



# D5.2 PARSEC Regional Workshops Report

WP5 – Supporting Services to Beneficiaries

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# Executive Summary

Following report; *D5.2: PARSEC regional workshops report*, summarizes insights and results gained from the PARSEC Bootcamp for 1<sup>st</sup> stage beneficiaries, who are the target group from the first cut-off of the Programme.

The H2020 project PARSEC – “Promoting the international competitiveness of European Remote Sensing companies through cross-cluster collaboration” aspires to build a cross-sectoral/cross-border ecosystem, whereby SMEs and innovative start-ups will gain access to **knowledge, technology, market and capital**. By providing access to these resources, PARSEC will concretely contribute to the establishment of new value chains bustling with innovative SMEs that can translate the large public investments and sector specific initiatives into applications and services meeting user needs and market demands.

Moreover, the document addresses the challenges faced during the implementation of a physical event and justifies the reasons for choosing an online alternative. According the eligibility criteria for 1<sup>st</sup> stage beneficiaries, the Bootcamp was a prerequisite for selected PARSEC beneficiaries as all 100 beneficiaries were obliged to attend. Additionally, the Bootcamp was one fundamental piece of the Training Programme for the 1st stage beneficiaries to support teams in the initial phase of their projects; coming from a vision or idea to a concrete business model that can be executed in the second stage.

Finally, the report introduces the online matchmaking approach offered to PARSEC beneficiaries in order to guarantee and maximise the possibility to create synergies that lead to the formation of cross-border and/or cross-sectoral consortium to apply for the second call.

# 1 Scope of the regional Workshops

The PARSEC Training Programme supports beneficiaries in developing their ideas to a concrete and customer-oriented business model. To support this approach, PARSEC consortium initially planned a set of services aimed to offer continuous support to the teams via online and face-to-face sessions (mainly in the frame of the Bootcamp and Matchmaking events).

## 1.1 Bootcamp for the 1st stage Beneficiaries

### 1.1.1 Online format

Once the 1<sup>st</sup> stage beneficiaries were selected, the PARSEC consortium organized one online informative session in the form of a webinar, held on the 3<sup>rd</sup> of March 2020, to present the Training Programme and explain the main scope of the PARSEC Accelerator services. This session was recorded and uploaded to the **1<sup>st</sup> stage beneficiaries' online Platform**<sup>1</sup> for further consultation and can be found [here](#). At this point, concerns about the feasibility of physically attending the mandatory Bootcamp were raised by some beneficiaries, taking in consideration the development of a global pandemic (COVID-19) affecting international mobility.

According to initial planning, the PARSEC Bootcamp should have taken place physically between the 27th and the 29th of March 2020 in Stuttgart, Germany. In the views of the above mentioned situation and the assessment of risking participation and thus eligibility criteria, the PARSEC Bootcamp for 1st stage beneficiaries was held completely online on Friday, 27th of March 2020 from 09:00 AM to 04:00 PM (GMT+01:00). In comparison with the physical Bootcamp, this online event did not restrict the number of representatives attending for each SME. To keep the event lively and the attendees interested, the online event focused on the most important elements of the previously scheduled event. The other planned activities, such as interactions with DIAS platforms providers or workshops with the EO experts were moved to smaller session organized in the weeks following the Bootcamp.

Due to the relevance of the Bootcamp within the scope of 1<sup>st</sup> stage training services, the main objectives of the format should still serve to:

- ✓ Connect PARSEC beneficiaries from different countries to develop synergies and learn from each other
- ✓ Support PARSEC beneficiaries in the matchmaking process and facilitate the building of consortia
- ✓ Build a sustainable community of PARSEC teams and coaches based on personal interactions during the event
- ✓ Deliver intensive coaching, workshops and talks to improve business plans of present teams and their pitching skills
- ✓ Introduce the beneficiaries to tools provided by PARSEC (Business Catalysts) and give them an opportunity to interact with the experts
- ✓ Provide first-hand support in case of questions concerning the PARSEC acceleration process and the Open Call 2

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<sup>1</sup>**PARSEC Hyperspace:** provides participants with useful information on the PARSEC acceleration process, including upcoming events and deadlines. Moreover, serves as an interactive stage where PARSEC beneficiaries can launch discussions, share views and connect with fellow founders from different countries.

## 1.1.2 Programme

### Part 1: Connect

The first part of the PARSEC Accelerator Bootcamp was strongly focused on entrepreneurs getting to know each other’s business ideas and to open their minds towards synergies, innovation and networking; as well as getting to know the basis of the Accelerator Programme and the supporting services put to beneficiaries’ disposal.

As the main goal of this first part was to foster teambuilding and exchange between teams, all 100 beneficiaries had the opportunity to pitch their ideas to their peers’ audience and were not evaluated for their pitches, as the session had only a matchmaking scope. Moreover, **pitching participation was mandatory to all beneficiaries in order to fulfil the eligibility criteria.**

#### Pitching Session

Scope: get an overview of beneficiaries’ project ideas.

Each SME had **1 minute** to present following this scheme:

- *Name of the Company*
- *Name of product/project*
- *Sector*
- *What is your project about?*
- *What are you looking for? (regarding OC2)*

Pitch presentations were divided in three (3) pitching blocks following alphabetical order (set in advance out of logistic reasons) and timely separated by healthy breaks.

# Name of the Company

Name of product / project

Fill in your sector



What is your project about?

Please fill in here, what your project is about (keywords)



What are you looking for?

Please fill in here what you are looking for - regarding OC2 (keywords).



Please fill in:

- Name of the Company/Person
- Name of product/project
- Sector
- What is your project about?
- What are you looking for? (regarding OC2)

Figure 1 - Pitch template for PARSEC Beneficiaries: online Bootcamp

Preparation done by the beneficiaries: sending one slide per team using the provided **template** slide and following nomenclature for the file: **PitchingBlock.PitchingOrder.SMEsName** by the set deadline (Wednesday, 25<sup>th</sup> of March 2020). Bootcamp facilitators merged the slides to facilitate the session.

Part 1 of the programme was structured as follows:

Hour	Session
09:00	Welcome & presentation of the agenda
09:15	Pitching session –Block 1 (34 teams)
10:00	Healthy break 1
10:15	Pitching session –Block 2 (33 teams)
11:00	Healthy break 2
11:15	Pitching session –Block 3 (33 teams)
12:00	PARSEC informative session
12:30	Q&As
12:45	Online Matchmaking via Brella & lunch break

Table 1. Online Bootcamp: Part 1

Presenters:

- Ms. Weronika Borejko – EARSC (Open Call 2 overview & Matchmaking)
- Ms. Carla Marquez – bwcon GmbH (Training Services Roadmap)

**Part 2: Learn & Prepare**

Informative presentations about business, technical and innovation topics addressed knowledge building and inspirational inputs for the PARSEC beneficiaries.

In addition to the inspirational Talk held by a European Space Agency (ESA) representative, Project Partners specialized in Business Catalysts had presentations to give participants an overview of the Earth Observation sector, its technologies, and to demonstrate the potential of the tools that will be at beneficiaries’ disposal during the second stage of the acceleration process.

Part 2 of the programme was structured as follows:

Hour	Session
14:15	Inspirational talk
14:30	EO & Business Catalysts
16:00	End of the Bootcamp

Table 2. Online Bootcamp: Part 2

Presenters:

- Mr. Frank M. Salzgeber – ESA
- Mr. Emmanuel Pajot - EARSC
- Mr. Peter Baumann - rasdaman GmbH (PARSEC Datacube)
- Mr. Giannis Nasiopoulos / Ms. Panagiota Syropoulou - Draxis (In situ Data Hub)
- Mr. Alfred Balcewicz - EVERSIS (eoMALL and eoPAGES)



Figure 2 - Overview of the online Bootcamp Programme

### 1.1.3 Organisation

As part of the preparations for the online Bootcamp, the responsible partners built a brief document called: *“Guidelines to prepare and implement the online Bootcamp”*, which was then distributed to all PARSEC consortium members. The referred document contained two main blocks: preparation and implementation, as follows:

#### 1. Preparation

##### a) Registration

Registration link: <https://venture-dev.com/webform/welntdftlwA6fkOQ/>

Zoom login link and password

##### b) Preparation of the Content

- The speaker should prepare a few slides and will be in control of his presentation by sharing his screen. If yes, he will have to share his screen and go through his slides.
- The speaker should not exceed their previous delimited time

##### c) Technicalities

- **Platform: Zoom** (License and Large Meeting Add-On –up to 500 participants-)
- **Organizer (Host): bwcon**  
Will be managing all the technicalities of the platform and hosting the meeting. Tasks: mute/unmute people, share pitch-slides for the pitching session, record pitching sessions, general coordination of the whole session

#### 2. Implementation

- a) **A technical test** will be held before the live session in order to test sound/webcam/presentation (1 hour before the session is open)



**b) General Rules**

Microphone and camera OFF for all participants. When speaking turn ON the camera and microphone

**c) Introduction (Moderator)**

-Short introduction about the PARSEC Accelerator and the aim of the Bootcamp  
-Agenda Overview

**d) Pitching session**

-We will call companies and not participants  
-Each company has one (1) minute to present with its previously sent pitch-slide. No exceptions to extend this time  
-All teams are comply to present and we will make this clear from the beginning  
-We will record the 3 pitching sessions. This is to be communicated as well

**e) Communication**

-A group photo will be taken during the Info session (12:00). Only in this moment, we will ask ALL participants to turn ON their cameras  
-We will ask them to use the Hashtag #100Parsec to share this on Social Media

**f) Questions & Answers**

Participants are able to type their questions in the Chat window. EVF & bwcon will support the task of sorting and selecting questions.

Hour	Topic	Presenter	Slides	Comment
9:00	Welcome & Presentation of the Agenda	@Weronika: basic rules @Valentina: rules for the pitching session & exercise (mute-unmute)	yes	@Weronika will share her screen (including a slide for @Valentina)
9:15	Pitching Session Block 1 (34 Teams)	Beneficiaries	yes	@Valentina is moderator of the session and @Lara is in control of the pitching slides (will share her screen)
10:00	Healthy Break			
10:15	Pitching session Block 2 (33 Teams)	Beneficiaries	yes	@Valentina is moderator of the session and @Lara is in control of the pitching slides
11:00	Healthy Break			
11:15	Pitching session Block 3 (33 Teams)		yes	@Valentina is moderator of the session and @Lara is in control of the pitching slides
12:00	PARSEC Info Session	@Weronika (OC2 overview/Matchmaking) @Carla (Training Services Roadmap)	yes	
12:30	Q&A	@Weronika (general/matchmaking) @BIOS (eligibility, payment)		Unanswered questions during this time will be answered via chat by EVF

		@Carla (Business Training)		Get together: photo moment is here
12:45	Matchmaking Sessions via Brella & Lunch Break			@Weronika will check at this point that all following speakers are online before the session
14:15	Inspirational Talk	Frank M. Salzgeber, ESA	yes	
		14.30 - Introduction (EARSC) 14.50 - Big Data Toolbox (rasdaman)		
14:30	EO & Business Catalysts	15.10 - In situ Data Hub (Draxis) 15.30 - eoMALL and eoPAGES (Eversis) 15.50 - Q&A/technical buffer	yes	Every presenting partner will have their own slides and share their screens.
16:00	End of the Bootcamp			

Table 3. Online Bootcamp agenda (internal)

### 1.1.4 Communication

As the format of the PARSEC Bootcamp was changed from onsite to online, clear communication guidelines needed to be disseminated to 1<sup>st</sup> stage beneficiaries. The first step was creating a dedicated Email account<sup>2</sup> to address communications regarding training services for beneficiaries in the scope of WP5, which includes the Bootcamp.

Previously, PARSEC beneficiaries received, as part of a welcoming mail, a document called “Travel Kit”, which included relevant information to plan their trips to Stuttgart. The kit included: basic information about the city, arrival and transportation to the venue, 3 day-agenda and accommodation suggestions with PARSEC’s special booking code and responsible partner contact’s information. At this stage it was also communicated that in order to support beneficiaries in the teambuilding process, the PARSEC Accelerator would organize 4 onsite and 2 online matchmaking events to meet other PARSEC beneficiaries and/or potential partners from outside of the PARSEC ecosystem.

After the official cancellation of the onsite event<sup>3</sup>, the travel kit document was substituted by the “online Bootcamp guidelines” that included:

- The final 1 day-agenda
- A reminder about mandatory participation in the online event
- Registration process, including online registration form with [terms of participation](#)
- Information about the pitching sessions: scheme and requisites
- Overview of the follow up sessions in the framework of the training services for 1<sup>st</sup> stage beneficiaries
- Contact and support information details

<sup>2</sup>hyperspace@parsec-accelerator.eu

<sup>3</sup>Re: **The cancellation of the physical event “PARSEC Bootcamp”**. Official document issued by the European Association of Remote Sensing Companies in Brussels, Belgium, the 11th of March 2020 and distributed to PARSEC’s 1<sup>st</sup> stage beneficiaries via email.

All Presentations from the online Bootcamp, the pitching-slides from the 1st stage beneficiaries, guideline documents and recordings are available for further consultation in the helpful documents section of the PARSEC Hyperspace.

### 1.1.5 Impressions

Excluding project partners from the PARSEC consortium and one external presenter from ESA, the PARSEC Bootcamp for 1<sup>st</sup> stage beneficiaries had 166 online registrations<sup>4</sup>. Furthermore, all 100 participants complied with the requirement of presenting their companies within the pitching setting.



Figure 3 - Overview of the online Bootcamp participants

Bootcamp Recordings:

Part 1: <https://nextcloud.bwcon.de/s/PQw5Ndk9q28HsaS>

Part 2: <https://nextcloud.bwcon.de/s/oaHYE2JrRsNA3DN>

Part 3: <https://nextcloud.bwcon.de/s/Tb9oLLKHwcQBCxz>

Part 4: <https://nextcloud.bwcon.de/s/ZPyLwYRNjdHG5gr>

Additionally, an official communication was published on the PARSEC Accelerator website, comprising and overview and impressions of the online event to support WP6: Dissemination & Sustainability. Link to the article: <https://parsec-accelerator.eu/2020/04/10/parsec-bootcamp-brought-together-100-innovators-to-launch-their-ideas-in-the-first-stage-of-the-accelerator/>

### 1.1.6 Lessons learned

Overall, the session ran efficiently and without any technical incidents. Healthy breaks provided needed recesses between larger blocks, especially during the 3 pitching sessions, as they demanded a higher level of awareness from all beneficiaries to follow up.

Additionally, agenda-sticking and moderation ensured a “red thread” and structure throughout the whole event.

Regardless of the circumstance, the PARSEC Consortium tried to offer beneficiaries the key components of a 3-day Bootcamp, comprised in an online format that could essentially:

- ✓ Give PARSEC beneficiaries the opportunity to get to know each other and set the grounds for further collaboration

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<sup>4</sup>According to the registration data issued by the online platform Zoom

- ✓ Provide an overview of the PARSEC Accelerator services and access to Business Catalysts, technical and business development support
- ✓ Deliver Earth Observation inspiration through a top guest speaker
- ✓ Assure participation for eligibility criteria compliance

In order to fit the programme in this setting, some topics were subsequently neglected out of the format, but will be partially or fully covered as part of the current training services for 1<sup>st</sup> stage beneficiaries (i.e. Dedicated coaching sessions and first hand support regarding the PARSEC acceleration process and the Open Call 2) and future onsite formats (Networking events around investors), depending on further developments around physical restrictions.

## 1.2 Matchmaking

Formation of cross-border and/or cross-sectoral consortia of SMEs is at the core of the PARSEC Accelerator programme and a necessary requisite to apply for the next stage.

As building partnerships requires trust, the task for the PARSEC Consortium is to bring together as many 1<sup>st</sup> stage beneficiaries as possible in specific matchmaking formats. The purpose of these formats is to facilitate the exchange between participants in order to support them in finding suitable consortium members for the 2<sup>nd</sup> stage applications. The underlying goal was to have beneficiaries entering in dialogue about ideas, visions and potential collaboration spaces. Since other SMEs, from outside the PARSEC top 100, can join PARSEC beneficiaries in their 2<sup>nd</sup> stage applications, the matchmaking scope is open to both PARSEC beneficiaries as well as other ecosystem players.

In order to increase the impact of matchmaking activities, attracting a significant amount of attendees and to guarantee the biggest geographical diversity, matchmaking events should had been held either as physical onsite events or online, via conference call tools such as Zoom.

### 1.2.1 Online format

Initially, online matchmaking was derived from the principle that geographic distance should not pose an obstacle for participants and was foreseen to be offered as an additional service, since beneficiaries might have difficulties joining physical events far from their locations. Whereas the PARSEC Consortium pursued setting of locations for onsite events, the situation with regards to COVID-19 posed a monumental challenge to physical formats. In this sense, the matchmaking format was to be adjusted to fit parameters of the existing international setting and be moved away from physical events that were not allowed to take place during the Open Call 2 (April to June 2020).

### 1.2.2 Overview of activities

#### **Ongoing Matchmaking Space**

In order to provide an environment where networking conversations between 1<sup>st</sup> stage beneficiaries and aspiring applicants for the Open Call 2 could regularly take place, the PARSEC consortium decided to use Brella; a popular AI-powered matchmaking tool.

The tool allows all registered to see other participants and book 1-to-1 meetings with technology-suggested “best matches”. The suggestion is based on the creation of a short but comprehensive profile that includes keywords and interests to best match beneficiaries applicant’s needs. Setting up a profile requires just a few several steps summarized below:

- Step 1: Sign in to Brella using a web browser by clicking the link <https://next.brella.io/> or by downloading the free Brella App from Google Play or App Store.
- Step 2: Use the join code: **parsec2020** to access PARSEC ongoing Matchmaking Space
- Step 3: Create a profile.
- Step 4: Send requests to the people you wish to meet.
- Step 5: Accept, reschedule or decline your pending requests.

Initially, only the 1<sup>st</sup> stage beneficiaries received the invitation and instructions to join the Space. Afterwards, the dissemination to join and access the PARSEC ongoing Matchmaking Space was extended to external SMEs interested in participating in the second Open Call via multiple communication channels. External parties, non-PARSEC beneficiaries, are previously asked to fill out a [registration form](#) in order to comply with the [guide for applicants](#) and [general conditions of participation in PARSEC Matchmaking](#).

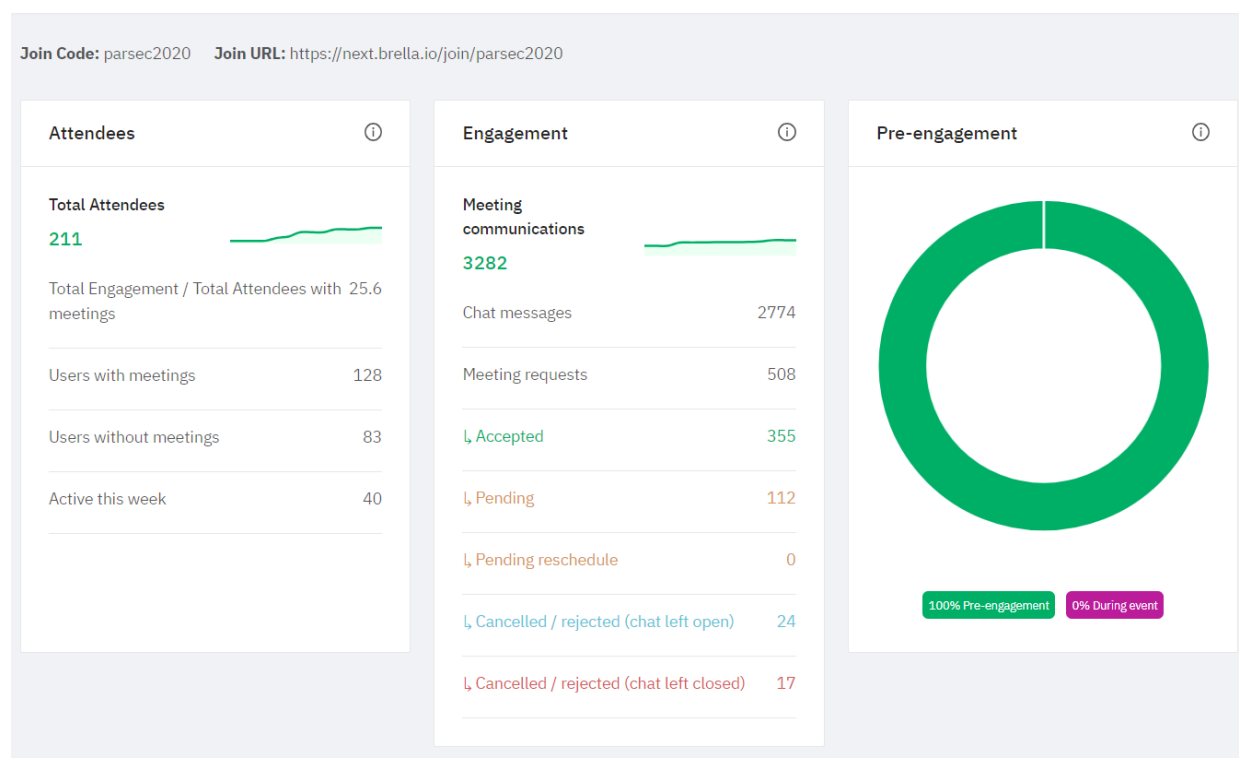


Figure 4 - Statistics of the ongoing Matchmaking Space

The ongoing event was launched during the online Bootcamp and will continue to be open until the end of the Open Call 2. Up to date more than 355 1:1 Meetings have taken place and 2774 messages between a total of 211 participants have been exchanged.

**Virtual Matchmaking Event**

This session was held on Tuesday, the 19<sup>th</sup> of May 2020 using Zoom and was open to all parties interested in joining the PARSEC Open Call 2. PARSEC Virtual Matchmaking Event had 66 online registrations that included a mix of external SMEs and PARSEC 1<sup>st</sup> stage beneficiaries.<sup>5</sup>

Only external SMEs had the chance to pitch their team/idea during the sessions. Thus, each session included short pitches followed by exchanges in the framework of “breakout sessions” divided by PARSEC’s main sectors. Moreover, out of timely reasons, the scope of the event was solely focused on

<sup>5</sup>According to the registration data issued by the online platform Zoom

consortia formation and therefore did not covered Q&A concerning the PARSEC process, 2<sup>nd</sup> stage applications and other general inquiries, as these were addressed in an [Info webinar](#) for the same target group.



Figure 5 – Dissemination of the virtual matchmaking event

In order to push consortia formation and engage participants to act quickly, an additional dedicated event was created in Brella **with some structural changes that allowed registered participants to book specific slots of time with potential partners.**

The platform was open for specific slot booking during the second hour of the virtual Matchmaking event. During the referred timeframe 39 Meetings took place and 233 messages between 59 attendees have been exchanged. The platform remains open to communication, should be further interest from current participants.

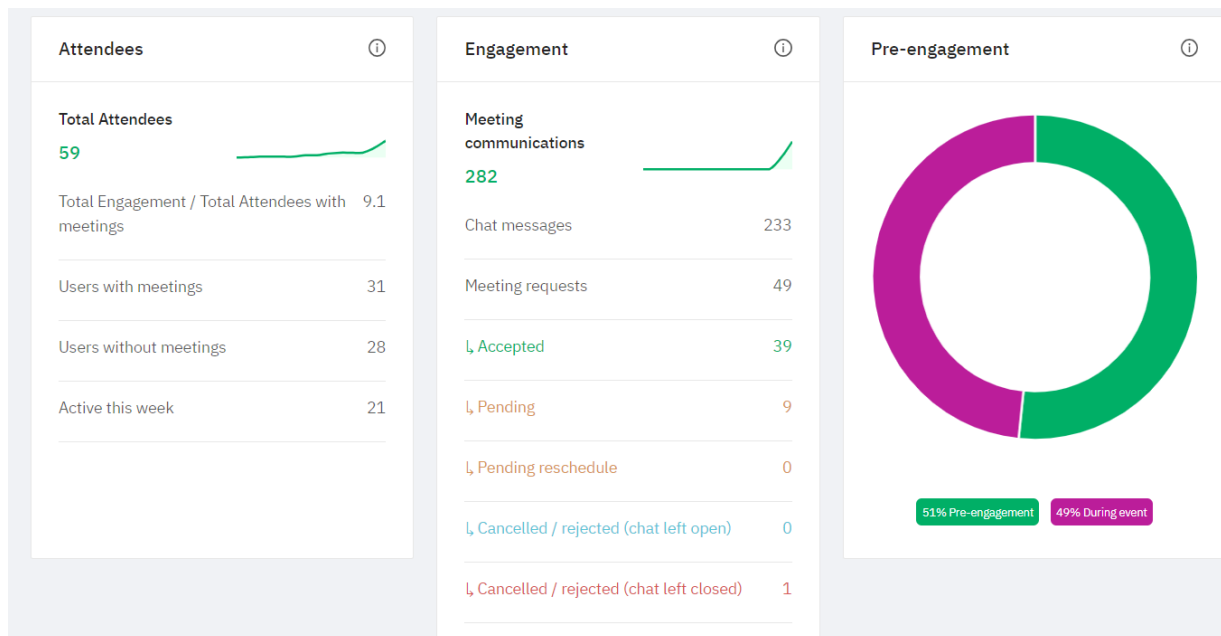


Figure 6 – Statistics of the Virtual Matchmaking Event

As part of the preparations for the virtual event, the responsible partners summarized the framework of the activity in a document called: “Guidelines to prepare and implement the PARSEC online Matchmaking event”, which was then distributed to the involved PARSEC consortium members. The referred document contained two main blocks: preparation and implementation, as follows:

## 1 Preparation

### a) [Formal Registration](#)

[Zoom Registration](#)

[Brella Registration](#)

### b) Technicalities

- **Platform: Zoom** (License and Large Meeting Add-On –up to 500 participants-)

- **Organizer (Host): bwcon**

Will be managing all the technicalities of the platform and hosting the meeting. Tasks: mute/unmute people (when necessary), managing sharing screen capabilities, coordination of break out rooms (setting timer, creating rooms, sending people and managing #100PARSEC and Partner requests).

## 2 Implementation

g) **A technical test** will be held before the live session in order to test sound/webcam/presentation (30 min before the session is open: 10:30 am ECT)

### h) General Rules:

–We will ask Participants to name themselves using the following nomenclature:

*First Name, Last name (Company Name)*

-We will encourage the use of the camera for all participants as of the matchmaking nature of this online event. When not speaking participants should turn off their microphone.

### i) Introduction (Presenter: EARSC)

-Short introduction (ca. 10 min) including: aim of the Matchmaking event, agenda and rules, basic matchmaking and eligibility criteria from PARSEC, Brella reminder.

### j) Pitching session (Moderator: bwcon)

-Each company has one (1) minute to present with its pitch-slide and will share their screens while presenting. No exceptions to extend this time.

-Speaker should not exceed its previous delimited time -> bwcon will be moderating the pitching sessions and controlling the time.

### k) Communication

-A group photo will be taken after the pitches (before sending participants to the break out rooms. This will also give time to Lara to setup the division. -> EVF will be coordinating this (making sure that the photo fulfills the criteria for further dissemination).

-We will ask them to use the Hashtag #ParsecMatchmaking to share this on Social Media.

### l) Breakout sessions

-Ca. 20 min: break out rooms divided in sectors. See Excel file, where externals are assigned to each room).

-#100Parsec are able to move freely between rooms. Before moving participants to the breakout room, we will ask #100PARSEC where they want to go. They will answer using the raising hand function.

**PARSEC Breakout Rooms and Moderators:**

- EO – EARSC
- Energy – AVAESEN
- Food – EVF
- Environment – EARSC
- Technology – bwcon

**Role of the moderators:**

- Start by **highlighting the scope and aim of the session:** *Identify a possible partner in the room*
- Invite 100 PARSEC to briefly present themselves** and what they look for (*take notes here so you can use this information to foster matchmaking*)
- Encourage active participation.** When necessary, push people to talk and engage: start conversations with questions and try to build linkages between external and 100PARSEC. When possible, address participants by their first name to encourage a trusting environment.
- Room for Q&As. **Try to focus the discussion in matchmaking and not eligibility criteria.** In case that many questions in this direction should appear, please address them briefly and invite them to read the guide for applicants carefully and/or write to our contact emails.
- Finish by **wrapping up the session trying to foster further contact.** You will have an overview of the time and a signalization from the Host (Lara) when time is running up.

Hour	Topic	Presenter	Comment
10:30	Rehearsal		
11:00	Introduction	Weronika	Clarify possible doubts and review attendance.
11:10	Pitching Session (20 Teams)	Carla (Moderator) External (Presenters)	
11:30	Picture time		
11:35	Breakout sessions	Partners	Lara is in control of #100PARSEC movement between rooms. She will also signalize when time is running out.
11:55	Wrap up	Weronika	Next steps in Brella
12:00	Matchmaking Sessions via Brella		
13:00	End of the Matchmaking official programme.	Externals with 100PARSEC	Participants can still “matchmake” via chat using Brella

Table 4. Virtual Matchmaking event agenda (internal)

Finally, as part of the PARSEC Consortium’s ongoing initiatives to monitor and track matchmaking and consortia formation, a [survey](#) to gather feedback from the virtual matchmaking event was sent to 1<sup>st</sup> stage beneficiaries.



## 2 Final remarks

Within the umbrella of the PARSEC 1<sup>st</sup> stage training services to beneficiaries, the designation of Regional workshops was foreseen to support beneficiaries in their journey through the PARSEC accelerator process.

In this sense, the initial approach for the PARSEC Bootcamp as a 3-day comprehensive program that included coaching, pitching sessions, inspiration talks and a get together with local investors was necessarily transformed into a compact but still comprehensive online format focused on building bridges between beneficiaries and the PARSEC ecosystem of partners.

In addition, the plan of having regional onsite workshops, with the purpose of creating matchmaking opportunities to bring together potential and existing PARSEC beneficiaries, was also adapted into a merely online format that still aims to support them in their final consortia-building towards the Open Call 2.

In order to achieve this ongoing task and due to the continue evolving situation, the PARSEC Consortium has adapted a flexible and agile mindset to successfully implement the project requirements while keeping accountability, timeframes and offering responsible support to the 1<sup>st</sup> stage beneficiaries. This is perceived as a key task for the PARSEC Consortium, which will continue to be carried out and fine-tuned until the 20<sup>th</sup> of June 2020.



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## Our Partners



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