: <https://www.f6s.com/hard2scale/apply>.

Late or incomplete submissions will not be considered.

## DEADLINES

**Applications open:** 18/02/2026

**Deadline for applications:** 15/03/2026

**Evaluation period:** 31/03/2026

**Notification of results:** 31/03/2026

**Cohort start date:** 01/04/2026

## EVALUATION CRITERIA

Each eligible application will be assessed against the following criteria:

- **Innovation and uniqueness** (FOAK, novelty of the solution - incremental vs disruptive innovation, differentiation from existing approaches).
- **Potential impact** (contribution to decarbonization, energy efficiency, or circularity).
- **Team capacity** (expertise, execution capability, previous achievements).
- **Market relevance** (fit with industry needs, demand potential, scalability).
- **Business viability** (clarity of business model, revenue streams, financial sustainability).
- **Readiness for scale-up** (TRL level, risks map, pilot/demo results, potential industrial partnerships).

## EVALUATION PROCESS

The evaluation will consist of:

- **Eligibility screening:** verification of compliance with eligibility requirements.
- **Expert review:** a group of internal and external evaluators will assess each application according to the evaluation criteria.
- **Final selection:** a jury panel will have a consensus meeting to confirm the final selection for each cohort of startups and SMEs.
- Selected startups will be announced on the project website at: [www.hard2scale.eu](http://www.hard2scale.eu). All applicants will receive e-mails with the results of the evaluation process.

# FINANCIAL AND ADMINISTRATIVE ASPECTS

The participation in the HARD2SCALE accelerator is **free of charge** for selected startups and SMEs.

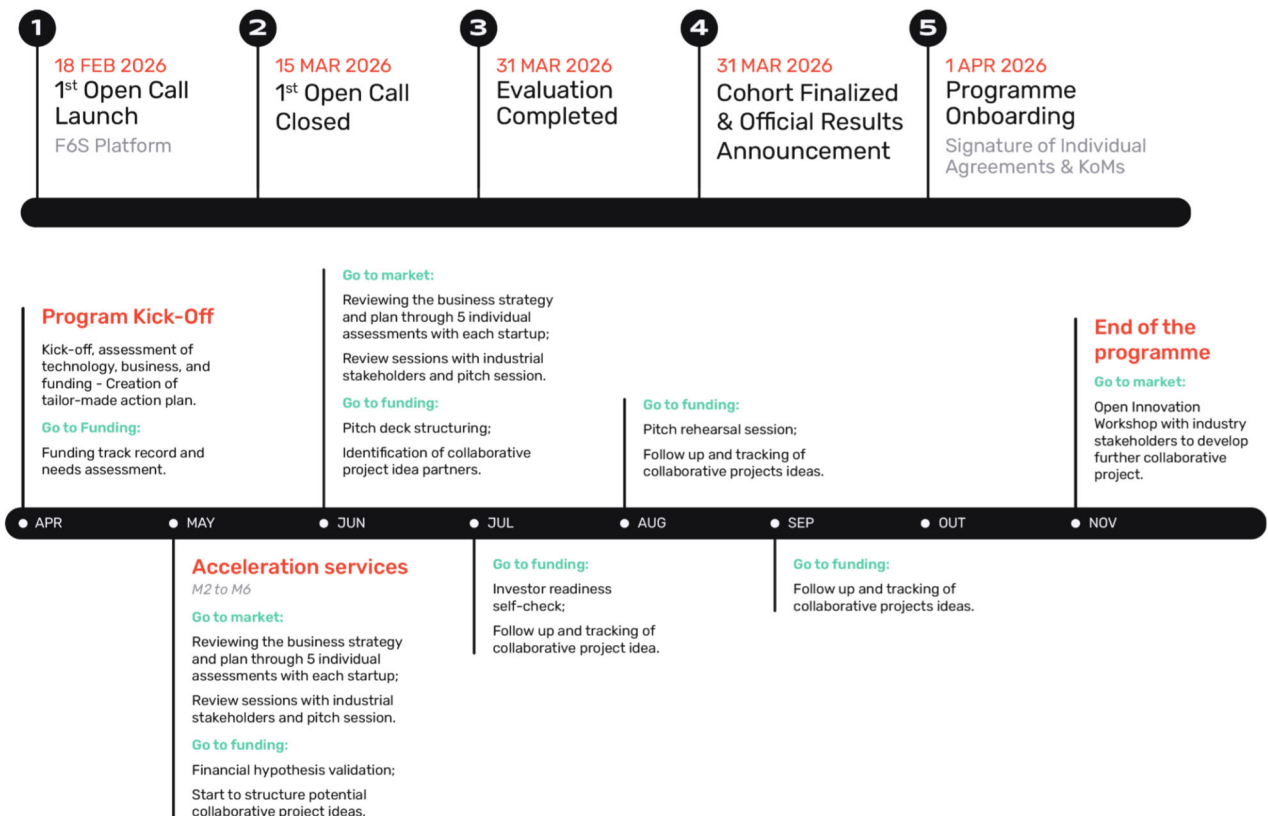
The programme will **not take equity** in participating companies.

Selected participants must sign a **participation agreement** covering:

- Confidentiality obligations
- Intellectual property rights (applicants will fully keep the ownership of their IPR developed before or during the program)
- Commitments to attend programme activities

Participation in the travel and accommodation fees for the immersive discovery of the advanced ecosystems represented in the project – Finland and France – is foreseen (up to Eur 600 / startup).

## FIRST COHORT TIMELINE



This proposed schedule may be subject to modifications based on finalization of cohort activities.

## CONTACT INFORMATION

For any inquiries and clarifications, please contact:

**Email:**

[ioana@co-invest.tech](mailto:ioana@co-invest.tech);

[antonela@co-invest.tech](mailto:antonela@co-invest.tech);

[hello@hard2scale.eu](mailto:hello@hard2scale.eu)

**Website:** <https://hard2scale.eu/acceleration-programme>

**Application portal:** <https://www.f6s.com/hard2scale/apply>

# Annexes

## A1 APPLICATION FORM

**Company name:**

**Your company location:**

**Short description:**

**Phone number:**

**Website:**

**Founder details:**

**Your deck:** *Please upload your current pitch deck (non-confidential version) up to 10 slides (See EIC Accelerator model [access2eic\\_eic-accelerator-annotated-template\\_short-proposal.pdf](#))*

### ADMINISTRATIVE AND ELIGIBILITY INFORMATION

**Are you a startup?** *(please check Annex 3 of the Application Guidelines for the definitions):*

**Country of incorporation:**

**Proposal title:**

**Provide a short summary of your solution (maximum 2000 characters).** *Think of this as a written "elevator pitch". Please mention your motivation to enter our accelerator.*

### COMPANY, SOLUTION AND TEAM

**Challenges addressed by the company and the envisioned impact**

*Describe which elements of the challenge your technical solution intends to address. Explain what is novel or unique about your technical solution and the main risks in developing it.*

**Describe your solution environmental and industrial impact (e.g., emissions reduction potential)**

*If you implemented the solution with your end users please demonstrate how this helped them to reduce emissions (provide quantitative data), if not, please argument with data about what impact it will have on industry.*

**What is your technical solution and current TRL (Technology Readiness Level and associated type - prototype, demonstrator, pilot)?**

*Describe your technical solution and highlight what makes it unique/novel or FOAK - First of a Kind, different from your competitors.*

**Benchmark your solution against current SoA/existing solutions - disruptive or incremental innovation**

*Present an overview of the current State of the Art (SoA) and explain the differentiating factors of your solution (i.e. how your solution goes beyond the current SoA).*

**What are the results you have currently obtained (in the lab and/or with customers)?**

*Let us know the preliminary results of your solution, illustrate its unique characteristics (such as the unprecedented/superior level of performance with respect to the state of art/play).*

**Present your existing IP, IPR strategy, valuation/valorization**

*Do you have any intellectual property rights or dependencies on IPR (e.g. patent licenses) that impact the commercial value of the proposed solution? Please describe how you have protected or plan to protect your intellectual property.*

**Team backing up the solution**

*Provide a brief description of your team's experience and roles (e.g., scientific and technical expertise, business-related areas). Present the founders, current employees in key positions and external advisors. How will they succeed in scaling the solution? If there are any gaps in any of the key functions or expertise areas of your team, please present the recruitment and incentivization strategy.*

## **BUSINESS AND MARKET**

**Present your beachhead market and existing customers (if you have any) and explain your development strategy.**

*Describe your market, the types of clients you have and how many, if you have commercialized your solution to end users, how do you sell or intend to sell your product to the clients.)*

**Describe your solution value proposition**

*The Value Proposition should underline how your technical solution can resolve customers' pains and needs.*

### **Describe your Business Model**

*Outline the specific way in which your business operates, including how it earns revenue and generates profit. You may refer to the markets, customer segmentation, commercial channels, key resources and activities, key partnerships, resources and cost structure.*

### **What is your scaling plan?**

*How do you intend to scale your solution? Do you have any industry partnerships and investors committed? If you have any pilots please make a short description. What are the main risks in scaling your solution and how do you intend to overcome them?*

## **FUNDING**

### **Present the sources and amounts of public funding obtained up to now. Have you previously participated in or received support from the EIT, EIC or EIC Programme (Beneficiary or Seal of Excellence)?**

*For each, please present the organization offering the funding, the name of the instrument, the amount obtained and the date.*

### **Present the current private funding obtained up to now.**

*For each round, please present: the overall amount of the round, the date, and the company valuation, the name of each investor (organization or person name in case of business angels), the country they are based in, the amount invested and the shares.*

### **What are your current funding needs?**

Let us know the amount you are trying to raise, the planned use of money, and investors already committed.

### **Present your current business plan essentials (key metrics)**

What is your current and anticipated revenue (including potential public funding opportunities) and current financial runway? Please describe the targeted market segments and geography, current traction and strategy to enter these markets.

**By submitting this form, I hereby consent in accordance with the General Data Protection Regulation (GDPR) that my personal data will be processed solely for the purposes stated above and that I may withdraw my consent at any time, without affecting the lawfulness of processing based on consent before its withdrawal. I also acknowledge that I may exercise my GDPR rights (access, rectification, erasure, restriction, objection, and data**

portability) by contacting the project's data controller.

Yes/No

**By submitting this form, in the case I am selected into the Hard2Scale Accelerator Programme, I consent to participate in its activities, sign MoU or any documents needed with the Project Consortium.**

Yes/No

## **A2 EVALUATION METHODOLOGY**

The evaluation process consists of three steps, each designed to progressively assess applicants on innovation potential, market readiness, and fit with the accelerator program.

### **STEP 1: REVIEW OF ADMINISTRATIVE AND ELIGIBILITY INFORMATION:**

**Purpose:**

To screen the applications based on eligibility, fit and relevance.

**Evaluation focus:**

**Eligibility check:** Is the applicant an SME (according to the European criteria) ?

**Outcome:**

Eligible / Not eligible

**Relevance:** Does the solution address hard-to-abate or energy-intensive industries?

**Fit:** Does the solution fall within the scope of the accelerator? Is it innovative enough ?

**Content reviewed:**

Short description of solution and targeted industry

Motivation to join the accelerator

Country of residence

## STEP 2: REVIEW OF THE COMPANY, SOLUTION AND TEAM; BUSINESS AND MARKET; FUNDING

### Purpose:

Conduct a detailed evaluation of the solution's innovation, market potential, team capacity, financial sustainability, tracking of public and private funding.

### Content reviewed

- Alignment with call challenges and topics;
- Detailed description of solution, novelty and environmental impact
- Market analysis and industry relevance
- Business model and financial sustainability
- Scalability, validation and risk
- Team composition and expertise
- Current partnerships, pilots, or traction

### Evaluation criteria (scored on 1–5 scale):

**Company, solution and team** (Uniqueness and Sustainability Impact of the technical solution; Industry fit and demand; Team skills and execution ability)

**Business and Market** (Market relevance; Business model viability; Scale-up Readiness and Risks)

**Funding** (Capacity of funding traction; Partnership capacity with industry and investors; Financial Sustainability)

### Scoring:

Each criterion scored 1–5

### Evaluation Scoring Matrix

**Purpose:** Detailed assessment of innovation, impact, market, team, business, funding sustainability.

### Scoring scale (per criterion):

- 1 = Very weak (unclear, no evidence)
- 2 = Weak (partially relevant, low potential)
- 3 = Moderate (some strengths, some gaps)
- 4 = Strong (convincing, well-documented)
- 5 = Excellent (highly convincing, strong evidence)

Criterion	Description	Score (1-5)
<b>Company, solution and team</b>	<ul style="list-style-type: none"> <li>▪ Uniqueness and Sustainability</li> <li>▪ Impact of the technical solution;</li> <li>▪ Industry fit and demand;</li> <li>▪ Team skills and execution ability</li> </ul>	
<b>Business and Market</b>	<ul style="list-style-type: none"> <li>▪ Market relevance;</li> <li>▪ Business model viability;</li> <li>▪ Scale-up Readiness and Risks</li> </ul>	
<b>Funding</b>	<ul style="list-style-type: none"> <li>▪ Capacity of funding traction;</li> <li>▪ Partnership capacity with industry and investors;</li> <li>▪ Financial Sustainability</li> </ul>	

**Total Score:** 9/15

Beneficiaries must achieve a minimum of 9 points out of 15 to qualify in the programme.

**Outcome:** A ranking of the applicants according to the total score.

### STEP 3: RANKING REVIEW AND CONSENSUS

**Purpose:**

To review the ranking, eliminate inconsistencies and differentiate between applicants with the same evaluation score. A particular emphasis will be put on the **alignment with industry needs, accelerator objectives, and geographical area**, the investment and market readiness.

**Format:**

Jury panel

**Evaluation criteria:**

Fit with accelerator objectives, industry needs and geographical area;  
Overall readiness for scale-up, investments and market access.

**Outcome:**

Jury validates/consolidates the scores and selects the final cohort.

The final results are communicated by email to the applicants and the list of selected startups/SMEs is published on the project website.

## Transparency and Fairness

Each application will be reviewed by at least one consortium partners representative and, according to the possibilities, one external evaluator.

The final selection will be made by a jury panel seeking to involve diverse expertise (industry, investment, innovation).

All applicants will be informed of the outcome at each stage.

Evaluation results will remain confidential.

## A3 DEFINITIONS

A **startup** typically refers to a young, innovation-focused company aiming for scalability and rapid and exponential growth.

### **Key characteristics:**

- Generally less than 7 years old from the date of their first commercial sale
- Newcomer with innovative product, service or process
- Owned and operated by the founder/s holding the majority of shares
- In most cases (especially from the legal perspective) qualified as SME (Small and Medium Enterprise).

The concept of an **SME** is defined in the Annex to the COMMISSION RECOMMENDATION (2003/361) of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises.

Enterprise category	Headcount: annual work unit (AWU)	Annual turnover	Annual balance sheet total
Medium-sized	< 250	≤ EUR 50 million	≤ EUR 43 million
Small	< 50	≤ EUR 10 million	≤ EUR 10 million
Micro	< 10	≤ EUR 2 million	≤ EUR 2 million

**Hard to abate** are sectors that are trying to meet increasing demand while lowering their greenhouse gas emissions.

**Energy-intensive industries** are sectors that consume a large amount of energy relative to their economic output.

**Technology readiness levels (TRLs)** are a method for estimating the maturity

of technologies during the acquisition phase of a program. TRL1 - Basic principles observed; TRL2 - Technology concept formulated; TRL3 - Experimental proof of concept; TRL4 - Technology validated in lab; TRL5 - Technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies); TRL6- Technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies); TRL7 - System prototype demonstration in operational environment; TRL8 - System complete and qualified; TRL9 - Actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)

**Deep technology (deep tech)** is a classification of organization with the expressed objective of providing **technology solutions based on substantial scientific or engineering challenges**. They present challenges **requiring lengthy research and development, and large capital investment** before successful commercialization.

**European Union Countries**, see:

[https://european-union.europa.eu/principles-countries-history/eu-countries\\_en](https://european-union.europa.eu/principles-countries-history/eu-countries_en)

**Horizon Europe associated countries**

[list-3rd-country-participation\\_horizon-euratom\\_en.pdf](list-3rd-country-participation_horizon-euratom_en.pdf)

**Moderate and emerging EU countries.** The European Innovation Scoreboard categorizes EU countries into four innovation groups based on their scores: Innovation Leaders, Strong Innovators, Moderate Innovators, and Emerging Innovators.

See the website:

[https://research-and-innovation.ec.europa.eu/statistics/performance-indicators/european-innovation-scoreboard\\_en](https://research-and-innovation.ec.europa.eu/statistics/performance-indicators/european-innovation-scoreboard_en)

## **A4 STARTUPS AND SMES ACTIVITIES WITHIN HARD2SCALE ACCELERATOR**

### **What you have to do in the programme**

- **Enroll** on the programme
- Work on your **upscale road map**
- **Update** your business plan and strategy
- Participate in the **programme events, pitch sessions and open innovation workshop**

- **Find and contact** potential clients and investors (a database will be at your disposal)
- **Design two concept notes** (one for industry demonstrator and one for public funding project)

### Phase 1 – Onboarding and Tailored Action Plans

- Dates: April 2026
- Kick-off, assessment of technology, business, and funding
- Appointment of a programme manager among the consortium partners for each startup
- Output: 10 -12 tailored action plans

Cohort	Date	Duration
Cohort 1	April 2026	1 month

### Phase 2 – Acceleration: Go to Market

- Dates: April - September 2026 (Visit to Finland in November)
- Reviewing the business strategy
- Sessions with industrial stakeholders and pitch session
- Open Innovation Workshop with industry stakeholders for demonstrators
- Visit to Finland in November
- Output: 10 -12 updated business plans and strategies, 3 segment markets and 3 customers identified / startup; generate 5 business contacts / startup; 1 long term collaboration contact to develop pilot/demonstrator for 50% of the startups; 1 open innovation workshop; 1 visit in Finland

Date	Topic
<b>April - May</b>	Reviewing the business strategy and plan through 5 individual assessments with each startup
<b>May - June</b>	Sessions with industrial stakeholders and pitch session
<b>July - November</b>	Open Innovation Workshop with industry stakeholders to develop further collaborative projects. Visit in Finland

**Note: The visit to Finland will take place in November with cohort 2.**

### Phase 3 – Acceleration: Go to Funding

- Dates: April - September 2026
- Pitch deck structuring for investors
- Funding track record and needs assessment
- Design project idea
- Identification of collaborative project idea partners
- Output: 10 -12 tailored pitch deck, 5 pitch sessions with investors/ startup; collaborative project ideas for the best solutions in the cohort; finding project partners and funding opportunities

Date	Topic
April	Funding track record and needs assessment
May	Financial hypothesis validation Start to structure potential collaborative project ideas
June	Pitch deck structuring Identification of collaborative project idea partners
July	Investor readiness self-check Follow up and tracking of collaborative project idea
August	Pitch rehearsal session Follow up and tracking of collaborative project idea
September	Follow up and tracking of collaborative project idea

Exact dates per cohort – please see spreadsheet overview.

**Note: The programme may be subject to modifications.**