D3.2 Report and evaluation of impact from cross-border KAM support

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Project: Boosting innovation agencies for bioeconomy value chains

Acronym: BIO-Boost

Funded by
the European Union

Document Information

Grant Agreement Number	101096150	**Acronym**		BIO-Boost
Full Title	Boosting innovation agencies for bioeconomy value chains			
Start Date	1st February 2023	**Duration**		24 months
Project URL	https://bio-boost.eu/			
Deliverable	D3.2 Report and evaluation of impact from crossborder KAM support			
Work Package	WP3			
Date of Delivery	**Contractual**	31.1.2025	**Actual**	31.1.2025
Nature	External Report	**Dissemination Level**		Public
Lead Beneficiary	CLIC Innovation			
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Document History

Version	Issue Date	Stage	Description	Contributor
D1.0	19.12.2024	Draft	Final draft prepared for review	Laura Turpeinen
D2.0	21.1.2025	Draft	Input received from partners	All partners
F1.0	27.1.2025	Final	Integration of input	Katarzyna Kowalska

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List of abbreviations

Abbreviation	Full name
PC	Project Coordinator
PC	European Commission
KAM	Key Account Management
UNI	Fundacja Unimos (UNIMOS Foundation)
LIC	Viesoji Istaiga Lietuvos Inovaciju Centras (Lithuanian Innovation Center)
FBCD	Food Bio Cluster Denmark
ITC	Inovacijsko Tehnoloski Grozd Murska Sobota
ONT	Asociación Clúster Granada Plaza Tecnológica y Biotecnológica - onTech Innovation
B4C	Bioeconomy for Change
PIC Network	Plant InterCluster Network
NCBR	Narodowe Centrum Badań i Rozwoju (National Centre for Research Development)
CLIC	CLIC Innovation OY
DIH	Digital Innovation Hub
EDIH	European Digital Innovation Hub
COSME	COSME
H2020	Horizon 2020
WP	Work Package
HE	Horizon Europe
RIA	Research and Innovation Action
RTO	Research and Technology Organization
SME	Small and Medium Enterprise
EU	European Union

Executive Summary

The BIO-Boost project aims to boost innovation agencies for bioeconomy value chains. This goal will be achieved by interconnecting European innovation ecosystems and increasing the latent potential of the participating innovation agencies, to learn from leading innovator regions, and to cement this knowledge and experience in the organizations. The project focuses also on building and expanding networks, expanding the cooperation and enlarging the participation of more diverse innovation stakeholders and territories to existing successful initiatives in the field of bioeconomy.

The present report *Evaluation impact from cross-bored KAM support* has been prepared within the **WP3 Cross-border SME support** that aims to develop cross-border relationships more rapidly between the consortium partners and maximize the innovation potential of client SMEs within the partner ecosystems. The report will provide quantitative evaluations of the cross-border KAM support activities through a progressive time-banking concept, and a qualitative assessment of their success supplemented by ex-ante and ex-post questionnaires and feedback from stakeholders.

1 Evaluation of impact from cross-boder KAM support

1.1 Background

1.1.1 Project context

Funded under the call HORIZON-EIE-2022-CONNECT-01-01, the BIO-Boost project is an ambitious, multidisciplinary and collaborative European initiative dedicated to enhancing innovation agencies for bioeconomy value chains. BIO-Boost runs from February 2023 to January 2025 and will work along the entire agriculture, bioresources and food value chains (known as bioeconomy) - a key European focus, vital for future prosperity and sustainability.

Project activities will benefit society in terms of green, digital and social transition, while ensuring economic development across Europe, narrowing the digital and bioeconomy divides. BIO-Boost involves activities such as peer-to-peer learning, study visits, and staff exchanges, to strengthen ties within the partnership and with the wider regional innovation ecosystems. These ties will be further solidified through hackathons (160 organizations involved), direct SME support on innovation management (24 crossborder KAM cases), and assistance to SMEs that are looking for financing for innovation projects. Over 450 SMEs will be connected to the project, which will also cooperate with 20 other innovation ecosystems.

1.1.2 Project objectives

The overall objectives of the BIO-Boost project are to increase the latent potential of the participating innovation agencies, to learn from leading innovator regions, and to cement this knowledge and experience in the organizations, building and expanding networks, expanding the cooperation and enlarging the participation of more diverse innovation stakeholders and territories to existing successful initiatives in the bioeconomy, including agri-food, forestry, bio-based chemicals, materials and products, and bioenergy.

1.1.3 Project partners

BIO-Boost project is implemented by a multidisciplinary partnership of eight partners from seven European countries. Together, BIO-Boost partners represent over 1835 European innovation actors, including SMEs, start-ups, RTO, public bodies and other ecosystem stakeholders that will be engaged in the BIO-Boost activities.

- **Food & Bio Cluster Denmark (Denmark)** - national cluster organization within food and bioresources in Denmark, with more than 400 members including startups, SMEs, established companies, knowledge institutions, municipalities, regional authorities, investors, and other public institutions;
- **UNIMOS (Poland)** – network organization and coordinator of AgroBioCluster that represents a boutique, purpose-driven constellation of trusted partners that works both physically and digitally to speed up the development of innovations, international expansion, and interconnections across and along Europe and with Latin America.
- **Lithuanian Innovation Centre (LIC)** – organization that consolidates the interests of business, science, politics and society and for more than 25 years has been providing innovation support services to businesses, research and study institutions, Lithuanian business associations, and business support organizations, promoting the development and marketing of new products

and integrating the potential of Lithuanian innovation support entities into international value chains.

- **ITC - Innovation Technology Cluster (Slovenia)** - regional technology transfer intermediary, innovation centre, and business support cluster, with interdisciplinary experts having strong international references, a network of institutions, and extensive experience in conducting EU-funded projects and other projects focused on rural development;
- **onTech Innovation (Spain)** – cluster and Digital Innovation Hub gathering almost 800 members and focused on innovation, training, employment, and entrepreneurship in the fields of technology and biotechnology in Spain and the EU;
- **Bioeconomy For Change (France)** - the reference network for the bioeconomy in France, Europe and internationally. It counts with a team of 35 specialists that serve more than 500 members, from upstream agricultural activities through to the commercialisation of finished products;
- **The National Centre for Research and Development (NCBIR -Poland)** - a Polish Centre that works as an executive agency that supports and develops innovative technological and social solutions, creating an ecosystem of knowledge about, and information on, innovation from 2010;
- **CLIC Innovation (Finland)** - non-profit company based on a public-private partnership model. CLIC is aimed at building new services, innovations, and research projects to address systemic sustainability challenges through co-creation processes and tools.

Figure 2: BIO-Boost project partners

The consortium has a strong project portfolio, as well as access to large and important networks, which will facilitate the planned activities, including recruitment of innovation ecosystem partners, and SMEs.

Six of the partners are active clusters, engaged in the European Cluster Collaboration Platform (ECCP) which gives the opportunity to directly contact other clusters via the platform (including social clusters), and via specific cluster focused events. Two partners - FBCD and LIC- are also strongly anchored in the Enterprise Europe Network, which is the European Commission's official SME network supporting business and innovation, with 600+ organizations representing 60+ countries, including all EU, and neighbouring regions and EU accession countries. Three partners - CLIC, B4C and FBCD - are full members of the Bio-based Industries Consortium (240 industry members - 38 large companies, 44 SMEs, 19 regional clusters that represents an additional 140 SMEs) and 165 associate members, including RTO, universities, European associations and organizations, Technology Platforms (ETPs), public institutions, regional organizations and private banks), which gives access to a huge range of

cross-border expertise within the bioeconomy, and multiplication opportunities across the entire European region. Additionally, three partners (ONT, LIC and ITC) have status of Digital Innovation Hubs and EDIH with both geographical and sectoral coverage.

1.2 Introduction to cross-border KAM Service

To form cross-border relationships between partners and client small and medium-sized enterprises (SMEs), the consortium partners aimed to develop and offer cross-border key account management (KAM) services, and to mutually support the clients of the partner organizations. The objective was to support SMEs and start-ups with ambition, growth potential and the requisite skills and to maximize their innovation, benefiting in terms of increased market access, reduced costs, improved product development, and so forth. SMEs would be recruited from within the consortium's membership networks, supplemented where necessary by multipliers such as the Enterprise Europe Network and other clusters. The full list of the partner's innovation ecosystems is described in D1.1 – Report on innovation ecosystems.

Each of the partners (except NCBR) allocated 1-2 people, who operated as a key account manager during the project to help innovative SMEs and start-ups. The KAMs received specific training in order to nurture the relationship with key clients, and help the SME develop and grow over time. The training was offered within the partnership via peer-to-peer (P2P) methods during the project to help SMEs through their bioeconomy innovation processes. KAMs were expected to understand the company's short and long-term goals and help build a strategy to achieve this. If the KAM could not resolve the company's problems, they could support by identifying relevant internal and external support actors, including other innovation agencies, consultants, investors, foundations, social innovators, civil society organisations, NGO's including women-in-business groups etc. and bring them into the dialogue.

A key feacture of the KAM service was to leverage the relevant skills and networks of KAMs from another partner organisation and region to offer high-quality guidance to SMEs. This cross-border KAM work enabled the partner organisations to observe new methods and processes, and learn from each other regional ecosystems. The goal was for 24 cross-border KAM agreements to be made during the project, where KAM from one organisation support the innovation process of a company from another region.

1.2.1 Timebanking

A time recording method was developed in the early stages to efficiently track the KAM support services throughout the project. The consortium piloted a progressive concept called the cross-border KAM timebank, which is a reciprocity-based work trading system in which hours are the currency. The administrative burden of engaging with the publicly funded cross-border KAM at international level was seen as a considerable barrier limiting the full potential of cross border growth of EU SMEs that need fast and flexible services from anywhere in EU. Unlike the market, the timebanking valued all hours equally: 1 hour of time = 1 time credit, irrespective of the person's status, salary or role.

As an example, with time banking, a cross-border KAM in Lithuania with one skill/experience set can bank and trade hours of work with EU SMEs for equal hours of work from a cross-border KAM in another country with another skill/experience set. The timebanking record from the KAM service is presented in Annexe 1.

1.2.2 KAM Innovation Services Portfolio

The consortium identified a range of services that could be provided by the KAMs from the partner organizations. The service portfolio provided by the BIO-Boost cross-border KAM is listed below.

- **Ecosystem services:**
  - Community building
  - Strategy development
  - Ecosystem learning
  - Project development
  - Lobbying
- **Technology services:**
  - Technical support on scale-up
  - Provision of technology infrastructure
  - Testing and validation
  - Technology transfer
- **Business services:**
  - Incubator / Accelerator support
  - Partner search
  - Access to finance
  - Skills and Education
  - Business model innovation
  - Living Lab
- **Twin transition services:**
  - Digital audits
  - Sustainability audits
  - Sustainability strategy development
  - EU taxonomy consulting
- **Internationalisation services:**
  - Networking & Events
  - EU Funds and services
  - Project preparation services

2 Progress description

2.1 Selecting SMEs into the KAM Service Programme

Selecting companies that will be served as key accounts under the BIO-Boost KAM services was based on several, clearly defined factors. KAM services were targeted to relevant SMEs with international potential, that operate in a high-growth sector (preferably bioeconomy industry), have the potential to drive future growth and have a strong potential for building long-term relationship with the key account manager. BIO-Boost prioritized SMEs that are directly working on bioeconomy sectors such as forestry and feed, includes companies that produce bio-based products or services, as well as those involved in the sustainable management of natural resources. The service was also offered to companies that use bioeconomy outputs, such as agricultural residues, wood waste, or other bio-based raw materials, as feedstock for their products or services, as well as companies that have the potential to improve technologies or processes in the bioeconomy industry. In addition to the sectoral

fit, the SMEs were also selected based on the commitment of their team, their capabilities for innovation and growth, and regional fit.

In terms of methodology, the SMEs were selected first through an open call posted on the official project website, which allowed SMEs to register their interest by filling out a registration form. Further, the BIO-Boost partners actively sought out potential SME candidates by attending thematic events, trade shows, and other relevant occasions. SMEs identified by partners were approached directly and invited to complete the registration form. Once SMEs express interest in the program by submitting the registration form, their information was reviewed and evaluated based on the pre-determined criteria. The final selection of SMEs was made by a project committee consisting of experts and representatives from the consortium partners to ensure a fair and transparent selection process. A total of 300 SMEs were screened during the project for relevance to this service, with 87 SMEs ultimately selected to receive KAM services. Of these, 28 SMEs benefited from cross-border support provided by one or more international BIO-Boost consultants, further enhancing the program's reach and impact.

The full SME recruitment selection criteria and methodology is described in *D3.1 Selection criteria for SME recruitment to the programme.*

2.2 Pitch to Scale Sessions

Additionally, BIO-Boost arranged dedicated sessions for SMEs to present their project ideas to the consortium partners and access to the KAM service. This was the goal of the BIO-Boost Pitch to Scale -events: to offer a platform for promising SMEs and/or startups to share their business cases or projects with KAMs in the BIO-Boost partnership who are committed to providing cross-border business support or finding suitable partners for their clients. The sessions were not competitive but explorative, as all participating companies will receive our support. The Pitch to Scale -events were held online on the 20th September 2023, 13th November 2023 and 20th March 2024. Each session was designed to be highly focused and efficient, with speakers given a maximum of 5 minutes to pitch their profiles, followed by up to 5 minutes for questions and discussions with KAMs.

Participants were encouraged to structure their pitches around key information, including:

- A general presentation and their years of activity.
- A description of their products, services, or technologies.
- The novelty or unique aspects of their offerings.
- Their main targets and goals for the upcoming year.
- Current needs or challenges, and the type of services or support they were seeking.
- Questions they had for the BIO-Boost partners.

The three Pitch to Scale sessions were thematically organized to align with the core areas of the BIO-Boost project:

1. SMEs directly working in bioeconomy sectors.
2. SMEs utilizing bioeconomy outputs.
3. SMEs developing innovative methods for producing bio-based products or services.

This structure ensured that KAM support providers could deliver specialized assistance and pose sector-specific questions to SMEs. To enhance the quality of support, SMEs were required to submit

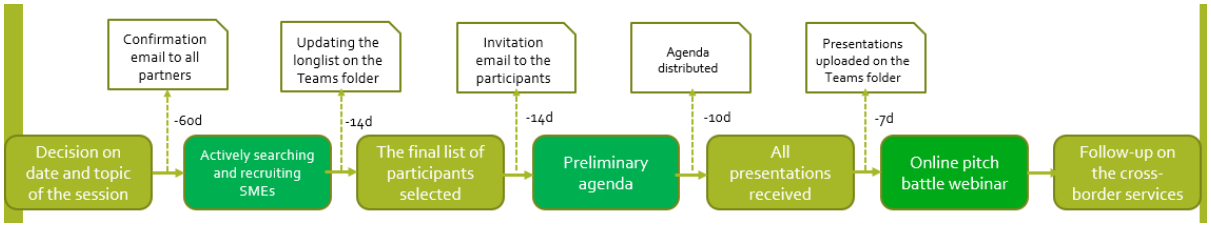
their presentation slides in advance. This allowed BIO-Boost consultants sufficient time to prepare tailored advice and recommendations.

Each Pitch to Scale session required approximately 60 days of preparation, encompassing the following steps:

- Selecting a date and topic for the session.
- Actively recruiting and engaging with relevant SMEs.
- Finalizing the list of participants.
- Drafting a preliminary agenda.
- Collecting and reviewing all presentations in advance.
- Following up on the provision of cross-border services post-event.

By maintaining a structured approach and focusing on sector-specific challenges, the BIO-Boost Pitch to Scale events successfully facilitated meaningful interactions, driving value for participating SMEs and contributing to the overarching goals of the project.

Figure 3: The steps of pitch to scale implementation



In order to provide value and multiply growth opportunities, the KAM support services were also offered through private consultations and linked to organized webinars, hackathons and other BIO-Boost activities.

3 Results from impact surveys

3.1 Ex-ante survey for SMEs

An ex-ante survey was circulated to the SMEs within each partner ecosystem to evaluate the progress of the support service and to evaluate the success of the program so far. Due to scheduling challenges and change of personnel within the partner organizations, the survey was relayed later in the project than anticipated and gathered too few replies to be considered for evaluation of the program's impact. For these reasons, this report places more emphasis on the ex-post survey, which evaluated the final feedback of the SMEs on the success of the program.

3.2 Ex-post survey for SMEs

The final feedback gathered from the SMEs who participated in the BIO-Boost SME support program is presented in Figures 3-11 below.

Figure 3: Range of bioeconomy sectors represented by the SMEs in the BIO-Boost KAM Service.

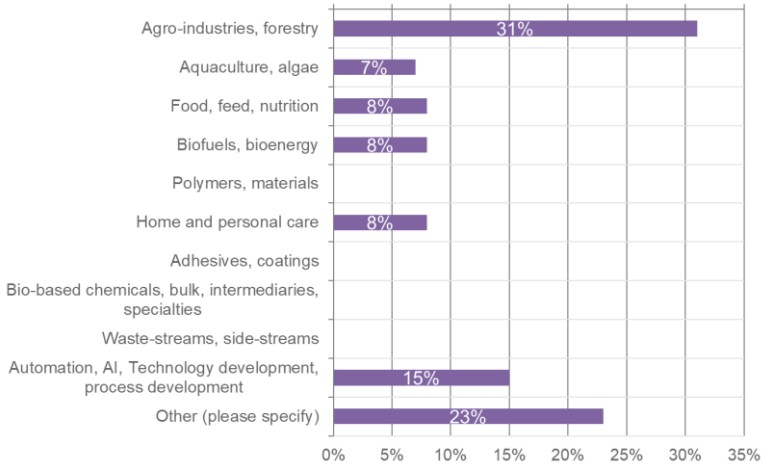


Figure 4: Goals of the SME participants in the BIO-Boost KAM Service.

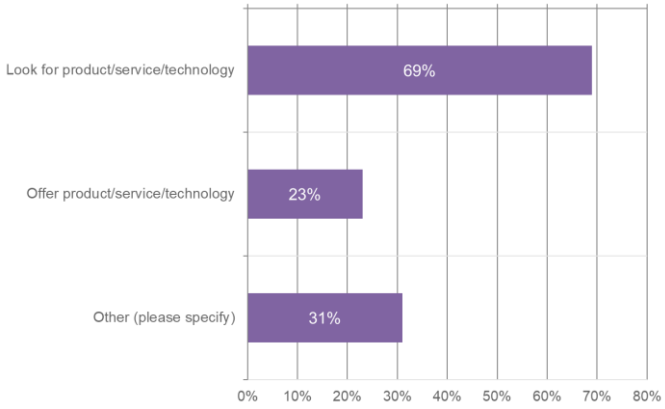


Figure 5: SME challenges or needs addressed through the BIO-Boost KAM Service.

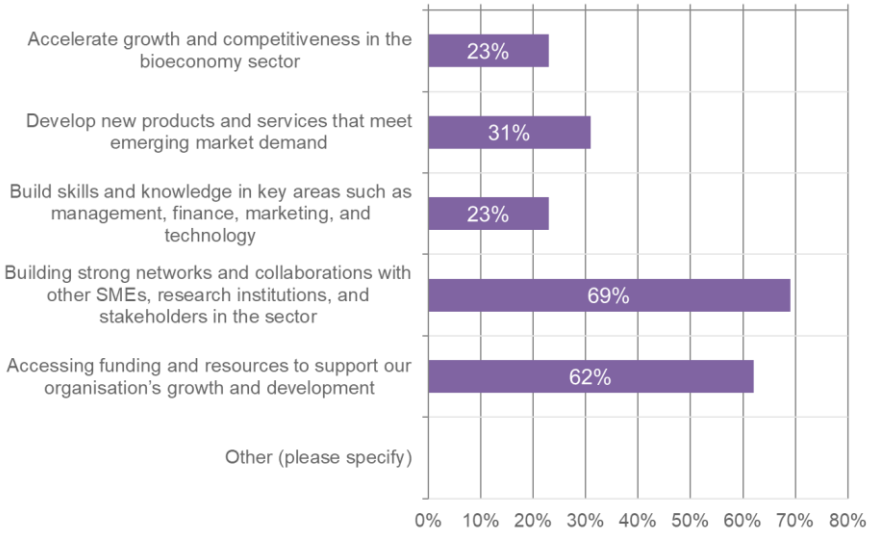


Figure 6: Customer Effort Score (CES) on the overall satisfaction rate in solving the SMEs' identified challenges through the BIO-Boost KAM Service.

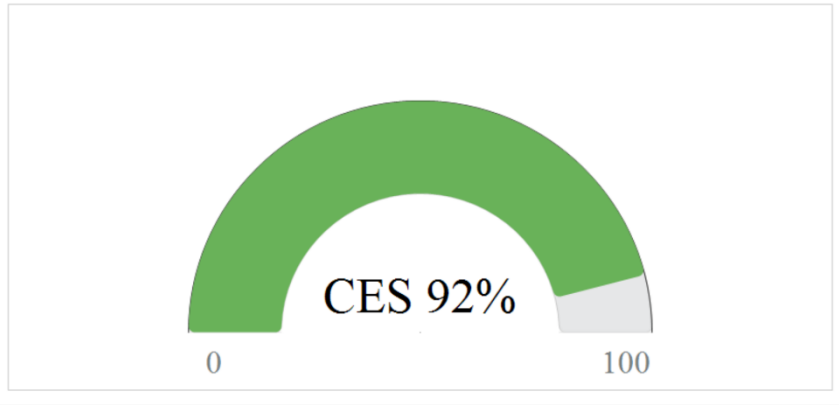


Figure 7: Overall impact of the KAM Service to the SMEs' organization.

Figure 8: KAM Service activities the SMEs participated in.

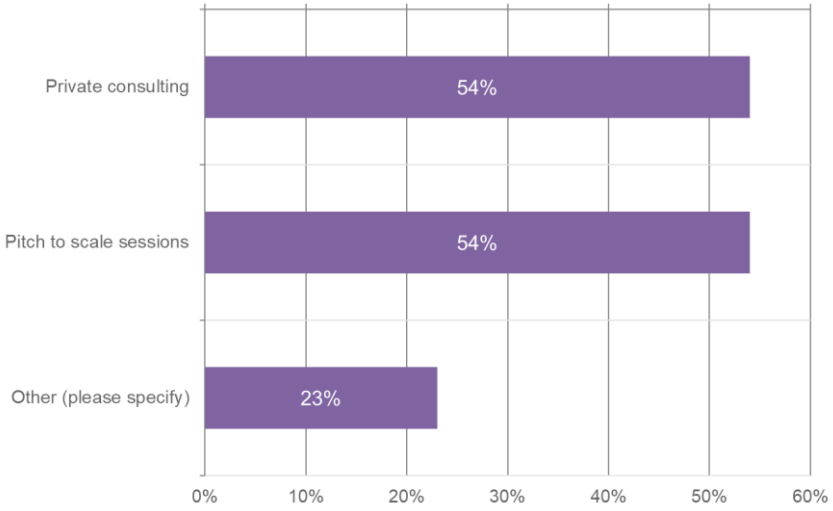


Figure 9: Types of KAM services that SMEs participated in during the BIO-Boost project.

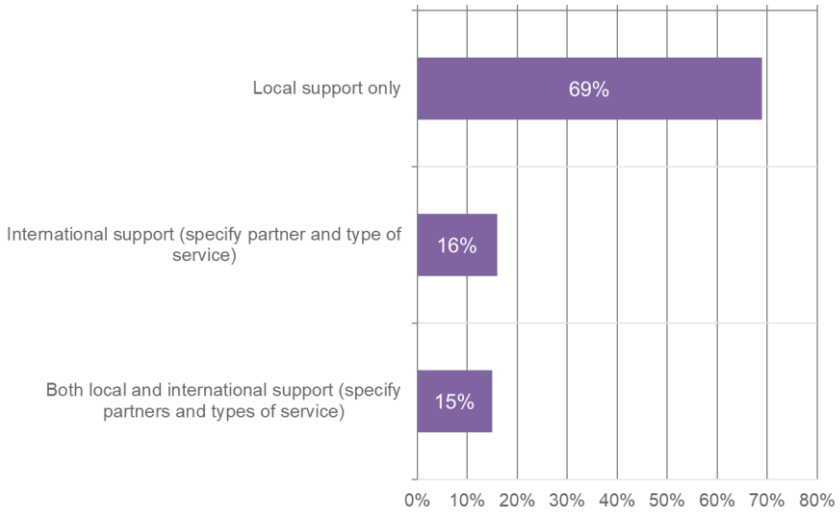


Figure 10: Evaluation whether KAM service participants saw a need for similar support activities for their organization in the future.

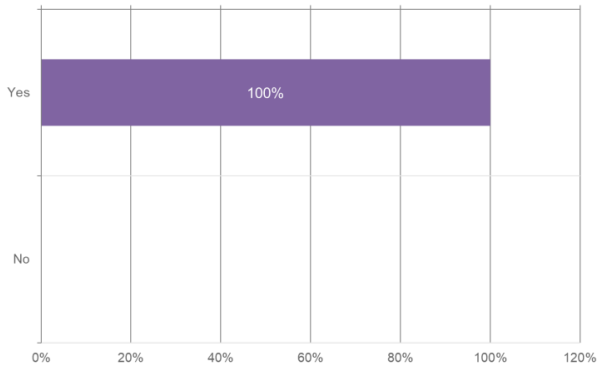


Figure 11: Evaluation whether KAM service participants recommend the support program to other organizations.

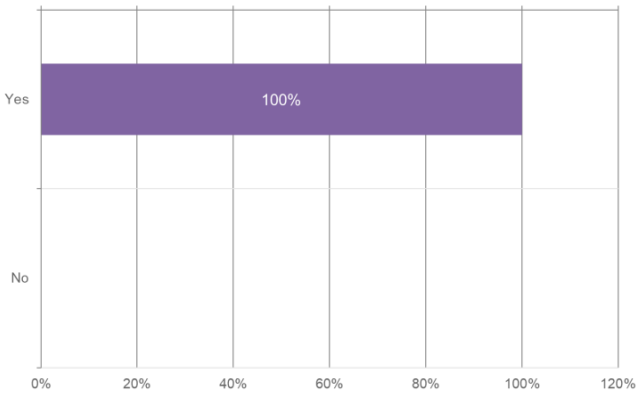
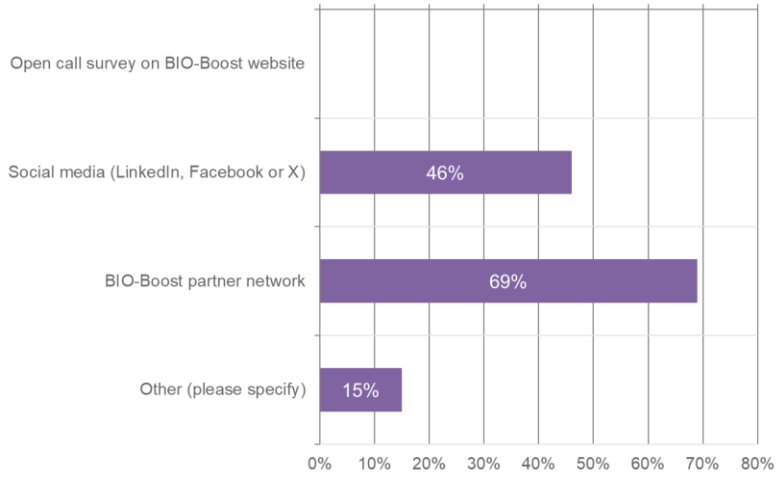


Figure 12: Channels through which participants learned about the BIO-Boost SME support program.



3.2 Ex post -survey for the BIO-Boost consortium

The final feedback gathered from the consortium key account managers and other representatives who participated in the BIO-Boost SME support program is presented in Figures 12-18 below.

Figure 13: Range of bioeconomy sectors represented by the BIO-Boost consortium in the BIO-Boost KAM Service.

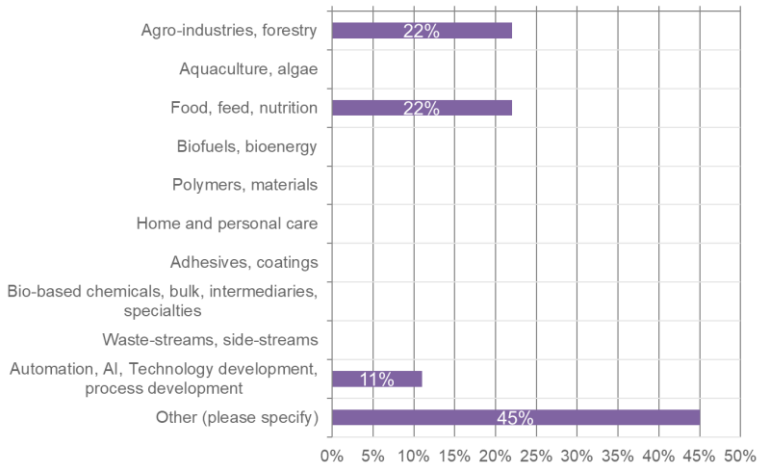


Figure 14: Customer Effort Score (CES) of consortium representatives on the overall satisfaction with the BIO-Boost KAM Service.

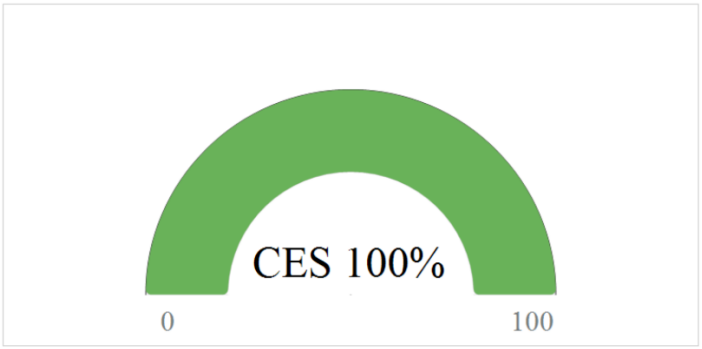


Figure 15: Results from the SME support activities in the consortium organizations.

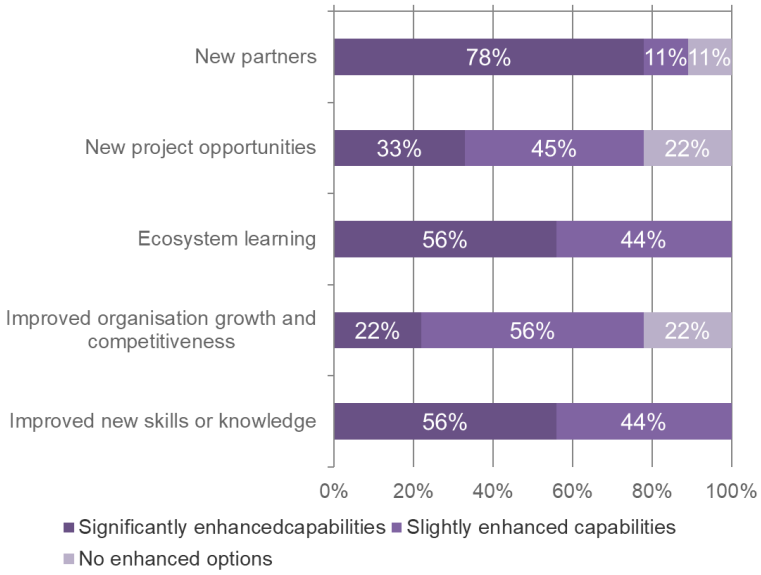


Figure 16: Best performing role of the consortium representatives for presenting the support to the SMEs.

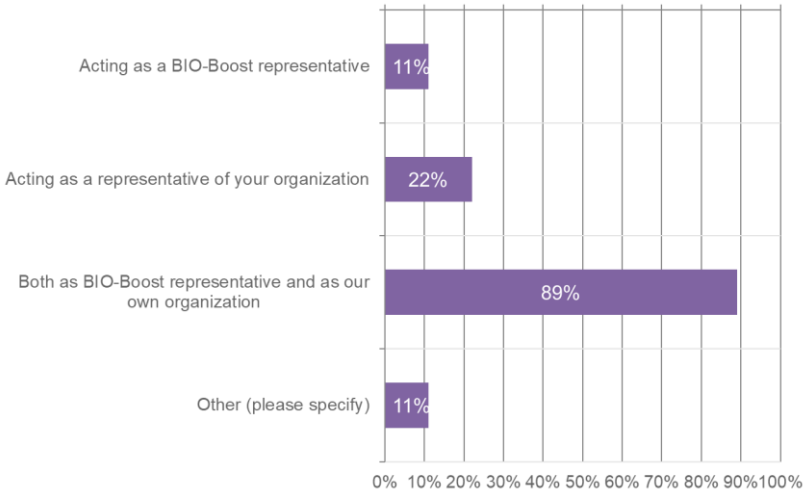


Figure 17: Channels through which SMEs arrived into the BIO-Boost KAM Service.

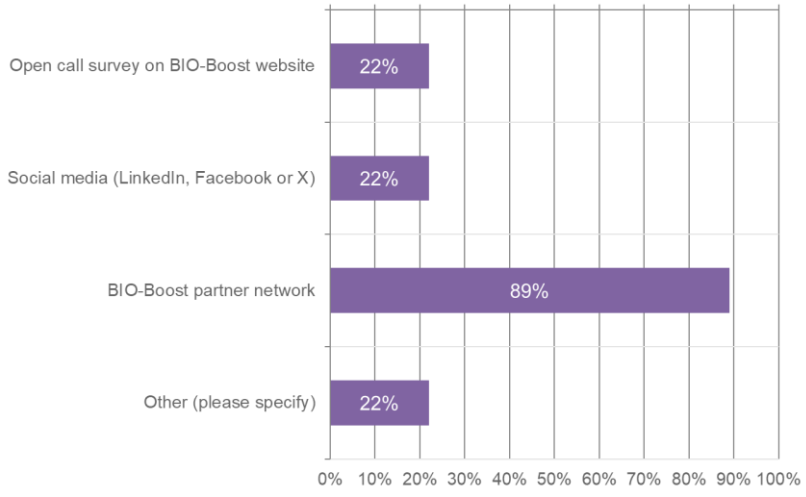


Figure 18: Evaluation whether consortium representatives saw a need for similar support activities for their organization in the future.

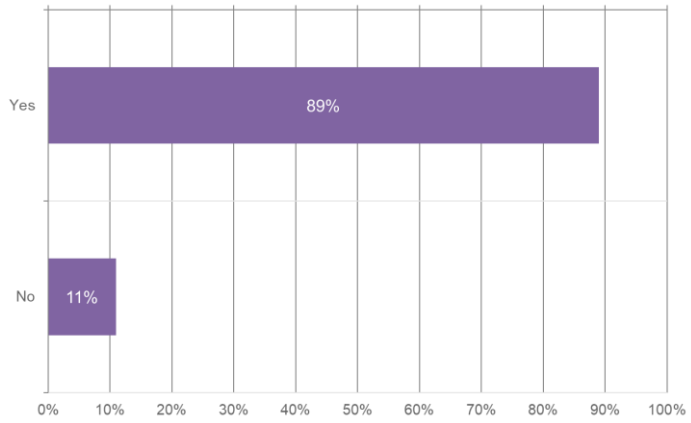
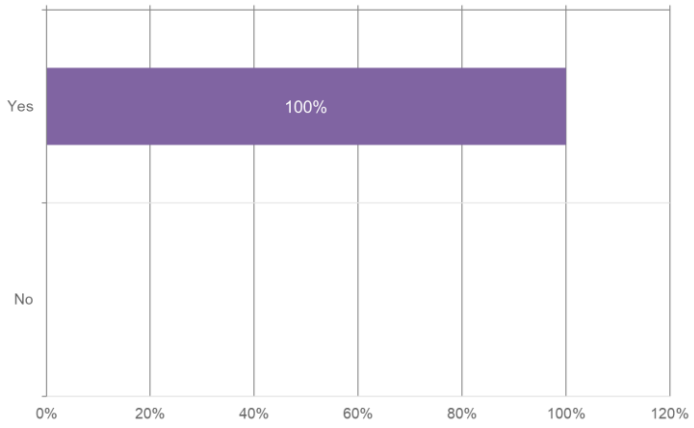


Figure 19: Evaluation whether consortium representatives recommend the KAM support program to other organizations.



4 Insights from the SME and consortium feedback questionnaires

The KAM support service offered by the BIO-Boost consortium provided an overall positive impact on the SMEs oranizations, as well as the consortium partners. Most SME's goal was to look for a specific product, service or technology which would advance their operations. Other goals included learning about potential funding opportunities and finding new business partners or customers. In fact, building networks and collaboration, as well as accessing funding and resources to support organization's growth were seen as the top two challenges faces by the SMEs. Through the 92% CES score of the SMEs we see that the KAM support service had a significant success rate in addressing these challenges. All SME responders also saw a need for similar services in the future, and all consortium representatives and SMEs would recommend the service to other organizations.

The BIO-Boost KAM support services reported to enhance the SMEs organization most significantly was in providing new funding opportunities, ecosystem learning and improved new skills/knowledge. The consortium representatives also reported that the greatest overall result for the clients was finding new partners and improving new skills/knowledge. This reflects the significance of the funding webinars and pitch-to-scale sessions, in which more information about funding sources was provided

to SMEs within the program and outside of it. Continuing the funding webinars or providing other expanded services on this topic could be beneficial to support bioeconomy innovators. Further, having access to the wide ecosystem networks and subject expertise of the BIO-Boost consortium may have supported the SMEs capabilities to find new partners and improved their competitiveness.

The industries represented by the SMEs was mostly matched by the industry sectors of the BIO-Boost consortium representatives. Here the largest industries represented by the BIO-Boost consortium Agro-industries/forestry; food-feed and nutrition; Automation, AI Technology development, process development. To these topics there was demand from the SMEs. The sectors of Aquaculture, algae; Biofuels, bioenergy; Home and personal care were represented by SMEs but not by the BIO-Boost consortium representatives. Other sectors represented by the SMEs included Water biotech, Brewing and fermentation. BIO-Boost consortium members identified their sector as Business support organisation; NGO / Business Support, which was a good service fit to the programme, and well poised to match the needs of the SMEs.

Acting as a representative of both the BIO-Boost project and as their own organization was seen as most impactful by the consortium representatives, which shows that the leveraging of their own expertise and network and that of the BIO-Boost project was beneficial to the success of the consulting service. Most SMEs participated in the KAM support service through private consultations or pitch-to-scale sessions, but also other webinars and hackathons, showing that offering a range of activities in the service portfolio proved beneficial. Additionally, most SMEs were reported to arrive at the KAM support service through contacts within the BIO-Boost network (89%).

4.1 Ideas for improvement

Consortium partners reported that the service leaned more into specific industry sectors than others due to the focus of the SMEs themselves, and so some partners engaged in the service more than others. This could be addressed by holding industry specific activities such as funding webinars, providing targeted support and efficiently leveraging each partner's ecosystem strengths and knowledge in a particular sector. Another advance for the service would be the possibility of conducting proof of concepts with the support from mentors and experts within the project consortium.

5 Conclusion

For the consortium, the survey feedback highlighted several key impacts of the KAM support service on participants. According to the consortium representatives, many SMEs appreciated the opportunity to expand their networks, connect with potential partners from industry and academia, and learn about emerging start-ups and innovations. The service provided valuable exposure to new funding opportunities, particularly within the Horizon program and the EU bioeconomy strategy, enabling participants to view innovation challenges and opportunities from a broader perspective. Working directly with SMEs across bioeconomy sectors such as agri-food and bio-based materials helped deepen understanding of their unique challenges and needs, including sustainability and production demands. The importance of trust and local partnership support was emphasized, especially in overcoming barriers like navigating local regulations for international collaboration. Overall, the service was seen as an effective platform for fostering cross-border connections, enhancing knowledge of market dynamics, and addressing SMEs' needs through tailored and collaborative approaches.

6 Recommendations to policymakers

Lessons learned from the implementation of Key Account Management (KAM) services highlighted both a need and a growth opportunity for small and medium-sized enterprises (SMEs) to simultaneously receive cross-border, time-efficient, tailored and tangible advisory support for their concrete challenge and/or development path. The insights from the BIO-Boost project underscore KAM's transformative potential, illustrating its capacity to support innovation and strategic growth and facilitate SMEs' internationalization in a rapidly evolving market landscape. KAM services turned out to be flexible and easily implementable tools that could be institutionalized within regional and national SME development programs.

The following points are encouraged to be considered in programs, projects and measures supporting European SMEs, where tailored support can significantly enhance SMEs' operational effectiveness and market competitiveness.

At cross-border level, the model of time-banking ensures equitable access to expertise and facilitates foreign expansion for companies that are both starting or experienced at international level. It is also easibly sharable and can be applied in other EU-regions with different levels of innovation development.

Promoting cross-border collaboration at different levels is vital. Programs and projects focused on boosting collaborations between innovation agencies - that act as orchestrators of KAM services - should be continued to organize, facilitate and deliver high-quality advisory services. Strengthening connections within the innovation ecosystem, such as partnerships among SMEs, clusters, and innovation agencies, will further promote collaborative innovation and shared learning.

BIO-Boost learnings also showcased that KAM services can be offered to both sector-specific portfolios, as well as cross-sectoral level, unlocking untapped potential of discovering new business, innovation and cooperation areas. This is especially important in boosting digital and green transition, where this kind of services can play a critical role in facilitating the adoption of digital tools and sustainable practices, aligning closely with the objectives of the EU Green Deal.

Regular measurement and evaluation of KAM service effectiveness should be also prioritised. Implementing ex-ante and ex-post easy-to-complete surveys may provide insights into service delivery and allow for refinements based on stakeholder feedback and performance metrics. This iterative approach would ensure that KAM services remain relevant and impactful.

Lastly, leveraging existing networks, such as the Enterprise Europe Network, Digital Innovation Hubs and the European Cluster Collaboration Platform, can be crucial for promoting the availability of KAM services and recruiting SMEs into these beneficial frameworks. Investing in continuous training and capacity building for KAM professionals would therefore enhance their expertise, equipping them to meet the evolving needs of SMEs in a dynamic business environment at regional and interregional level.

7 Annex I Time Banking Record

Organisation name	Company Name	Partner Name	Date	Days Earned*	Days Used	Notes/Comments	Time Balance
1. FBCD	UAB Nando	3. LIC	8/10/2023	2		UAB X was consulted by FBCD colleague And	0
	Quinoa Quality ApS		9/19/2023		2	Consulted during the pitch to scale session	
	BioRoots		9/19/2023		2	Consulted during the pitch to scale session	
	MBP Solutions		9/19/2023		2	Consulted during the pitch to scale session	
	UAB Hikos	3. LIC	9/24/2023	2			
	UAB Nando Droid	3. LIC	9/24/2023	2			
2. UNIMOS	Nazaries	5. ONT	4/10/2024	2		X was consulted by UNIMOS Katarzyna	0
	Celice	5. ONT	11/20/2024	2			
	Tadis	5. ONT	11/22/2024	2			
	Trevenque	5. ONT	11/20/2024	2			
	Athisa	5. ONT	6/29/2024	2			
	CptFarm	4. ITC	5/23/2024		2	ITC supported X in SUAVE proejct applicatio	
	Centrum Usług Dronowych	5. ONT	10/14/2024		2	Applied for cross-border support	
	Sanservea	5. ONT	10/15/2024		2	Consulted during/after hackathon	
	Ambioteco	5. ONT	10/15/2024		2	Consulted during/after hackathon	
	Ce Food	3. LIC	10/12/2023		2		
	Fotoacc	5. ONT	10/15/2024		2	Applied for cross-border support	
	SenseactiveTech	5. ONT	1/4/2024	2			
3. LIC	UAB Nando	1. FBCD	8/10/2023		2	X was consulted by FBCD colleague Anders S	-4
	Ce Food	2. UNIMOS	10/12/2023	2		LIC provided useful information about fund	
	UAB Hikos	1. FBCD	9/24/2023		2	X was consulted by FBCD colleague Anders S	
	UAB Nando Droid	1. FBCD	9/24/2023		2	X was consulted by FBCD colleague Anders S	
	SkyCol	4. ITC	8/7/2024	2		Consulted after pitch-to-scale event	
	Frutberry	5. ONT	10/16/2023		2	1st pitch to scale session	
4.ITC	Nazaries	5. ONT	1/4/2024	2		X was consulted by ITC and directed to Y	4
	SenseactiveTech	5. ONT	1/4/2024	2		X was consulted by ITC and directed to Y	
	SkyCol	3. LIC	8/7/2024		2	ITC recruited X to fudning webianar and pit	
	CptFarm	2. UNIMOS	5/23/2024	2		ITC supported X in SUAVE proejct applicatio	
5. ONT	Nazaries	4. ITC	1/4/2024		2	X was consulted by OnTech and connected v	-2
	SenseactiveTech	4. ITC	1/4/2024		2	X was consulted by OnTech and connected v	
	Frutberry	3. LIC	10/16/2023 10/10/2023	2		ONT consulted to the company X to provide	
	Sanservea	2. UNIMOS	10/15/2024	2			
	Ambioteco	2. UNIMOS	10/15/2024	2			
	Fotoacc	2. UNIMOS	10/15/2024	2			
	Centrum Usług Dronowych	2. UNIMOS	10/14/2024	2			
	Celice	2. UNIMOS	11/20/2024		2		
	Tadis	2. UNIMOS	11/22/2024		2		
	Trevenque	2. UNIMOS	11/20/2024		2		
	Athisa	2. UNIMOS	6/29/2024		2		
	Nazaries	2. UNIMOS	1/4/2024		2		
	SenseactiveTech	2. UNIMOS	1/4/2024		2		
6. B4C	Orpia Innovation	None	4/4/2024		2	3rd Pitch to scale session	-2
7. CLIC	Simply no Waste	None	9/19/2023		2	1st pitch to scale session	-6
	BioRoots		11/16/2023		2	1st pitch to scale session	
	UrbanTech Helsinki		9/21/2023		2	Helsinki study visit	

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