

Tyyra Linko  
Demos Helsinki  
+358 40 7297952  
tyyra.linko@demoshelsinki.fi

# Bootcamp manual for intermediaries in the field of cleantech

Output of the activity 4.2.

INNOVATUM

DEMOS  
HELSINKI

A  
Alexandersoninstitutet

MIT

Enterprise Forum  
Poland



Interreg  
Baltic Sea Region  
EUROPEAN UNION

Johanneberg  
Science Park

LATVIJAS  
UNIVERSITĀTE  
UNIVERSITY OF LATVIA

Tehnopol

St.Petersburg Foundation  
for SME Development



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# 1. Introduction

SmartUp Accelerator project brings together innovation actors in the consumer cleantech field around the Baltic Sea to make the region a forerunner in sustainable innovation and entrepreneurship. In the core of this work are facilitated bootcamps and workshops where innovation intermediaries share their best practices to support startups and SME's in the field. Similar tools and methods are also used in the bootcamps organised for startups during the SmartUp Accelerator project.

This publication serves two purposes. First, it is a ***documentation of the bootcamp*** for the partner intermediaries of SmartUp Accelerator held in Helsinki in February 2018. Second, it acts as an ***operational manual for organising and facilitating bootcamps*** which can be updated and later on used in other similar innovation capacity building processes. For this reason, practical tools and methods for co-creation, facilitation and planning of an innovation bootcamp are presented.



## 2. Helsinki Bootcamp for partner intermediaries

# Helsinki Bootcamp

**The Helsinki Bootcamp in February 2018 was an intensive kick-off to the planning of all coming SmartUp Accelerator activities and a launch of a consumer cleantech ecosystem in the Baltic Sea Region.**

The two-day bootcamp, which was organised at the Maria0.1 startup space, consisted of going through practicalities of the internal work and communications, sharing knowledge about the topic of consumer cleantech, and planning of the whole acceleration process of the SmartUp Accelerator program: competition launch, matchmaking events, bootcamp for startups and SMEs and the testbed phase. Demos Helsinki was responsible for planning and organising the bootcamp, but all partners contributed to the process.

The next pages present how the bootcamp was planned and conducted, and followed-up.

## Objectives of the bootcamp

- Partners create a common understanding and feeling of commitment to the tasks ahead and strategy, methods and goals in order to create the Smartup Accelerator programme and a well functioning and competitive BSR ecosystem.
- Partners share their methods and tools, best practices and challenges in their everyday work.
- Partners gain understanding on the business logics around consumer cleantech.
- Development of communication tools for marketing the project and engaging stakeholders.
- Partners gain insight from examples of previous bootcamps that have given life to startups.
- To present the first version of training materials and Smartup Accelerator programme.

# Planning the co-creation bootcamp

The Helsinki Bootcamp was planned and facilitated by Demos Helsinki with strong contribution from all SmartUp Accelerator partners to **create a shared ownership of the tasks ahead**. The planning of the bootcamp started in the SmartUp Accelerator project kick-off meeting where the program outline was initially discussed within the whole consortium. To identify skills gaps and areas of capacity building, Demos Helsinki conducted a consortium survey as an online questionnaire in the beginning of 2018. This guided the selection of the peer-learning topics for the bootcamp (see page 8). To **make the most out of the diverse skill-set** among the consortia, some of the partners were asked to prepare presentation to a peer-to-peer learning session.

The more specific agenda of the bootcamp was **created by Demos Helsinki in several internal meetings, and further developed online with the consortium** using the shared Google Drive documents and Slack. Thus, co-creation – *a method for creating shared sense-making, solving problems, exploiting opportunities and motivating relevant stakeholders to act together* – was utilized during the bootcamp, but also already in the planning phase. The methods and tips of co-creation and facilitation, and a practical checklist for a bootcamp organiser are presented in the third chapter.





# Bootcamp program

## DAY 1 – Tuesday

- 9:10 Gathering at the hotel
- 9:30 Arrival to the venue, registration & morning coffee
- 10:00 Session 1: Bootcamp agenda, project plan & communications
- 12:00 Lunch
- 13:00 Task force presentations\*
- 14:00 Peer-learning sessions\*
- 15:00 Coffee break
- 15:15 Group work modules start\*
- 17:30 Wrap-up of Day 1

- 17:30 *Voluntary sauna @ Allas Sea Pool*
- 19:30 *Dinner at Restaurant Tenho*

## DAY 2 – Wednesday

- 8:30 Arrival to the venue, registration & morning coffee
- 9:00 Group work modules Pt. 1\*
- 12:00 Lunch
- 13:00 Group work modules Pt. 2\*
- 14.30 Wrap-up Session
- 15:00 End of the bootcamp

\*The idea and contents of different session are described in the next pages.

# Contents of the bootcamp

The bootcamp program was built around three types of sessions, all aiming at creating common understanding and commitment, as well as clear, practical results.

## 1. Task force presentations

To help creating a mutual understanding and feeling of commitment to the upcoming tasks, three task forces related to vital project activities were set a couple of months prior to the bootcamp. The work of these task forces were presented in the beginning of the bootcamp. The topics of these presentations were (i) Definition of consumer cleantech and criteria for the startup selection, (ii) Scanning and database of consumer cleantech innovation ecosystem actors, and (iii) Market studies of consumer cleantech in the Baltic Sea Region.

## 2. Peer-learning session

To reach the objective of sharing methods, tools and best practices, some of the partners were asked to prepare short peer-learning presentations of topics relevant to the project activities. Peer-learning session provided the partners with further information of the network and its knowledge and toolkits. It also educated the participants to adopt the mindset of “train the trainers”. The topics of the presentation were (i) innovation support to SME's in general, (ii) elements of startup community and (iii) how to build entrepreneurial ecosystem.

## 3. Group work modules

The upcoming activities of the project were co-created in pre-planned group work sessions. Four groups worked on the topics of (1) Matchmaking Event & Competition Launch, (2) Competition & marketing, (3) Acceleration Phase for International Teams and (4) estbed/ validation phase. All groups had participants from Demos Helsinki who acted as sparring facilitators (see page 15). The group work tasks are presented in the next page.



# Group work modules

## GROUP 1: Matchmaking Event & Competition Launch

### Questions to be answered:

- General objectives for the event?
- What material does the consortium have and need for the execution?
- Who to invite?
- Should all national events take place during a same week?
- What a venue should be like?
- What material should be presented at the event?
- Who to invite as speakers?
- How to approach target groups = what are the key messages upon marketing?

## GROUP 3: Acceleration Phase for International Teams

### Questions to be answered:

- General objectives for the (pre-bootcamp-post) phase?
- What material does our consortium have and need for the execution?
- General contents for 2-day
- Tasks for competition participants prior and post bootcamp.
- Innovation support to SME's in general
- Methods, innovation support & tools used?
- Typical specific needs of Consumer Cleantech startups/SME's
- How to support internationalization?

## GROUP 2: Competition & marketing

### Questions to be answered:

- What is the main value proposition for the applicants?
- How are we different from other accelerator programs?
- What do Technopol & JSP need to provide to all partners
- What is needed from all partners on national level?
- Criteria for accepted participants, TRL, revenue, other?
- How are we able to select the best or most suitable companies and business cases?
- Communications plan & implementation

## GROUP 4 Testbed/ validation phase

### Questions to be answered:

- Coaching during the validation phase?
- How to manage transnational network?
- How to point out relevant opportunities, partners,
- How an acceleration process should look like to best benefit the participants?
- How to open doors to foreign markets?
- How transnational cooperation can support enterprises own strategies?

# Follow up – Feedback survey

After the bootcamp the feedback questionnaire was filled by 14 participants (60 %). In general the partners were happy about the bootcamp results and practicalities. The average grade of how the objectives of the bootcamp were achieved was 3.75 (on a scale 1= not achieved, 5 = achieved well). More feedback results can be found in the Annex 2.

| Comments about the objectives and how they were achieved   |   |
|--|---|
| +  | -   |
| I think the goals were realistic and that we achieved them well.   | Too many goals set for one single bootcamp in the project proposal. Would be very difficult to cover everything during 2 days.  |
| Very good organisation of the bootcamp was supportive to focus on the goals to be achieved smoothly. Plus - great level of engagement of all partners and discussions, ideas and solutions, as well as knowledge sharing. Was good to see who takes care of which areas of the project and to get some insights about expertise of each partner. | Since the project was quite messy/vague before arriving in Helsinki, I think some goals suffered from that and priority was given to create a common understanding amongst the partners - a priority that is very justifiable though.                               |
| The first goal - sense of commitments - was achieved best  | The project was still at an initial stage and there was a lot of uncertainty among the partners   |
| Good atmosphere. Excellent organization.   | Early days in the project, not easy to get top score on achieved well, in my opinion. But we will get there!  |
| In general very well.  | Everything else was very fine and useful, but a bit more concreteness would make the work more successful. Like concrete activities and timetable, so everybody knows what they need to do and feel the responsibility and make an effort to make the project work. |

# Follow up – Capacity building questionnaire

Prior to the bootcamp, a capacity building questionnaire was conducted by Demos Helsinki to identify skills gaps and areas of capacity building in the consortium. The questionnaire got 22 responses and it was filled by partners from all organisations except one. The same questionnaire will be conducted in the end of the project to monitor the development.

In the questionnaire, the partners were asked to assess their personal level of expertise with 11 topics, on a scale from 1 to 5 (1 = wouldn't know where to start, 5 = advanced or expert). The topics were chosen in accordance with the key project activities and contents.

In average, **support mechanisms for business development, innovation tools for startups and SMEs**, and **organising matchmaking events** were topics with the most expertise in the consortium (average grade more than 3.2). Weaker expertise (lower than 2.6) was in the topics of **engagement with BSR wide innovation actors and intermediaries**, **market trends & drivers on consumer cleantech** and **facilitating testbeds/validation/proof of concept phases**.

## Capacity building of SmartUp Accelerator partners: Questionnaire (beginning of 2018)

Dear SmartUp Accelerator partner,

We expect us to grow with the following subjects during the next 3 years along the project. In order to evaluate and measure our growth / learning / capacity building, it is important that we conduct this questionnaire in the beginning of 2018, and again 2020 towards the end of the project.

Please assess your personal level of expertise with these subjects. The subjects have been chosen in accordance with our key project activities and contents.

1 = Wouldn't know where to start.  
2 = Little experience  
3 = Not a beginner, neither an expert  
4 = Quite confident with it.  
5 = Advanced or expert

Thank you for taking the time, this will be beneficial for us all!

In case of any questions, please let us know!  
Antti, Kati & Tyra

\* Required

Name \*

Your answer

E-mail \*

Your answer

Organization \*

Your answer



### **3. Useful tools and methods for planning and facilitating an innovation bootcamp**

# What is co-creation?

Co-creation is a method for **creating shared sense-making, solving problems, exploiting opportunities** and motivating relevant **stakeholders to act together**, which is vital for a collaboration project. Nearby terms include e.g. co-design, participatory design, stakeholder engagement, open innovation, co-production and also transdisciplinarity.

- Co-creation **combines the viewpoints, talents and resources** of different actors. Ideally decision-making is also partly shared.
- Co-creation should be **result-oriented** and **mutually valuable** and **inspiring** for all participants.
- The aim is to produce **tangible outcomes**, that were **not known before** and that the parties **could not have come up with on their own**.
- When stakeholders are asked to work together, **the goal needs to be bigger than a single actor's**.

Co-creation is not gathering opinions or feedback about something, commenting on something or choosing from or voting on existing options.

## Why use co-creation?

### **SUSTAINABLE RESULTS.**

Collaboration between organizations, stakeholders and citizens produces sustainable and impactful results.

**SHARED OWNERSHIP.** Engaging wide range of stakeholders and citizens reinforces the legitimacy and builds ownership of the process.

**DIVERSE SKILLS.** Ambitious goals require lots of individuals. It is essential to combine different skills and expertise from different organisations.

# Practical workshop methods

## **Trust building – Speed dating**

This helps the participants to get acquainted with a large amount of people in a low threshold manner. Events with large amounts of people can be difficult for many people. This technique allows for sharing of thoughts in an equal way.

## **Ideation – Idea mill**

Idea mill is an ideation tool that aims at producing as many ideas as possible around a particular topic. The method: independent work, one post-it note per idea, quick rounds where everyone tells what ideas they came up with. This can be followed by clustering (putting post-its in thematic clusters) and / or prioritizing (voting for the most important ones).

## **Ideation – Pumping**

“Pumping” basically means constant curiosity. It is important for the facilitator to keep asking: “Why do you feel that?”, “How could this happen?”, “What do you think?”, “How could we transform this to action?”, “Who do we need onboard?” The important thing is to figure out what is important for the participants. This facilitation technique can and should be used in at any time.

## **Sharing learnings – World cafe**

In world cafe (or marketplace), the idea is again simple: one person stays on to present the group’s work, while others go around and learn from the other groups. This allows for moving around the space and for the group to present their work to a smaller audience.



# Facilitation – roles and tips

Facilitation is about ensuring that the people participating in the workshop or other event of co-creation are able to get the best out of themselves, and that the building blocks for co-creation are there and the goals are met.

## **Process master: A facilitator steer the process, not the outcome.**

- Facilitators are responsible for making the group to work effectively.

## **Time-keeper: A facilitator has a punctual watch.**

- One of the most important roles of a facilitator is to keep the time. The group can make alterations to the schedule, but the facilitator must have a plan B to alter the rest of the workshop.

## **People's person: Facilitators are socially aware and get the best out of people.**

- Facilitation is inherently social, and the facilitator is responsible for ensuring that the group works together.

## **Question-asker: Facilitators ask open questions.**

- Most of the facilitator's sentences should always end in a question mark.

## **Goal-oriented: Facilitators focus on the results.**

- Participants could spend their time in many other ways, and the facilitator's task is to secure that time spent in this workshop was productive.

## **Neutral or sparring facilitator?**

### **NEUTRAL FACILITATOR**

- Impartial
- Does not control or interfere in a dominant way in the discussions, but is neither just a quiet bystander
- The facilitator is not the chair of the event, nor a trainer who educates the participants
- The facilitator helps the group to ideate, but does not create solutions him/herself or decide what the outcome should be like

### **SPARRING FACILITATOR**

- Is not neutral
- Gives new information
- Guides to participants to move away from familiar ways of thinking and towards the objectives that the workshop organiser has set.

# Checklist for bootcamp organisers

## Practicalities

### BEFORE THE BOOTCAMP

- ❑ Book a venue and catering according to the budget
- ❑ Send an information package to participants and facilitators
  - Agenda
  - Participant list
  - How to prepare
- ❑ Gather the needed materials (pens, papers, canvases, post-its)

### DURING THE BOOTCAMP

- ❑ Greet everyone and collect signatures and give name tags
- ❑ Make sure that someone is taking notes
- ❑ Reserve time for coffee breaks and lunches
- ❑ Take photos

### AFTER THE BOOTCAMP

- ❑ Send a thank you message for participants
- ❑ Send a simple feedback survey that is easy to fill

## Added value

- ❑ Ask for the participant's experience level of the subject and expectations for the bootcamp

- ❑ End the day with a reflection session and instant feedback round

- ❑ Write a documentation of the main learnings, ideas and agreed next steps and share it to the participants

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# Annex 1: Participant organisations

**The Helsinki Bootcamp was organised with 23 participants from 9 organisations in the SmartUp Accelerator project:**

Johanneberg Science Park, Sweden

Innovatum AB, Sweden

Alexanderson Institute, Sweden

Demos Helsinki, Finland

MIT Enterprise Forum, Poland

St. Petersburg Foundation for SME development, Russia

The St. Petersburg House Property Owners Association, Russia

European Institute for Innovation, Germany

Tehnopol Tallinn, Estonia

Not present:

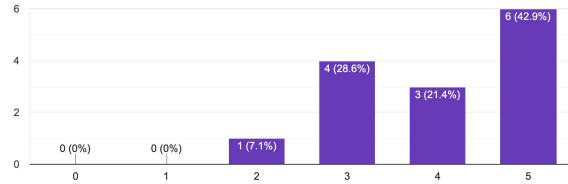
University of Latvia

# Annex 2: Feedback survey results

**Feedback results of the question related to achieving the objectives of the bootcamp. 0 = not achieved, 5 = achieved well.**

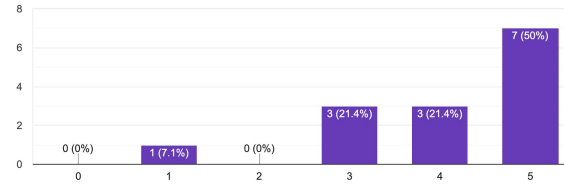
Partners create a common understanding and feeling of commitment to the tasks ahead and strategy, methods an...ning and competitive BSR ecosystem.

14 responses



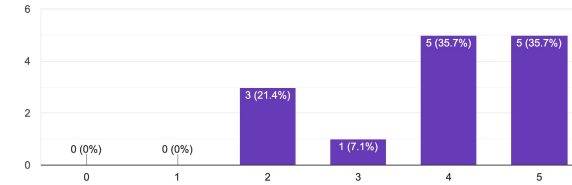
Partners share their methods and tools, best practices and challenges in their everyday work.

14 responses



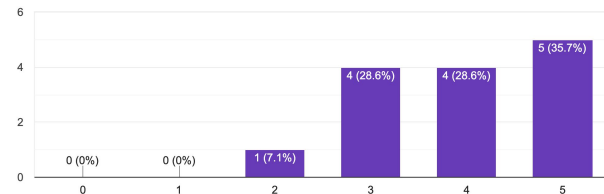
Partners gain understanding on the business logic around consumer cleantech.

14 responses



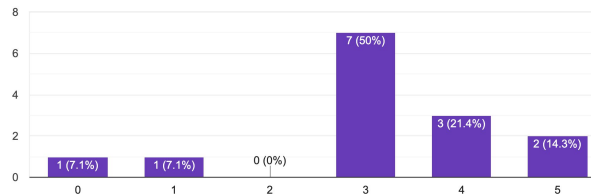
Development of communication tools for marketing the project and engaging stakeholders.

14 responses



Partners gain insight from examples of previous bootcamps that have given life to startups.

14 responses



To present the first version of training materials and Smartup Accelerator programme.

14 responses

