Bootcamp Synthesis document

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SmartUp Accelerator is a collaboration project between seven countries around the Baltic Sea with the focus on building consumer cleantech ecosystems, activating its innovation actors and improving their skills to identify brilliant ideas and foster teams committed to creating new businesses. These startups and SMEs are aiming to reduce the environmental burden of consumption. https://www.smartupaccelerator.eu/

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Introduction

Purpose of this document

The purpose of this document is to summarize and synthesize the materials and learnings derived from the three arranged bootcamps for consumer cleantech SMEs and startups in the Baltic Sea Region (BSR) as part of the SmartUp Accelerator project. It clarifies the processes, methods, tools, facilitators used, participants and their feedback and analyzes and answers whether the bootcamps fulfilled the beforehand settled targets and goals during the processes. By gathering our learnings this way, it is hoped that interested parties may use it as a resource for developing their own innovation processes or to use this document as a manual for developing innovation processes.

About SmartUp Accelerator

SmartUp Accelerator is a collaboration project between seven countries around the Baltic Sea with the focus on building consumer cleantech ecosystems, activating its innovation actors and improving their skills to identify brilliant ideas and foster teams committed to creating new businesses. These startups and SMEs are aiming to reduce the environmental burden of consumption.

Throughout 2017-2020, the SmartUp Accelerator:

- implemented actions and models for networking and cultural cooperation
- launched training programmes and enhance capabilities of organisations working close with startups and SMEs created new opportunities on national and international markets for promising SMEs and start-ups working in consumer cleantech
- created long-term partnerships between organisations and actors in consumer cleantech in the Baltic Sea area
- strengthened knowledge and awareness of consumer cleantech within the innovation and investor scene

During the project there have been several national and international events and trainings held. The bootcamps held yearly have played a particularly important role in the project, which work to scale SMEs and startups with great potential in the Baltic Sea Region. You can learn more about the project activities here.

SmartUp Accelerator is funded by Interreg Baltic Sea Region as part of European Regional Development Fund. It is taking place during 2017-2020 in seven countries around the Baltic Sea (Germany, Russia, Latvia, Sweden, Finland, Estonia and Poland) and is led by Innovatum AB in Sweden and Demos Helsinki in Finland. See all the project partners here and read more about SmartUp Accelerator here.

SmartUp Accelerator's Approach to Bootcamps
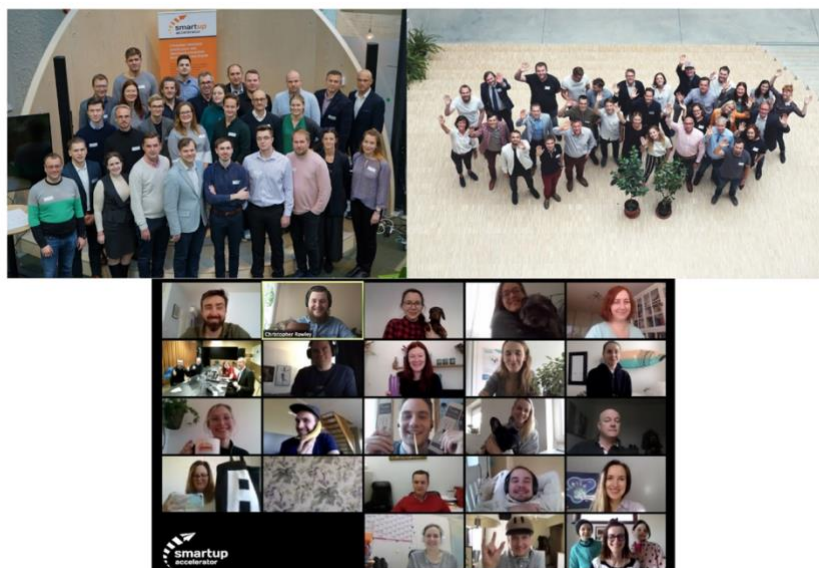
Introduction

In the SmartUp Accelerator project, three bootcamps were arranged, each of which consisted of two intensive days where 7 selected smartups (startup or SMEs working in the field of consumer clean tech, basing their business on reducing resource use) brought together with consortium partners, mentors and experts. Each year, the bootcamps focused on a different theme – in 2018, the focus was Smart Homes, in 2019 Smart Mobility and 2020 Smart Consumption. The 2020 edition of the bootcamp took place online due to the COVID crisis and required a rethinking and reinvention of the bootcamp format for the digital space.

The bootcamps featured different modules, all developed in order to help the SmartUps to identify their target market for internationalisation within Baltic Sea Region, and to build a roadmap for entering the new market. Besides the formal activities, informal socializing and extracurricular activities were an important component of the bootcamp, enabling relationship building and the development of trust between the startups and their helpers. This in turn made the international cooperation smoother and more effective even after participants travelled back to their respective countries. Follow up activities as well as pre-tasks have helped maximise the time spent together.

The next section of the report introduces and elaborates the components of the bootcamp and its format, and gives an overview of the participants.

Bootcamp components

The bootcamps consisted of different modules, which have developed over the years based on the feedback from participants, the availability and relevance of different subject

matter experts and mentors. Below, we outline the four types of elements that occurred during the bootcamps.

l   Supporting informed decision making on BSR market entry

Informed decision making on market entry possibilities were supported in varying ways during the three years of the bootcamp. Before or during the bootcamp, participants spent time familiarizing themselves with the Baltic Sea Region market and the opportunities within. The goal of this was to help startups assess their compatibility and opportunity space in the different markets and thereby make an informed decision on which market to enter. In years 2 & 3, this was enabled by giving access to the market study that was prepared to participants.

Additionally, an important part of the process was to create a strong bond between the startup and the local partner who will support them in the market entry. Slightly different approaches were tried out for this during the 3 bootcamps. In the 2018 and 2019 edition, local consortium partners presented *Country Cards* which provided a big-picture view of the markets. Additionally, to the Country Cards, the startups engaged in "speed-dating" with the BSR countries and their representative, where they had a chance to chat with the local consortium partner to gather useful information about the market. During the 1st year of the bootcamp, significant amount of time was spent enabling the startups to meet all project partners. This however was not successful; therefore, for the second year, more preparations were made before the bootcamp. The matchmaking was more goal oriented in this case and supported making the final decision of the startups rather than prompt initial thinking about choosing the target market.
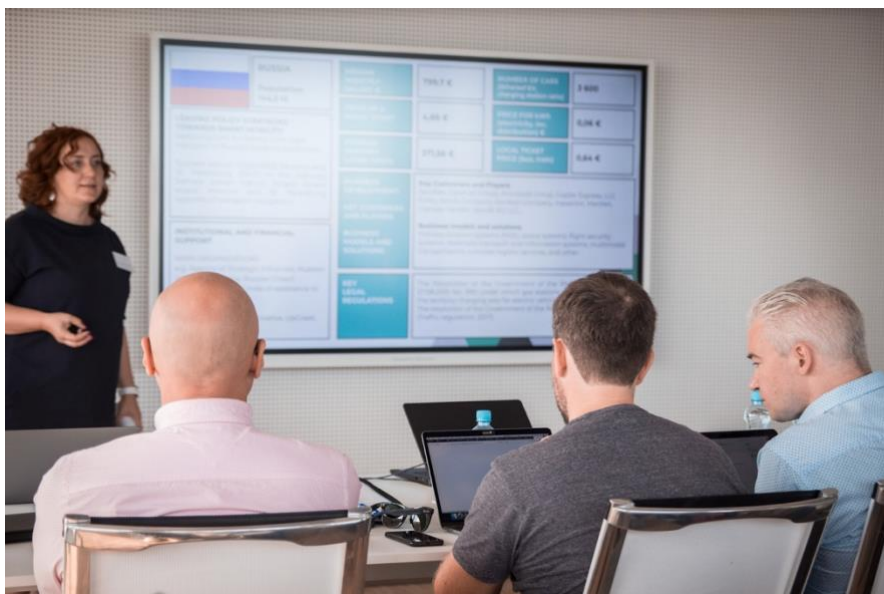

Figure 1: An example of a country card shared with the participants

The 2020 online edition encouraged startups to analyze their potential markets and connect with the local partners before the bootcamp took place, which enabled a closer consideration of the markets and the help that could be received through the local consortium partner.

| Mentor presentations & interactive sessions

Mentors with various skills and expertise were invited to the bootcamps to support the startups in their journey. The most covered topics included market exploration and validation (2018: Your market, customers & market hypothesis, Collecting feedback for market validation), fundraising and growth (2018: Growth hacking; 2019: Angel investing, Crowdfunding, Critical aspects of growth supporting internationalisation) and customer focus (2019: How to understand your customer on another level, 2020: Understanding your user). These sessions were most successful when they had strong interactive components, in the form of Q&A, and even better when they ended with clearly structured work sessions for startups. Various canvases and worksheets helped structure and document the discussions for startups, which enabled more concretized learnings.

Figure 2: The stakeholder mapping canvas which participants worked on during the online bootcamp 2020

| Roadmapping for market entry

Each bootcamp tasked the startups to make decisions and articulate clear action points of how they intend to proceed with the market entry after the bootcamp was over. Canvases helped startups crystallize their plans and gather feedback from partners, mentors and other participating startups about the feasibility and suitability of their planned actions.

Figure 3: The roadmap for market entry which participants worked on during the Riga bootcamp in 2019

Extracurricular activities

Both the 2018 and 2019 bootcamps curated fun and informative activities besides the official program. For example, meet and mingles and shared meals were arranged before the bootcamp formally kicked off, and team building activities such as electric drift trikes helped participants bond and connect on a personal level. Site visits to the HSB Living Lab in Gothenburg (2018), and attendance at StartUp Latvia Day (2019), which contained for example a smart mobility matchmaking session with investors took place. The extracurricular activities were the hardest to replicate for the 2020 online edition, as the change in format occurred quite late in the planning process and generally online formats are less conducive to personal bonding. However, the bootcamp programme included a CoffeeRoulette, which provided an opportunity for startups to get to know each other. It paired members of the startups randomly with one another in small breakout groups, and let them connect on a personal level.

Interactive facilitation style and a rich toolkit of methods and approaches

Throughout all three bootcamps various methods and tools have been taught to and applied by the participating startups. This included design thinking and service design tools such as the jobs to be done framework, user personas and stakeholder mapping, and business oriented tools such as the business model canvas. Canvases in particular have proven to be a productive tool during the bootcamps. They enabled focused discussions by the teams, and created a needed structure and visual documentation of their discussions. This in turn made it easier for others to ask questions and offer suggestions to the startups.

Skillful facilitation has been of essence during the bootcamps. Facilitation is about ensuring that the people participating in the bootcamp get the best out of themselves, and the goals of the session are met. The key facilitation principles that guided the development are listed below:

- 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.

In the case of the bootcamp, we carefully designed well-structured days, which offered varied flow of the day alternating between high energy tasks, breaks and less demanding modules. It also included a thoughtful design of tasks, which enabled the participation of everyone present and catered to various learning styles. Importantly, hosts and facilitators created an up-beat and supportive atmosphere by being careful listeners and flexibly responding to changes in the atmosphere (e.g. by adding extra breaks). These facilitation techniques had to be adapted to the online format of 2020 and also required the adoption of online tools such as Zoom, GoogleDocs and Screen.io.

In the document's Annex, you can find a more detailed overview of the different modules which were included in the bootcamp, what was the content for each and the work that was done by startups. It also includes a breakdown of the days and time spent on the activities. In addition, we included a checklist for bootcamp organizers which supports the planning process of such events.

Bootcamp Participant profiles

The bootcamps hosted participants from diverse backgrounds - including startup teams, consortium partners and high-quality mentors. Perhaps most importantly, 7 startups attended each bootcamp, one from the participating Baltic Sea Region country. You can read about the winning teams of the Smart Homes (2018), Smart Mobility (2019) and Smart Consumption (2020) in Annex A. The participating SMEs and startups for each bootcamp were chosen through a competitive process, where each team submitted an application amongst others detailing their business model, scale of impact and current strategic focus. The applications then were assessed and prioritized based on their maturity and potential impact. The presence of consortium partners was important, since each of the partners would work to support a SmartUp interested in entering the market of their country. In total, the consortium consists of 10 diverse organizations -- one from Germany, Finland, Poland, Latvia, Estonia; three from Sweden and two from Russia. You can read more about the profiles of the partners here.

To make the bootcamps a success, a large number of external mentors and presenters were invited to participate. They each shared their relevant expertise with the startups through interactive sessions. For example, Davis Plotnieks, a serial entrepreneur, guided the teams through the Jobs to be done framework in his "How to understand your customer on

another level" session in 2019 in Riga. In her session about crowdfunding, Kristin Svärd used examples and a quiz to help startups learn about when can crowdsourcing be the right approach. (For a more comprehensive list of external mentors and expertise, see Appendix.) Selecting engaging, knowledgeable and approachable mentors was a hard task but was essential for the success of the bootcamps. All consortium members helped identify and recruit mentors in their network.

Evaluation & Reflection

Overview of goals, targets and objectives of the bootcamps

Ultimately, the goal of the bootcamps organized through the SmartUp Accelerator was to design effective learning experiences that help startups and SMEs working in the consumer cleantech field to grow and scale their businesses in the BSR. More concretely, the objectives of the bootcamps developed as learning accumulated on how to best support these startups.

For the 2018 Gothenburg Bootcamp, the objectives included:

l   Identify and choose the target market for the Startups
l   Develop deep understanding of your customer(s) in the target market
l   Share experience for market validation measures and set measures for collecting feedback from your target market
l   Growth hacking - Identify critical factors for internationalisation
l   Develop a concrete roadmap for market entry including key activities for the post-bootcamp phase

For the 2019 Riga Bootcamp, the objectives included:

l   Learn about the market opportunities in the seven BSR countries
l   Choose a target market and get an accelerated understanding in your product-market fit for that specific market
l   Learn about customer understanding, growth hacking, investment pitching and crowdfunding – to support your successful international market entry
l   Peer-to-peer learning from other smart-mobility related companies
l   Develop a roadmap and concrete key activities, that once completed will be your step-by-step guide to market introduction

For the 2020 online Bootcamp, the objectives included:

l   Getting to know the support network of partners
l   Peer-to-peer learning and exchange with the other smart consumption related startups
l   Making sense of the current situation in light of COVID-19 developments
l   Clarifying current goals (e.g., related to market entry) and identifying action points, uncertainties and where help is needed, and develop a roadmap and concrete key activities
l   Deepen the focus on your customers

Participant feedback

Feedback was gathered systematically from the attending startups in various formats to better evaluate the effectiveness and relevance of the modules. Participants were asked to share their feedback during the bootcamps in the form of sticky notes to quickly capture their immediate impressions. Additionally, a more extensive feedback survey was also sent as a follow up from the event.

Despite the varying content of the three bootcamps, overall, all three were favourably assessed by the startups. Most attendees who responded to the questionnaire have given 5 or 4 on a scale of 1-5 (5 being excellent) when asked to give an overall evaluation for the bootcamp. When reflecting on the relevance and success of individual modules, the responses were mostly in the range of 5-3, meaning ranging from very successful/valuable to neutral. This can be explained by the differing needs and readiness levels of the participating startups. Additionally, in all three years, an overwhelming majority of participants highlighted that they appreciated the atmosphere that was created through the bootcamps. When considering these results, it is important to keep in mind that not all participants have filled out the questionnaire, and each year it had about a 50% response rate.

The next section briefly reflects on the modules that were perceived as most valuable and successful by the respondents, and the justification (if available).

2018 Bootcamp feedback

The most well received component of the 2018 bootcamp was the Market validation module with Jesper Forslund which participants described "very hands-on and practical" In this session, participants learned about Market validation tools, examples of market launch cases, and 10 things to consider when launching into a new market.

2019 Bootcamp feedback

By far the most well received component of the 2019 bootcamp was the "Customer understanding session" with Davis Plotniaks. One participant appreciated it because "it really made me think outside of the usual and challenged me to think of unusual solutions." In this session, Plotniaks has introduced the Jobs to be done tool, which helped teams think about their customers and their problems in a new way.

2020 Bootcamp feedback

The most favourably viewed module in the online 2020 bootcamp was the "Understanding your user" presentation and exercise by Laura Lerkkanen. In this module, Lerkkanen provided a service design perspective to participants, helping startups see that it is not only end users that the startups should consider in their work. In the hands-on exercises, startups mapped stakeholders, identifying the gaps in understanding of the users and created user personas.

Reflections & recommendations

Based on the feedback received, the participating startups were overall satisfied with the bootcamps provided and evaluated many of the components and modules as valuable to them and successful in their effort to support them in their scaling and internationalization efforts. It is however rather difficult to assess how effectively the bootcamps have supported the startups in their internationalization and scaling efforts in a more objective manner, since

it is not possible to isolate the bootcamps from the changing market environment and other support the startups may have received, in addition to other parts of the accelerator that happened after the bootcamps. Nevertheless, the positive subjective evaluation of the bootcamps by participants is an encouraging sign as to their impact.

The following points summarize the recommendation to those looking to organize bootcamps with similar objectives and audience:

- Pay special attention to the structured and smooth facilitation and positive atmosphere of the bootcamp, as this creates a conducive environment for learning and engaged participants.
- Extracurricular activities are an integral part of bootcamps, and can contribute to the successful international cooperation of parties even after the bootcamp is over. It seems that these activities are particularly important for the development of interpersonal relationships and trust among participants. This is harder to replicate in an online bootcamp format but sessions such as CoffeeRoulettes, where participants are brought together in small groups to chat online can be a viable alternative.
- Prepare a communications plan and prepare participants for it. For example, during the bootcamps, we recorded a brief pitch by participating teams. They were asked to prepare beforehand and the recorded materials were valuable tools for external communication after the bootcamp.
- The presentations and engaging sessions by mentors are at the heart of the bootcamp and needs to be well curated and screened. If possible, getting a detailed overview of the needs and experiences of the participating startups may support the selection of relevant experts.
- Interactive sessions keep participants engaged and productively working. In both online and offline bootcamps, well designed interactive sessions were well appreciated and actively attended to by participants. They were much preferred to lectures and more passive sessions.
- Striking the balance between encouraging early and properly informed market entry choice whilst remaining flexible when startups change their decisions. Often times participating startups would choose their market based on the potential market size alone, and not taking other considerations into account such as market suitability, readiness and saturation. Here especially in the bootcamp preparation phases and tasks given to the participants can strengthen their decision making. However, it is important to retain some flexibility with regards to their decisions, as teams are prompted to reflect and get to know the partners during the bootcamp and may come to different conclusions about what is the right move for them.

Appendix A: Startup Profiles

Meet the teams of Smartup Accelerator 2020

The Latvian company Eco-Buddy has developed an educational board game to support sustainable lifestyles and behaviour. With the game, the team changes the mind-set of consumers. This will increase the number of 'sustainable thinkers' and help us tackle challenges brought by waste, linear business solutions and overconsumption. The Eco-Buddy board game is available in two designs for different age groups (10-15 and 15+). It can be used in casual settings as well as in schools or organizations, opening up to learning and discussions among kids and adults or teachers and employees.

Planet Heroes from Poland is the first crowdfunding platform focused on environmental initiatives and global promotion of them. The platform uses finance technology to enable peer-to-peer money transfers in the form of donations. The aim is to create a community of people organizing clean-up activities, to support each other in the process and to encourage more people to clean-up our planet from litter and waste.

Suckõrs is an Estonian company that provides a more sustainable alternative to single-use plastics. Suckõrs produces straws made of common reed and are also developing reed-based materials for creating new products. Reed is processed into the straws without any use of additives, using only simple and energy efficient methods. The straws are fully biodegradable, reusable and dish washable.

Kamupak offers a digital deposit service for reusable packaging. The Finnish company supports the full loop of packages, making it a circular solution. Kamupak is currently focused on supporting needs for take away packaging, but their services can be used in other contexts as well.

NyamCup is a Russian company producing edible cups for various drinks. The edible cups can contain any hot drink with a temperature of up to 100 degrees for up to 2 hours. Once the beverage has been consumed, you're left with a delicious and nutritious dessert cup. No more need for single-use cups that are harmful to the environment!

Swedish company Habits helps people and companies reduce their climate impact through a service and web-app tool. The goal is to engage people by suggesting new, more sustainable behaviours based on current actions and measuring the effect in terms of reduced CO_2 emissions. The design and user experience is key to successfully creating new habits, which is why Habits complements knowledge with gamification.

German company INNER ELMT uses the wisdom of Far Eastern medicine and combines the valuable ingredients of the vital mushrooms into a delicious taste experience in the form of a drink powder. With 100% natural ingredients, high quality and valuable ingredients, their products are for all who strive for a healthy lifestyle and are curious about something new.

Meet the teams of SmartUp Accelerator 2019

Broomee from Poland is an Intelligent Transportation System dedicated to local governments in the SaaS model, which solve problems of excluded areas, and inefficient routes of public transport as well as a price gap between different modes of transport. Broomee is an on-demand, demand-based system for public transport, which allows citizens to order a ride through a mobile application, where routes, bus stations, and timetables aren't fixed. People don't have to adapt to the public transport, public transport adapts to people.

Perille mobility services Oy from Finland is a startup company which main product is Perille service. Perille is a marketplace for transportation services and a platform for various mobility solutions. They combine several transport operators in one digital search where they offer our users a smooth travelling experience regardless of the transport mode.

Choppelectric from Estonia is highly passionate in developing and creating handcrafted electrical bikes with awesome design and an unforgettable driving experience. The idea of Choppelectric started in the spring of 2016 from the ambition to create a stylish e-bike that would resemble a motorbike.

Clean Motion from Sweden is a technology company that have created a small electric vehicle for urban transportation of people and goods. The company's goal is to create a holistic service that easily resolves an important part of the future urban transport and environmental challenges. A product that is scalable, flexible and easily produced locally on the market in question.

Parkdroid from Latvia is most affordable, advanced and compact Smart Parking Sensor developed by industry experts that comes in two models – surface and immersible. Parkdroid sensor communicates with LoRa or NB-IoT networks to provide real-time parking data. Parkdroid's unique construction and high quality components together with proven geomagnetic algorithm provides superior detection rate and durability in the harshest environmental conditions.

ONO from Germany is an e-mobility company that offers a whole new category of vehicle, a pedal assisted transporter (PAT), solving the courier, express, parcel and delivery markets' logistical and environmental problems within cities. We offer a vehicle that has the flexibility and benefits of a bicycle combined with the durability, reliability and cargo capacity of a van.

Smart Transport from Russia is a company that develops an electric vehicle charging service. The company demonstrates benefits of electric vehicle usage.

Meet the teams of SmartUp Accelerator 2018

rDot from Sweden is developing and manufacturing an environmentally friendly, ultra-low power display technology. The applications include smart homes.

Fourdeg from Finland offers a service that improves indoor comfort with stable heating and in the accuracy of individual rooms; and saves 15-35% in heating costs.

AiRobot from Estonia is provides an innovational ventilation unit. Specially built software and hardware constantly monitor indoor climate and then smartly act or regulate indoor climate based on the results.

Volts from Russia offers Power Bank for the whole house. It will help to operate energy consumption and to create unique scenarios for future consumption.

Istabai from Latvia offers smart heating control system. Istabai system is made to retrofit your home with smart home solutions and the whole system can be controlled through one app.

Homebeat.live from Germany enables "smart building" for multi-family buildings. It can be used like a multi-thread WhatsApp channel. The freemium SaaS platform, brings all stakeholders together in a single platform.

Ecolife from Poland provides a system to measure air quality indoors and outdoors, compares those two and send notification to the users to do an action to clean air quality indoors.

Appendix B: Bootcamp modules & planning tool

Below you'll find a helpful planning checklist for those looking to organize a bootcamp-type of event:

Further, you'll find a more detailed overview of the three bootcamp in terms of their contents and exercises.

Gothenburg Bootcamp 2018

Module (mentor)	Contents & approach	Exercise(s) for teams
1. BSR as a market for consumer cleantech	- each country presented key market insight of their home country as a target market through *Country Card* presentation - speed-dating: each team visit 6 countries for 5 mins each and gather useful information about the market, partner's networks, their expertise and work in general, access to business and investors etc.	- choosing of primary target market and naming of new partner to support the internationalisation
2. Your market, customers & market hypothesis with Petteri Lillberg	- "If you are not selling change, you are not selling anything." - How to create and grow your customer → teach, tailor, take control - Importance of a salesperson in the team - Different types of salespersons	- My Challenger canvas: whose mind do I need to change and how to do it

	- How to change minds by challenging the customer	
3. Collecting feedback for market validation with Jesper Forslund	- Market validation tools - examples of market launch cases - 10 things to consider when launching in a new market	- sharing marketing hacks they have found beneficial
4. Growth hacking with Pawel Bochniarz	- Critical aspects of growth supporting internationalisation - What drives your expansion plans? - What will it take to do it? - What are the risks to consider? - Case studies: Uber, Biotech & Co.	- review of business model canvas
5. Roadmap for market entry	- Develop a concrete roadmap for market entry including key activities for the post-bootcamp phase (November-February)	- roadmap canvas

Riga Bootcamp 2019

Module (mentor)	Contents & approach	Exercise(s) for teams
1. BSR as a market for consumer cleantech Consortium partners	- Presentation of the key learnings from the smart mobility market study (4.1.) by Agnieszka Mlodzinska, MITEF - Each country presented key market insight of their home country as a target market through *Country Card* presentation - Speed-dating: each team visited 3 potential target market partners for 15 mins each and gather useful information about the market, partner's networks, their expertise and work in general, access to business and investors etc.	Choosing of primary target market and naming of new partner to support the internationalisation
2. How to understand your customer on another level with Davis Plotnieks	- Why creating a feasible business idea is a complicated task? - Why businesses struggle to innovate? - What methods can be used for customer research? - Why customer research often fails? - What can we learn from the Milkshake study?	JTBD (Job's to be done) Canvas – Main task is to simulate your customer's behavior

3. Critical aspects of growth supporting internationalisation with Pawel Bochniarz	- Critical aspects of growth supporting internationalisation - What drives your expansion plans? - What will it take to do it? - What are the risks to consider? - Case studies: Uber, Biotech & Co.	Review of business model canvas
4.1. Angel investing with Marta Matisone	- What do investors care about - Tips for pitching to investors	No exercise, only keynote and discussions
4.2 Crowd- funding With Kristin Svärd	- How crowdfunding works - How to build success through crowdfunding - Success stories and fail factors	Quiz of success stories and fail factors based on real cases through a virtual quiz tool
5. Roadmap for market entry Consortium partners	- Develop a concrete roadmap for market entry including key activities for the post-bootcamp phase (September-January)	Roadmap canvas

Online Bootcamp 2020

Module (mentor)	Contents & approach	Exercise(s) for teams
1. "How did we do it?" with Vesa Heikkinen, CEO of Perille	Presentation and Q&A of Vesa Heikkinen, CEO of Perille, who shared his experience as a participant of the Accelerator from last year. Perille successfully entered the Russian market, instead of the initial plan of wanting to enter Germany, and reflected what made this entry and pivot successful	n/a
2. Sensemaking & Target Market Roadmap with Consortium partners	Startup teams reflected on the following questions: 1) Sensemaking - How is the COVID19 pandemic affecting your business? What are your strengths in light of the situation? What changes for you as a result? 2) Goal setting and action plan - What are the most important goals for the next 6-12 months, related to market entry or otherwise? -What are the actions required to reach these goals?	Sensemaking & Target Market Roadmap Canvas

	What resources are needed? What are critical uncertainties?	
3. Understanding your user with Laura Lerkkanen	- Presentation on the importance of user understanding - Stakeholder mapping - Identifying the gaps in understanding of the users - Creating user personas	Understanding your user canvases
4. Finalizing Roadmap for market entry Consortium partners	- Reviewing and finalizing the roadmap for market entry based on gaps in user understanding and reflections from day 1	Target Market Roadmap Canvas

Appendix C: Bootcamp schedules

Gothenburg 2018 Bootcamp

Day 1 - 7.11.2018

Time	Activity
9:00	Welcome Overview of the bootcamp Team's introduction
9:30	**Module 1:** **BSR as a market for** **consumer cleantech** - Country Cards - Speed-dating - Choose your target market
12:00	Lunch
13:00	**Module 2:** **Your market, customers &** **market hypothesis**
14:30	Group picture outside
14:45	**Module 3:** **Collecting feedback for** **market validation**
16:00	End of Day 1

16:30	Site-visit: HSB Living Lab
17:30	Freetime
19:00	Dinner at Forza Football

Day 2 - 8.11.2018

Time	Activity
8:30	Coffee
9:00	Reflection session of Day 1
10:00	**Module 4:** **Growth hacking**
12:00	Lunch
13:00	**Module 5:** **Roadmap for market entry**
14:30	Final presentations
15:30	Reflection Next steps
16:00	Home-bound

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Riga 2019 bootcamp

Day 1 -10.9.2019

8:30	Morning Coffee		13:00	**Module 2:** **Customer understanding**
9:00	**Welcome** Overview of the bootcamp Team's introduction		14:30	Group picture outside
10:00	**Module 1:** **BSR as a market for** **consumer cleantech** - Market overview - Country Cards - Speed-dating - Choose your target market		**14:45**	**Module 3:** **Growth hacking**
			16:30	End of Day 1

			16:30	Free time
12:00	**Lunch**		**18:30**	**Drifta Halle**
				Drift trikes & Dinner

Day 2 - 11.9. & Day 3 12.9.

8:30	Coffee
9:00	Reflection session of Day 1
9:30	**Module 4:** **Investment pitching & crowdfunding**
12:00	Lunch
13:00	**Module 5:** **Roadmap for market entry** Video interviews
14:30	Final presentations
15:30	Reflection Next steps
16:00	End of Day 2

Online 2020 Bootcamp

Program of day 1
times in CET

Morning session: 9.00–11.00 CET

8.30	Morning café (Zoom open)
9.00	Welcome & introductions
10.00	Break (15 min)
10.15	"How did we do it?" – Presentation by Vesa Heikkinen, CEO of Perille (followed by Q&A)
11.00	LUNCH BREAK

Afternoon session: 12.30–14.30 CET

12.15	Lunch café (Zoom open)
12.30	Sensemaking & Target Market Roadmap
13.45	Break (15 min)
14.00	Reflection + Program for day 2
14.30	End of day 1

Program of day 2
times in CET

Morning session: 9.00–12.00 CET

8.30	Morning café (Zoom open)
9.00	CoffeeRoulette
9.45	Break (15 min)
10.00	Understanding your user
12.00	LUNCH BREAK

Afternoon session: 13.30–14.30 CET

13.15	Lunch café (Zoom open)
13.30	Target market roadmap revision / finalization
14.15	Final words & next steps
14.30	End of day 1