

# STEERING COMMITTEE MEETING NO 3



Technical Assistance for
A Smart Network for Technology Transfer and Commercialisation with Funnel Model SMARTNET
TR14C2.2.05-04/001
EuropeAid/140284/IH/SER/TR

16 June 2023, Istanbul















### **CONTENT OF THE PRESENTATION**

- 1. Welcome Remarks
- 2. Presentation by the Team Leader
  - General overview about SMARTNET Project
  - Project Progress Brief on activities and tasks completed and ongoing
  - Planning Brief on activities planned to be implemented
- 1. Other discussion items
- 2. Closing Remarks













### **Overall Contract Information**

Name of the Project:
Transfer and

Duration :

Contract Value:

Type of the Contract:

Contracting Authority:

End Recipient of Assistance (ERA):

Project Partners:

Contractor-Consortium Leader:



Technical Assistance for A Smart Network for Technology
Commercialisation with Funnel Model SMARTNET

36 months

2,498.000 EUR

Global Price

Ministry of Industry and Technology - Directorate General for

European Union and Foreign Affairs

Yıldız Technical University

Istanbul Technical University (Istanbul)

Gebze Technical University (Kocaeli)

Hasan Kalyoncu University (Gaziantep)

SwanLeuco Consulting (Turkey)















and the Republic of Türkive

## **Objective and Purpose of the Project**

### **Overall objective:**

Increasing qualified intellectual properties (IP), technological products and service capacity, commercialization, and export potential of Turkey by improving efficiency and cooperation among TTIs.

### Purpose:

Establishing effective cooperation between TTIs for development of technology transfer and commercialization activities through artificial intelligence based smart network and technology acceleration application.

#### **Results:**

- 1.TTI Network was established, and the institutional infrastructure was developed,
- 2.Acceleration, Commercialization and Accessing Funds realized with Pilot Application.















What does

# **SMARTNET** Project

mean to us?

- More cooperation,
- More collaboration,
- More consolidation,
- More commercialization,
- More internationalization,
- More open innovation,
- More deal-flows,
- More unicorns,
- ☐ And imagine all these multiplied with artificial intelligence.















Innovation via **Big Companies &** Public Sector. Closed process & Research Internal resources **IPR** 

This project is co-financed by the European Union

Innovation Startups

# Startup **Ecosystem**



What is really changing in the **GLOBAL ECOSYSTEM?** 



Funding

Sources

















### **Champions League**

### Super League



### **EUROPE DEALS LEAGUE IN 2023-Q1**

### 1. League

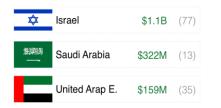


### 2. League

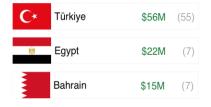
	Estonia	\$70M	(18)
C*	Türkiye	\$56M	(55)
	Lithuania	\$40M	(12)
	Luxembourg	\$30M	(7)
(1)	Portugal	\$30M	(8)
	Poland	\$30M	(23)
	Bulgaria	\$27M	(14)
	Czechia	\$12M	(7)

### **Champions League**

### Super League



### 1. League



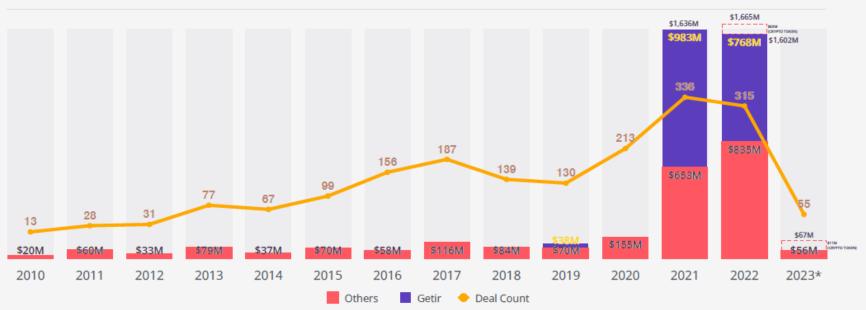
### 2. League



# **MENA DEALS LEAGUE IN 2023-Q1**

- In Q1-2023, \$56 million were invested across 55 deals in seed, early and later vc stages.
- Including the \$11 million Metatime crypto token deal, the total amount reached \$67 million.

#### YEARLY ANGEL & VC DEALS IN TÜRKİYE



#### TÜRKİYE YEARLY DEAL ACTIVITY BY STAGES

- Despite the recent establishment of many VCIFs (GSYF) and the launch of crowdfunding platforms, investments have declined significantly at every stage.
- The main reasons for this could be the global downturn and delayed investments due to the earthquake disaster in February.
- The abundance of money at the pre-seed and seed stage is not yet reflected in the later stages. For this reason, many experienced funds in Türkiye have shifted part of their funding and mandates to Europe for Series A and beyond.

#### TÜRKİYE YEARLY DEAL (\$) ACTIVITY BY STAGES

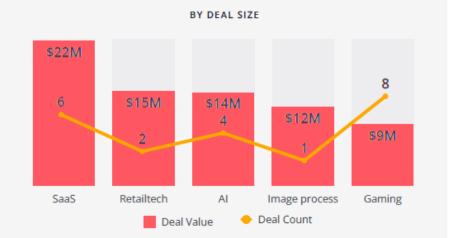
2018	2019	2020	2021	2022	2023*
47M	40M	68M	138M	280M	28M
	-15%	70%	103%	102%	-90%
22M	61M	50M	643M	142M	28M
	181%	-18%	1191%	-78%	-80%
15M	7M	37M	855M	1,181M	OM
	-52%	409%	2211%	38%	-100%
	47M 22M	47M 40M -15% 22M 61M 181% 15M 7M	47M 40M 68M -15% 70% 22M 61M 50M 181% -18%	47M 40M 68M 138M -15% 70% 103% 22M 61M 50M 643M 181% -18% 1191%	47M 40M 68M 138M 280M -15% 70% 103% 102% 22M 61M 50M 643M 142M 181% -18% 1191% -78% 15M 7M 37M 855M 1,181M

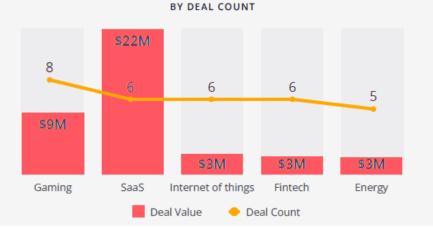
#### TÜRKİYE YEARLY DEAL (#) ACTIVITY BY STAGES

STAGES	2018	2019	2020	2021	2022	2023*
Seed Stage (#)	125	115	190	302	283	50
YoY Growth		-8%	65%	59%	-6%	-82%
Early VC Stage (#)	9	12	21	32	28	5
YoY Growth		33%	75%	52%	-13%	-82%
Later VC Stage (#)	5	3	2	2	4	0
YoY Growth		-40%	-33%	0%	100%	-100%

#### **TOP 5 FUNDED VERTICALS IN 2023-Q1**

- In terms of deal size; SaaS, retailtech, Al, image process and gaming were hot topics of first quarter of 2023.
- In terms of deal count; gaming, SaaS, IoT, fintech and energy were hot topics of first quarter of 2023.





startups.watch

#### FOREIGN INVESTOR PARTICIPATION

- In the first quarter of 2023, foreign investors participated in approximately 1 out of every 5 transactions.
- Ascension, Axel Springer Digital Ventures, Caucasus Ventures, DHM Premier Investments, Ethos, Founders Factory, Kloepfel Consulting, March Capital, OEL Ventures, Porsche, Pritchard Companies, SaxeCap, Startup Wise Guys, TechNexus Venture Collaborative, The 22 Fund, UP Venture Capital and Wix Capital were the cross border investors investing in Turkish startups in the first quarter.

#### FOREIGN INVESTOR PARTICIPATION (ANGEL & VC DEALS)



	2018	2019	2020	2021	2022	2023*
DEALS PARTICIPATED (#)	20	21	36	52	54	10
TOTAL DEAL COUNT	139	130	213	336	315	55

# Europe soft landing



















**ENTREPRENEUR FIRST** 













### **Short List:**

Antler
HighTechXL
EIT Digital Accelerator
Station F
Startup Wise Guys
Accelerace

Birdhouse
Techstars
Entrepreneur First
Rockstart (AgriFood, Energy)















# PROGRESS UP TO DATE SINCE THE LAST SCM

#### **Activity / Component 1**

- Smartnet Software has been operationalized MIS and Web Portal have become functional.
- E-learning platform has been installed.

#### **Activity / Component 2**

Feasibility study for Establishing a National Angel Investment Fund was produced.

#### **Activity / Component 3**

- Online communication events were organized.
- Social Media content has been developed.

# Reporting and Meetings

- 1st Interim Report of the project was submitted with Annexes.
- 2 Monthly Management Meetings were held.
- 4 Weekly meetings were organized.
- 1 Admin order was approved to reschedule activities.















# Component 1

Establishment of TTI Network and Development of Institutional Infrastructure















# **Smartnet Platform**

«Artificial Intelligence Based TTI Network Software Platform»

MANAGEMENT INFORMATION SYSTEM (MIS)

WEB PORTAL

MODULE 1 Entrepreneurs Management MODULE 2 Mentors Management MODULE 3 Investors Management MODULE 4 IP Management MODULE 9 CMS (Projec Web Site)

MODULE 5 Integration & Web Services MODULE 6 Al & Decision Support MODULE 7 Std & Custom Reporting MODULE 8 System Management MODULE 10 E-Learning System































# **WORKSTREAM I: Design and Development of the SMARTNET Platform**

This workstream covered the design and development activities of the SMARTNET Platform in line with the requirements stated in the Terms of Reference, and consisted of the following sub-activities:

- ✓ Activity 1.1.0: Initiation *Inception Activities*
- ✓ Activity 1.1.1: Requirements Lifecycle Management *Needs analysis and assessment*
- ✓ Activity 1.1.2: Technical Design Designing the software
- ✓ Activity 1.1.3: Implementation *Application development*
- ✓ Activity 1.1.4: Testing Data entry and testing
- ✓ Activity 1.1.5: Training Delivery of trainings
- Activity 1.1.6: Release *Deployment of application*















# **Activity A.1.1. Development of TTI Network Software Platform**

#### **Component 1 – MIS Software:**

Completed the development of the Management Information System (MIS) that will act as the commercialisation automation software and a management decision support system that coordinating the transfer of technology and commercialisation activities and providing a mutual information flow in the network, with the following list of modules:

- ✓ Module 1: Entrepreneurs management
- ✓ Module 2: Mentors management
- ✓ Module 3: Investors management
- ✓ Module 4: IP management

- Module 5: Integration web services
- ✓ Module 6: Artificial intelligence and decision support
- ✓ Module 7: Standard and custom reporting
- ✓ Module 8: System management and administration















# **Activity A.1.1. Development of TTI Network Software Platform**

#### **Component 2 – Web Portal:**

Completed the development of the Web Portal that serves as a communication tool, providing media-rich and interactive information on the events, activity calendars, announcements, and calls while also providing the capability of receiving applications (e.g., for calls, event/training participation) of the portal visitors, consisting of the following modules:

- ✓ Module 9: Content Management and Publishing
- ✓ Module 10: E-Learning















# A.1.1.0. Initiation - *Inception Activities*

During the inception period, alongside the Inception Report (IR) the Consultant presented a detailed Technology Selection Document (TSD) specifically addressing the technologies involved in development and delivery of the SMARTNET Platform solution liaising with the relevant stakeholders from the ERA covering the Software Technologies, Development Language and the Database Platform.

#### **RELEVANT DELIVERABLE:**

√ Technology Selection Document (TSD)















# A.1.1.1. Requirements Lifecycle Management - Needs Analysis and Assessment

Consultant working in coordination and cooperation with the ERA, conducted the needs analysis activities for the system requirements, platform design conducting interviews with the key staff of ERA and its partners and target groups.

- √ Software Requirements Specification (SRS)
- √ Test Specifications (TS)
- ✓ Minutes of meetings, participant lists and any other relevant documents.















# A.1.1.2. Technical Design - Designing the Software

The Consultant, using the outputs of the need's assessment activity conducted in close collaboration with the stakeholders identified during inception, prepared technical design documents based on the high-level design and the solution requirements, including the database design.

- √ Software Design Descriptions (SDD)
- ✓ Database Design Document (DDD)















# A.1.1.3. Implementation - Application Development

The Consultant, using Agile Scrum software development and maintenance methodology implemented, built, and tested the bespoke SMARTNET Platform by translating the requirements and design into source code and verifying the results by successfully executing the defined test cases for each sprint.

- ✓ Well-functioning SMARTNET Platform: MIS, Web Portal and E-learning components.
- √ Source Code (SC)
- ✓ Preliminary User Guides (P-UG)















### A.1.1.4. Testing - Data Entry and Testing

The Consultant prepared a Test Plan covering Alpha and Beta tests for the designed modules and functionality. Following the alpha and beta testing stages, the Consultant implemented a security penetration test complying with OWASP Application Security Verification Standards.

- √ Test Plan (TP) covering Alpha and Beta Tests
- ✓ Alpha Test Results (ATR), Beta Test Results (BTR)
- ✓ Penetration Test Plan (PENTEST-P), Penetration Test Results (PENTEST-R)
- ✓ Data Entry Activities of Entrepreneurs/SMEs, Mentors, Intellectual Properties.















## A.1.1.5. Training - *Delivery of Trainings*

The Consultant prepared a training programme tailor-made for each target group and commenced the training activities for User and Administrative Trainings.

- √ Training Plan Document (TPD)
- ✓ Training activities held for at least 8 system administrators, 100 beneficiary users
- ✓ Training materials prepared both in Turkish and English
- ✓ User manuals of the software in Turkish and English
- ✓ System admin manuals in Turkish & English
- ✓ Public portal admin manuals in Turkish& English
- ✓ Signed participant lists, screenshots and other relevant documents.















# A.1.1.6. Release - Deployment of Application

The software was installed on the production environment provided by YTU and all the necessary final integrations with internal and external systems (ME-Learning, Projeler ve Fonlar), database and software setups, tuning and configurations was be completed on the twelfth month of the commencement of the contract.

- ✓ SMARTNET Platform operational
- ✓ System Integration Report (SI)
- √ Deployment Report (DR)















# smartnet.global





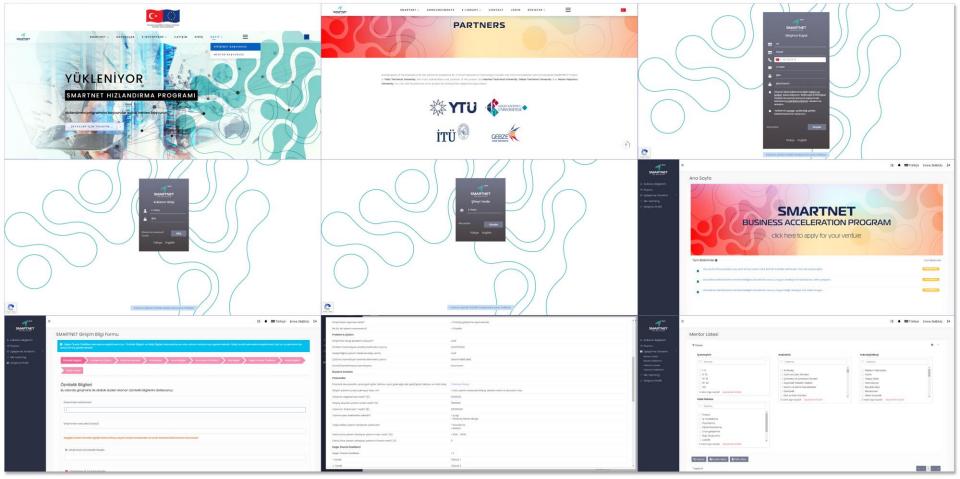




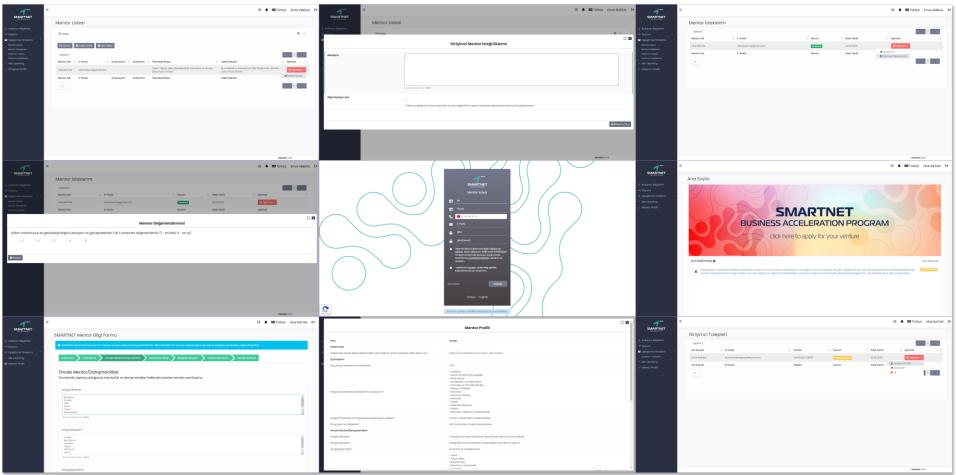




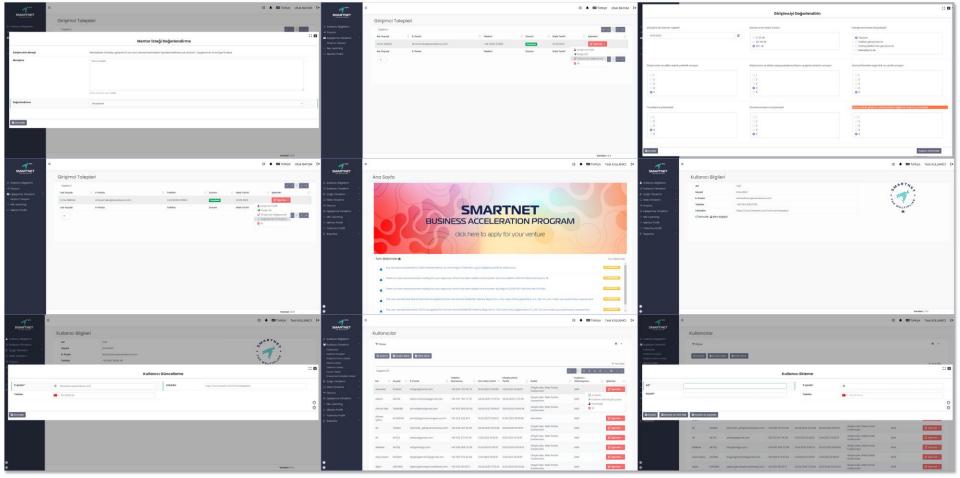




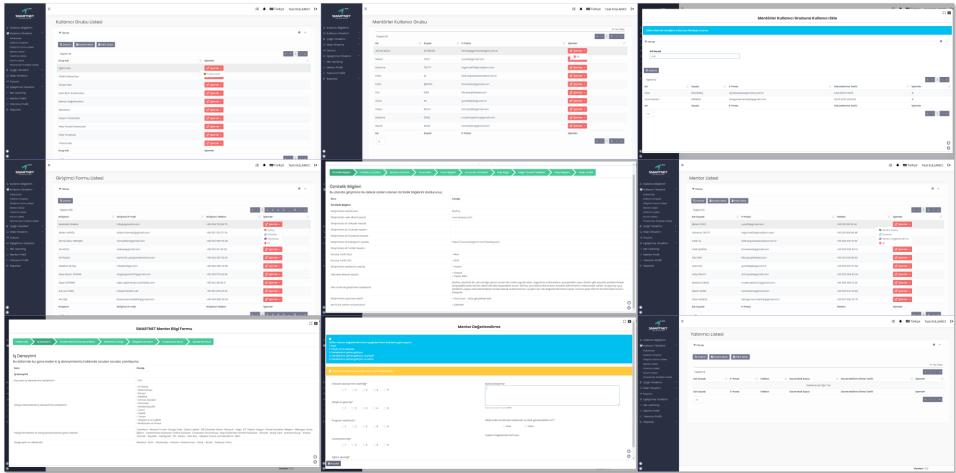




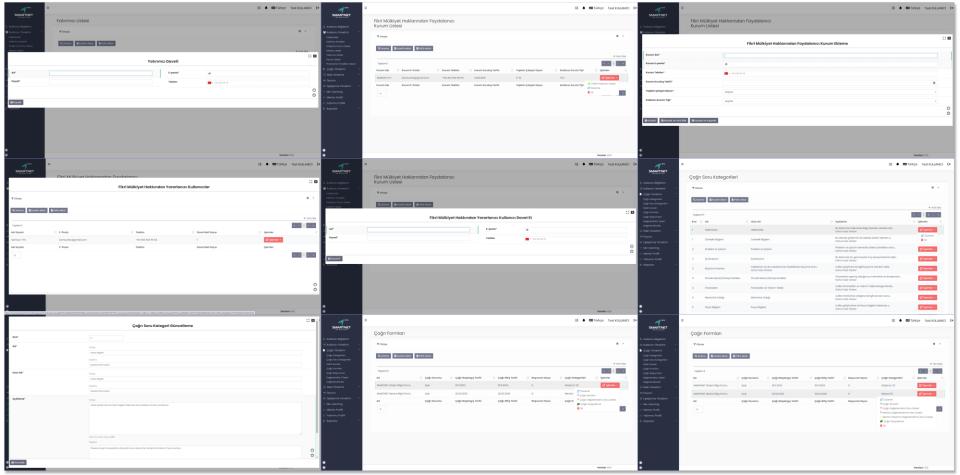




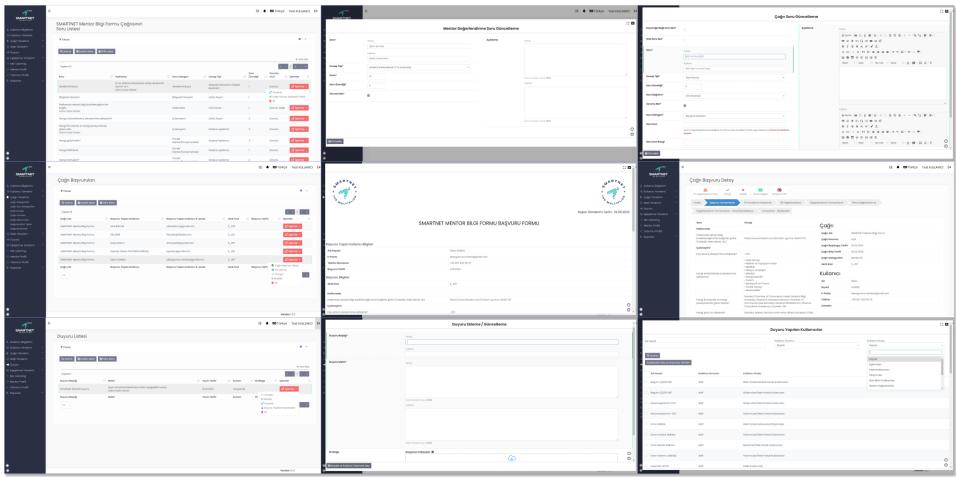




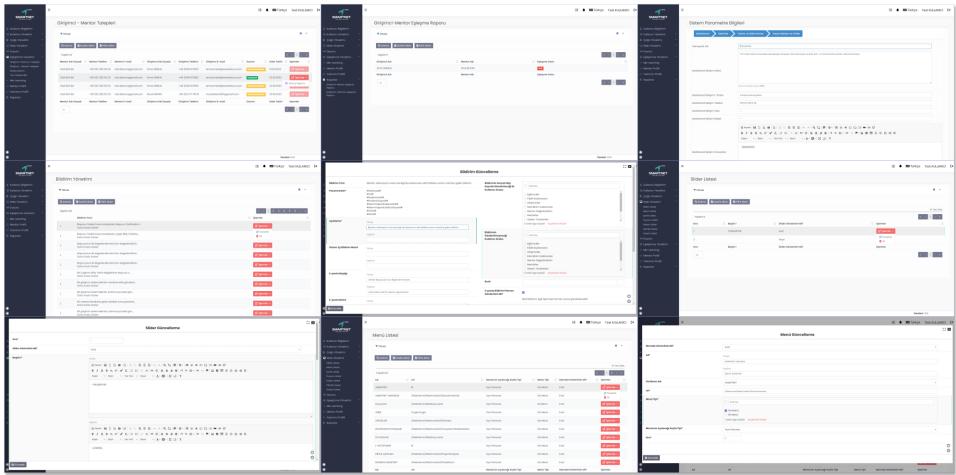






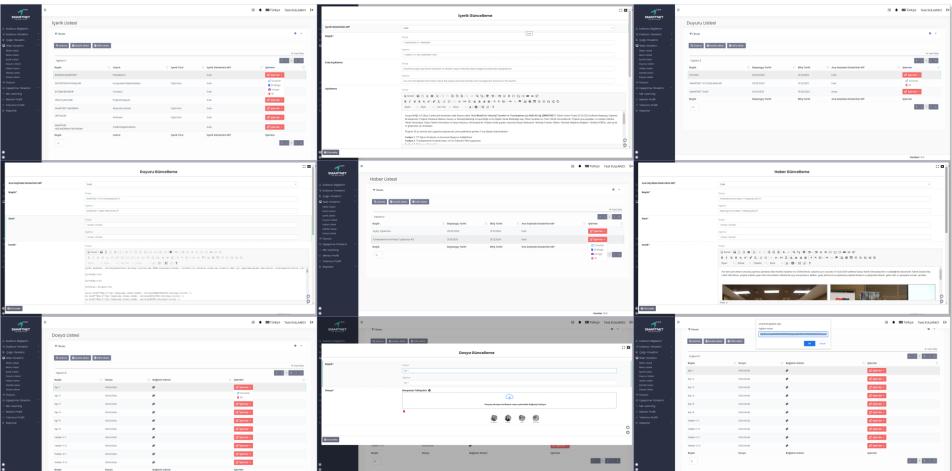






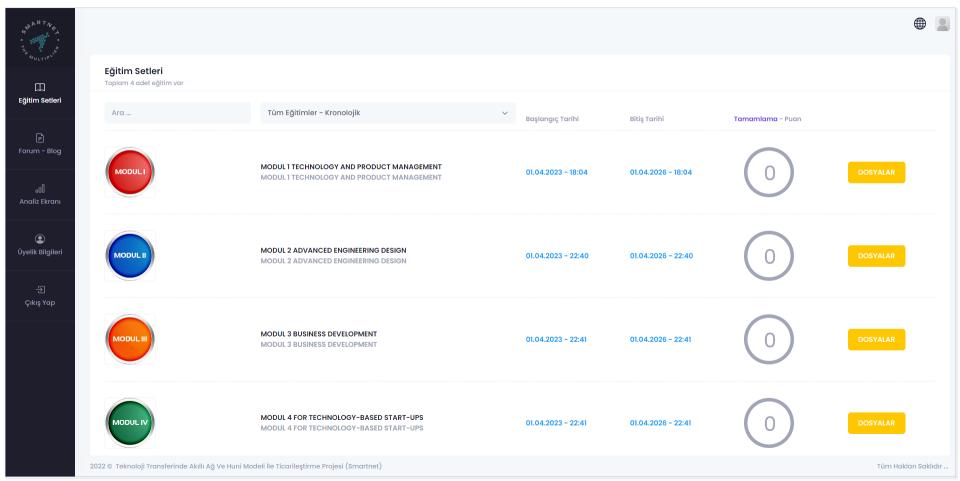


### Smartnet MIS Platform



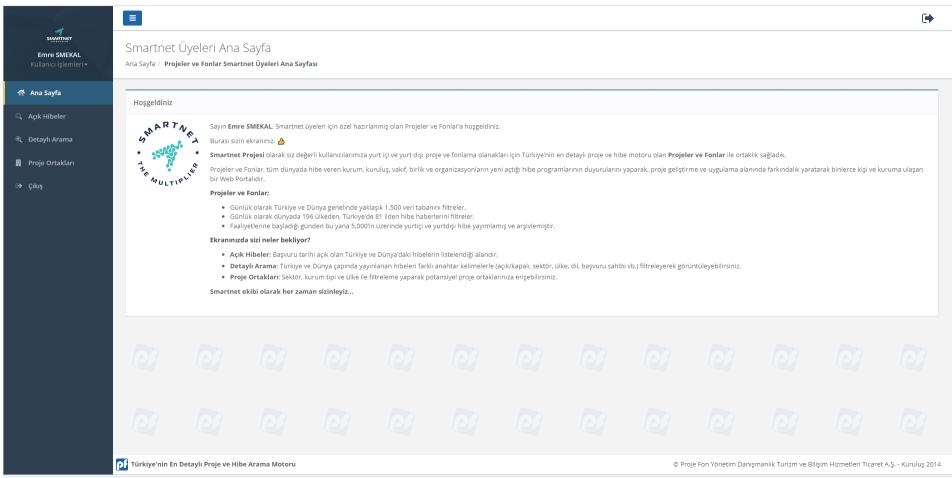


## Smartnet MIS: e-Learning Portal



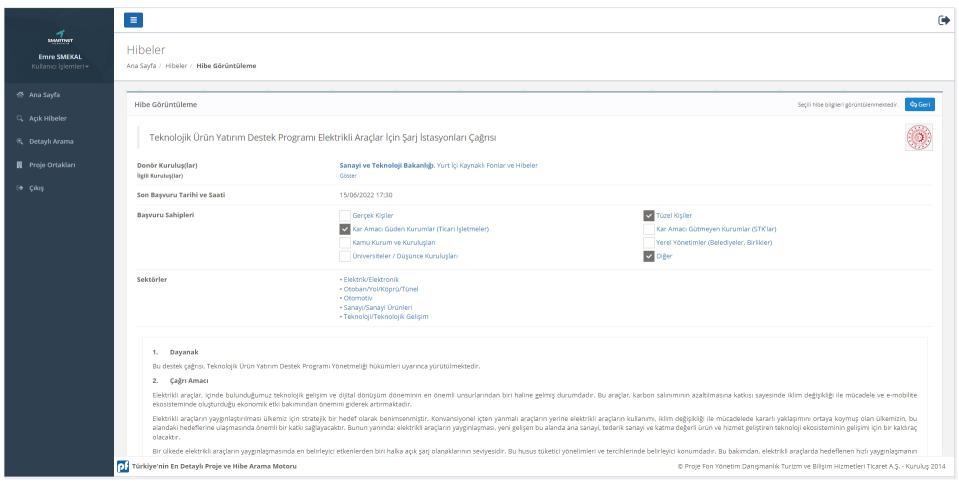


#### Smartnet MIS: Fon ve Finansman





#### Smartnet MIS: Fon ve Finansman





## A.1.3 Preparation of the Training Programmes and Release of the E-Learning Programme

TAT has prepared an E-Learning Module in the SMARTNET Platform to enable the entrepreneurs to receive the basic training modules before progressing to the advance trainings.

TAT has prepared virtual training content for 38 trainings under 4 modules and uploaded 38 training materials, online exams and 38 short videos of the trainings to the platform.

#### **RELEVANT DELIVERABLES:**

- ✓ Common manual for 38 training topics for capacity building training for entrepreneur and mentors
- 38 training modules designed for e-learning of entrepreneurs and mentors 38 videos for online entrepreneur training (On the e-learning module of the platform)
- ✓ Identification criteria of successful entrepreneurs after completion of each step of the commercialization acceleration programme
- ✓ Post training report template for trainers and mentors
- ✓ Training curriculum for entrepreneurs and mentors



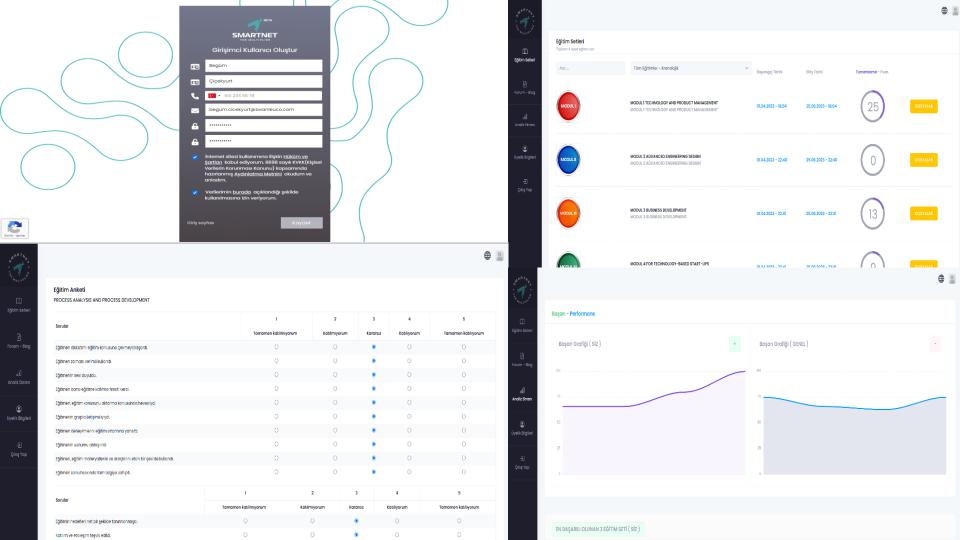












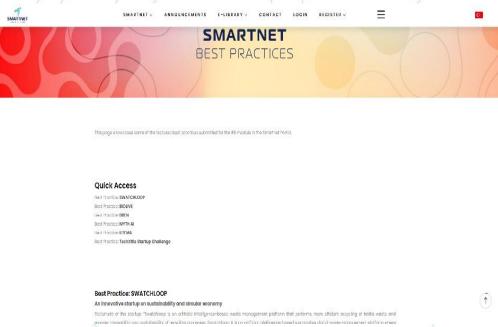


## A.1.4. Uploading and sharing of Best Practices

Data on best practices and success stories were collected, uploaded into the Smartnet platform and published through web portal of SMARTNET in order to maximize the visibility of new approaches and tools, to show other teams a clear path to success, to accelerate change management and buy-in and to multiply successes across an organization.

#### **RELEVANT DELIVERABLES:**

- ✓ Success stories of the entrepreneurs
- Content of the best practices online seminar
- ✓ Data of the TTIs















#### WEBINAR - BEST PRACTICE I **Fitle SWATCHLOOP** Moderator **Ufuk BATUM** STRATEGY ⟨ev-Güneş SAYIT Speaker Горіс An innovative startup on sustainability and circular economy "Swatchloop is an artificial intelligence-based waste management platform that performs more efficient recycling of textile waste and ensures traceability and sustainability of recycling processes. It is an artificial intelligence-based sustainable digital waste management platform where stakeholders in all sub-sectors of textile are present, the wastes are classified according to their class, content and colour with technical data and uploaded to the system, providing circular economy and industrial symbiosis. The products it produces, its capacities, waste classes; recycling companies can define their technical infrastructure, the wastes they can process, their methods and capacities to the system. Technical data is collected to form the core of machine learning and for efficient recycling. Digital tracking and sustainability reports are created to support the reuse of wastes by recycling them more efficiently." Date : 09 June 2023

#### **WEBINAR - BEST PRACTICE II** Title : BIOLIVE Moderator **Ufuk BATUM** Duygu YILMAZ Key-Speaker **Topic** A research-based startup turning natural waste into value as industrial material. Statement of the startup: "Our team made the invention of Bioplastic from Olive Seed waste about 6 years ago. In our country, 500000 tons of olive seed waste pomace is produced globally every year. We started biopolymer production from olive pits 6 years ago and produced products for many sectors from automotive to electronics and food packaging. Our new invention is the production of vegetable leather with this polymer structure obtained from olive pit waste. Our vegan leather is much more costeffective and has more filling materials than its competitors. In addition, in the field of sustainable textiles, we produce labels, buttons, hangers and accessories. We realized our vegetable leather invention with our business partnership, the Rebil Group team. In our country, we have customers and stakeholders from many different sectors. In this field, we designed vegetable leather and sustainable labels from olive pit waste with our customer, Rebil Group." 23 June 2023 **Date**

### **WEBINAR - BEST PRACTICE III** Title **BREN Moderat Ufuk BATUM** or Key-Çınar Laloğlu **Speaker Topic** A fast growing, scalable startup reaching above USD 50+ million in 4-5 years. Statement of the startup: "One of the biggest problems of companies using steam technologies in their processes unnoticeable steam leaks and malfunctions. These critically important mechanical products malfunctions increase the production costs for the companies and pose serious risks for the companies forms. Mechanical engineering of companies using steam technology in the Bren textile sector by making their equipment smarter, companies' natural gas/coal costs are between 5-15%. It saves energy, equipment and time." Date 14 July 2023

WEBINAF	₹ -	BEST PRACTICE IV		Magazi Albani	
Title	:	MYTH AI	Mary I I		
Moderat or	:	Ufuk BATUM			
Key- Speaker	:	Özgecan ÜSTGÜL			
Topic		A high-tech SW company working on digitalization and efficiency.  Statement of the startup: "We are digitizing a process that is completely human-dependent in the field of pattern production and design in the field of fashion and textile, which is not suitable for 4.0 industry systems, with technology. Thus, we put an end to long pattern design processes, reduce human dependence, save time and money, and offer institutions the opportunity to have unique and unique patterns."			MYTH
Date	:	28 July 2023			

WEBINAR - E	BES	T PRACTICE V	
Title	:	ILTEMA	-
Moderator	:	Ufuk BATUM	
Key- Speaker	:	Ayhan PREPOL	
Topic		An interesting segmentation and fast-growing spinoff company from academia.  Statement of the spinoff: "As a result of the work we started in 2015, we succeeded in producing fabric that heats up when we supply low-voltage electricity (0-48 volts). Some of the products we plan to produce will allow the production of new heater products as they allow working with batteries and battery support in the external environment. The fact that our fabric can be folded, cut and sewn will maximize its usage area. At the same time, low energy consumption will provide a lower cost heating opportunity. The products to be made using fabric have a wide range of applications such as automotive industry, wearable heated products, medical products, defence industry."	
Date	:	11 August 2023	

WEBINAR -	·BE	ST PRACTICE VI	
Title	:	TechXtile Startup Challenge	
Moderator	:	Ufuk BATUM	
Key- Speaker	:	Pınar TAŞDELEN ENGİN	
Topic		An innovative business acceleration program by a TTI.  Statement of the TTI: "UTIB International R&D Project Market Summit in Turkey Textile and Confection Industry", which has been held since 2009 in order to support the textile and confection industry, which are among the most important exporting sectors of Turkey, and to contribute to the achievement of our country's export targets, is a serious event with an innovative perspective. In 2019, it was transformed into an entrepreneurship program called "TechXtile Start-Up Challenge". With this transformation, in the focus of 'Value Entrepreneurships and Collaborations in Technology'; scalable, commercializable, and innovative projects compete and are supported."	
Date	:	25 August 2023	



## Component 2

Pilot Implementation Of Acceleration Of Commercialisation And Accessing Funds















# A.2.2.1 Call for Proposals launched for the determination of Entrepreneurs and SMEs for Accelerator Programme

The pilot application of commercialization acceleration has started with a programme call. On March 28, 2023, the first call for entrepreneurs on the live system was initiated before scheduled in the work plan. The call was announced through social media accounts of the project as well. This was followed by the deployment and opening of the Mentorship Module on April 3 2023.

#### **RELEVANT DELIVERABLES:**

√ 1 application call announced















## A.2.2.2 Training Programme

This activity is interconnected with the Activity A.1.3 where the definitions and content are given. The training programme content will be based on the Training Needs Assessment conducted in the Inception Phase.

The training programme will have **e-learning and classroom trainings**. The main aim of the programme will be to support/improve individual business skills of the entrepreneurs and to provide a base for identification of the potential of the commercialization of their products/business ideas.















## A.2.4. Feasibility Study of Establishing a National Angel Investment Fund

Under the scope of this activity, TAT prepared a feasibility study report that is based on the assumption that Yıldız Tekno will provide capital through offering to qualified investors in 2023.

#### **RELEVANT DELIVERABLES:**

√ Feasibility Study of Establishing a National Angel Investment Fund (English and Turkish)















## Component 3

Communication and Visibility















## A.3.3.3 Managing and Cooperating with Media

TAT has organized 2 online events called **SMARTNET TALKS** in order to promote the Smartnet platform, inform the entrepreneurs regarding benefits the platform and the project will bring and inspire them with success stories from professional entrepreneurs. The events hosted key speakers from the entrepreneurship ecosystem and the Team Leader provided moderation during the events with relevant questions to the key speakers.







desteklemek, ticarilesecek ve hızlı büyüme sürecini

vöneterek yüzlerce milyon dolar değere ulasacak... more





## Activities Planned for Next Month and the Republic of Turkiye

## Activity 1 WORKSTREAM II

- Maintenance of the SMARTNET Platform during the Software Assurance (Warranty) Period
- Maintenance Plan to be shared with ERA

### **Activity 2**

- Progressing with Acceleration Programme
- Calls for Mentor
- Smartnet Talks + Webinars- Social Media + Communication





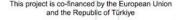


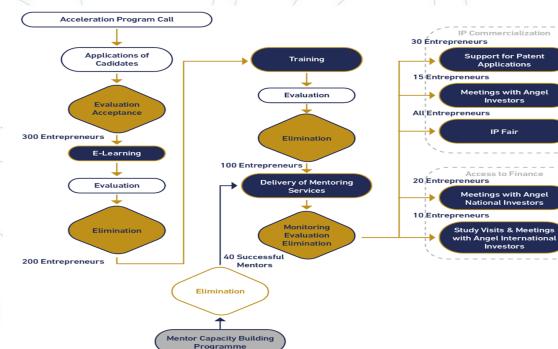












## Methodology















Getting ready for the Pilot Acceleration:

Estabilishment
of Training

Preparation of Selection Driteria and Preparation of Questionnaires Preparation of Announcements and Making Extensive Announcements Throug Project Communiciation Tools and the ERA and Partner'

Communiciation Channels Shortlist
SIMULTANEOUSLY

Preaparation of Training Contents

**Evaluating the** 

Applications

Through

Questionnaires

and

Preaparation of

Evaluating the
Applications
Through
Questionnaires
and
Preaparation of
Shortlist and
Announcing
the

**Participants** 





Team









	Assistance for A Smart Network for Technology Transfer and Commercialisation with Funnel Model (SMARTNET)	Jun-22	Jul-22	Aug-22	Sep-22 0ct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23 Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23 Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24 Aug-24	Sep-24	0ct-24	Nov-24	Dec-24	Jan-25 Feb-25	Mar-25	Apr-25	May-25
	EuropeAid/140284/IH/SER/TR	Month 1	Month N	∕lonth I	Month Mon	th Mont	h Month	Month 8										Month Month										Month I	Month Month	Month N		inth
B.1	PROJECT INCEPTION PHASE				- 3		1			10		11 15		13	10		10	15 20				2-7		20 27	20		30	31	JL JJ	34	33 .	
A.0.1	Mobilization of The Project Team and Project Office Set Up																															
A.0.2	Initial Meetings with The Project Beneficiary and Relevant Stakeholders																															
A.0.3	Preliminary Analysis of Current Situation																															
A.0.4	Preparation of Draft Inception Report																															
A.0.5	Organization of PCM Training																															
A.0.6	Finalisation and Submission of Inception Report																															
B.2	PROJECT IMPLEMENTATION PHASE																															
CTIVITY 1	ESTABLISHMENT OF TTI NETWORK AND DEVELOPMENT OF INSTITUTIONAL INFRASTRUCTURE																															
A.1.1	Development of TTI Network Software Platform																															
A 1.1.0 A 1.1.1	Initiation - Inception Activities Requirements Lifecycle Management - Needs analysis and assessment																															
A 1.1.2	Technical Design - Designing the software																															
A 1.1.3	Implementation - Application development																															
A 1.1.4	Testing - Data entry and testing																															
A 1.1.5	Training - Delivery of trainings																															
A 1.1.6	Release - Deployment of application																															
A.1.2	Networking Capacity Building Activity																															
A 1.2.1	Development of cooperation with Angel Investors Networks																															
A 1.2.2	Creating collaboration with existing institutions																															
A.1.3	Preparation of Training Programmes and Release of the E-Learning Programme	3																														
A.1.4	Uploading and Sharing of Best Practices											_																				
CTIVITY 2	PILOT IMPLEMENTATION OF ACCELERATION OF COMMERCIALISATION AND ACCESSING FUNDS																															
A.2.1	Capacity Building Training for Mentors																															
A.2.2	Capacity Building for Entrepreneurs																															
A 2.2.1	Determination of Entrepreneurs and SMEs for Accelerator Programme																															
A 2.2.2 A 2.2.3	Training programme Delivering of mentoring services																															
A.2.3	Commercialisation and Funding Programme																															
A.2.4	Feasibility Study of Establishing a National Angel Investment Fund								-																							
CTIVITY 3	COMMUNICATION AND VISIBILITY																															
A.3.0	Developing Project Communication Strategy																															
A.3.0 A.3.1	Opening Event																															
A.3.2	Closing Event																															
A.3.3	Development of Promotion and Visibility Materials																															
CTIVITY 4	HORIZONTAL PROJECT MANAGEMENT																															
A.4.1	Reporting																															
A.4.2	Monitoring																															
A.4.3	Administration																															
B.3	PROJECT CLOSING PHASE																															
5.1	PROJECT HANDOVER Handover of Project Archive																															
5.2	Transition of IT tools to the Project Beneficiary																															
J.2																																

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## THANK YOU FOR YOUR PARTICIPATION

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# STEERING COMMITTEE MEETING NO 3 PHOTOS













