



DLTech UP (Project Number 5070869)

Project:	Accelerating Blockchains for Good
Group Actions:	WP4: Implementation, management and monitoring of the Acceleration program & Evaluation of top projects and coordination of final event
Deliverable:	4.1.3 Evaluation of top projects and organisation of final event
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1. General Information of the Project

DLTechUP project idea was inspired by the multiple barriers SMEs have to overcome, especially during their first steps, in order to join the entrepreneurial sector. One such barrier is the lack of entrepreneurial skills as well as the limited access to such knowledge, useful information and contacts with relevant stakeholders. As a result, entrepreneurs often have limited information about cost saving technologies, as well. Furthermore, since competitiveness is highly dependent on a number of purely economic factors, the lack of support services/investors, as well as several obstacles they face in order to obtain business finance, prevent SMEs from developing innovative and competitive services and/or products.

In accordance to the specific programme's aims and challenges addressed, **DLTechUP** seeks to effectively contribute to the improvement of entrepreneurial support systems for SMEs through the establishments of business support actions. Therefore, in order to tackle the aforementioned challenges, **DLTechUP** will support cutting edge technology projects or efforts with a direct societal impact, with an arsenal ranging from acceleration tools to seed funding, in order to address the gap of difficulties in obtaining business finance, under a purely enterprising, profit oriented lens. In addition, the project seeks to identify targeted investment priorities for the interregional area and related targeted actions to support the excellence of entrepreneurship, research and innovation. The specific objectives are to improve the innovation process, and to attract international investors. Moreover, the partnership aims to take action to attract investment and to upgrade the intervention area to a center of technological and scientific development.

The project also focuses on the necessary support structures needed to exploit the full potential of the intervention areas, in order to be identified. Specifically, each region will incorporate mechanisms for linking R&D, education, innovation and international markets, as well as business clusters between regions. As for the lack of human development and skills issue, this proposed project will support directly *blockchain for good* efforts to investigate potential benefits for the society as a whole. Regarding the innovative aspect of the project, the central point will be the co-creation of a unique Accelerator programme to stimulate the piloting of DLT-based social and public applications to address existing or emerging sustainability challenges, and ultimately drive positive change for the common good. The beneficiary/consortium will conduct an open challenge to identify and select up to 10 projects pursuing DLT applications for social or public good to be supported by the Accelerator.

ROLES: Lead Partner (EILD) will have a leading role with NATIONAL ASSOCIATION MOUNTAINS MILK (NAMM) to follow.

LOCATION OF ACTIVITIES: The activities of the project are divided by 60%-40% between the two involved cross-border territories of Thessaloniki, Central Makedonia (Greece) and Yuzhen tsentralen Smolyan (Bulgaria) respectively. The target area of the project includes 7 prefectures on the Greek side (Evros, Kavala, Xanthi, Rodopi, Drama, Thessaloniki and Serres) and 4 districts on the Bulgarian side (Blagoevgrad, Smolyan, Kardzhali, Haskovo), which cover 40.202 sq km with 2,8 million inhabitants.

2. Introduction

The partnership is expecting to produce a concrete organisational structure to drive an efficient acceleration process, through the DLTech-UP project. Based on a sound operational plan, a highly involved roster of advisors and mentors across Europe and a through dissemination and support plan, DLTech-UP aims to attract at least 20 eligible and high quality projects across several thematics addressing societal challenges.

A well structured and co-designed acceleration program is expected to offer the 10 selected projects the right tools and incentives, through constant monitoring and support, masterclasses, seed funding and mentor interactions, to drive blockchain innovative projects forward faster in direct correlation with societal needs and requirements. Exposure either physically through the events to be organised or virtually through connections with market stakeholders aims to further support their direct to society approach and expedite accelerated project development.

Monitoring the effect of the acceleration program and continuously adapting to the expressed needs and requirements of the accelerated teams is expected to propel the DLTech-UP team to sourcing the right conclusions, addressing challenges along the way and refining its strategy. The reporting of the outcomes will fuel a sustainability plan focused on replicability and scaling up societal benefits across Europe. The final report, the guidelines and replicability and scalability blueprints are expected to be disseminated across a wide network of academic and research institutes as well as market stakeholders leveraging the extensive network of engaged partners available to EILD as well as its subcontractors in the field of distributed ledger technologies, across Europe

Finally, outcomes will become publicly available through open access journals and conferences in the field, instigating further involvement into acceleration best practices by non-traditionally involved stakeholders, such as academia, as well as future acceleration programs in other cutting edge technological fields for the benefit of the society.

Specific objectives have been set out and this Project investigates the practicalities of achieving replicable results through the formation of a well-structured, well laid out, scalable and replicable acceleration program addressing its specific following objectives.

Objective 1) Co-design and launch of the Accelerator

The design of the accelerator is considered the most crucial aspect of the whole process, as it will be addressing researchers, developers, entrepreneurs, start-ups and companies alike. Thus, the cocreation process is expected to attract identifiable stakeholders from the whole quadruple helix and across several European countries. The overarching goal is to reach a wider ecosystem of stakeholders to adequately support the creation of the advisory board, evaluation committee and mentor network accordingly to their preferred capacity and involvement.

Objective 2) Open call for applications to the Accelerator

The Open Call drafted in line with the project goals will be carefully stated to clarify the social aspects of the acceleration program and the targeted projects. It will be subsequently disseminated via the appropriate channels, including academic and research institutes, the start-up ecosystem, social media and others.

Objective 3) Implementation, management and monitoring of the intensive programme

The project will be supported operationally by consortium members across several functions including daily operations, coaching of the admitted project teams, online presence and dissemination, engagement and support of the external collaborators, preparation of the masterclasses and the online/physical events throughout the project lifecycle

Objective 4) Evaluation of projects for the final award

The projects will be evaluated at the end of the acceleration cohort based on monitoring outcomes available to the evaluation committee and a set of criteria identified at the design phase of the project. This evaluation process will reach a conclusion following an evaluation of the project teams' deliverables and an office-hours process.

Objective 5) Organisation of final event

Following the conclusion of the acceleration cohort the operational team will collect all the necessary information, prepare the dissemination material and organise the final event at Brussels which will include the presentation of the project outcomes and a pitching and award ceremony for the winning teams.

Objective 6) Communication and impact assessment

The final part of the DLTech-UP project will be to record all the findings and outcomes of the process and discuss the possible best practices that can be extrapolated. The report will be complemented with a sustainability and replicability strategy. In addition the findings will be leveraged for publication and conference presentations to DLT and Entrepreneurship focused events.

This Deliverable focuses on **the Evaluation of top projects and organisation of final event.**

3. Evaluation of Top Projects

3.1 Criteria Development

Defining evaluation criteria that reflect the program's goals involves aligning the assessment metrics with the overarching objectives of the accelerator program.

Steps to Define Evaluation Criteria

1. **Understand Program Goals:**

- **Economic Development:** If the goal is to boost local economies, focus on criteria like job creation potential, economic impact, and scalability.
- **Technological Innovation:** For programs aiming at technological advancement, prioritize innovation, intellectual property potential, and technological feasibility.
- **Market Penetration:** If market reach and growth are critical, emphasize market potential, customer acquisition strategy, and competitive advantage.
- **Social Impact:** For socially-oriented programs, include social impact, sustainability, and community benefits as key criteria.

2. **Engage Stakeholders:**

- Collaborate with key stakeholders, including investors, mentors, local government, and industry experts, to define what success looks like for the program.
- Gather input from past participants and mentors to understand which factors most significantly contributed to success.

3. **Benchmark Against Similar Programs:**

- Study successful accelerators in similar regions or industries to identify common evaluation criteria.
- Adapt these criteria to fit the specific context and goals of the Greece-Bulgaria border region.

Common Evaluation Criteria

1. Innovation and Originality:

- **Uniqueness:** How unique and novel is the start-up's solution compared to existing solutions?
- **Creativity:** Does the project demonstrate creative problem-solving and innovative thinking?

2. Market Potential:

- **Market Size:** What is the estimated size and growth potential of the target market?

- **Customer Need:** How well does the start-up understand the needs and pain points of its target customers?
 - **Competitive Advantage:** Does the start-up have a clear and sustainable competitive advantage?
- 3. Business Model Viability:**
- **Revenue Model:** Is the revenue model clear, realistic, and scalable?
 - **Cost Structure:** Are the costs manageable and justified?
 - **Scalability:** Can the business model be scaled efficiently as the company grows?
- 4. Team Competence:**
- **Experience and Skills:** Does the team have the necessary skills and experience to execute the business plan?
 - **Diversity:** Is the team diverse in terms of skills, perspectives, and backgrounds?
 - **Commitment:** How committed is the team to the project?
- 5. Financial Health:**
- **Funding Needs:** Are the funding requirements reasonable and well-justified?
 - **Financial Projections:** Are the financial projections realistic and based on sound assumptions?
 - **ROI Potential:** What is the potential return on investment for investors?
- 6. Social and Economic Impact:**
- **Job Creation:** How many jobs is the start-up expected to create?
 - **Community Impact:** What positive impact will the start-up have on the local community?
 - **Sustainability:** Does the start-up address environmental or social sustainability issues?
- 7. Technological Feasibility:**
- **Technical Soundness:** Is the technology underlying the product or service sound and feasible?
 - **Development Stage:** What stage is the technology at (prototype, beta, fully developed)?
 - **IP and Patents:** Are there any intellectual property rights or patents in place?
- 8. Customer Validation:**
- **Traction:** Does the start-up have any early traction or customer validation (e.g., sales, pilot programs, letters of intent)?

- **User Feedback:** Is there positive feedback from early users or customers?

Implementing the Evaluation

- **Scoring Rubric:** Develop a detailed scoring rubric for each criterion with defined scoring ranges (e.g., 1-5 or 1-10) and clear descriptions of what each score represents.
- **Judges' Training:** Provide training sessions for judges to ensure they understand the criteria and apply them consistently.
- **Weighting:** Assign weights to each criterion based on its importance to the program's goals. For example, if market potential is a priority, it may carry more weight than other criteria.

Continuous Improvement

- **Feedback Loop:** After each cohort, gather feedback from judges, participants, and mentors on the evaluation criteria and process.
- **Review and Adjust:** Regularly review and adjust the criteria to ensure they remain relevant and aligned with the evolving goals of the accelerator program.

By defining clear, aligned, and well-communicated evaluation criteria, the accelerator program can ensure that it identifies and supports the most promising start-ups that align with its goals for the Greece-Bulgaria border region.

3.2 Evaluation Process

1. **Application Screening:**
 - **Initial Review:** Applications are initially screened to ensure they meet the basic eligibility criteria (e.g., industry focus, stage of development, geographic location).
 - **Basic Fit Assessment:** Assess whether the start-up's goals and needs align with the accelerator's objectives.
2. **Detailed Application Review:**
 - **Document Analysis:** A detailed review of application documents, including business plans, pitch decks, financial projections, and team bios.
 - **Scoring:** Applications are scored based on predefined criteria, such as innovation, market potential, team competence, and alignment with the program's goals.
3. **Interviews and Pitch Sessions:**
 - **Initial Interviews:** Conducting initial interviews with shortlisted candidates to clarify details and assess the founders' communication and presentation skills.
 - **Pitch Sessions:** Organizing formal pitch sessions where start-ups present their projects to a panel of judges. This includes a presentation followed by a Q&A session.
 - **Scoring and Feedback:** Judges score the pitches using a standardized rubric and provide immediate feedback to the start-ups.
4. **Due Diligence:**
 - **In-Depth Review:** Conducting a thorough due diligence process for the top candidates, including verifying claims, checking references, and assessing the viability of the business model.
 - **Legal and Financial Checks:** Ensuring there are no legal issues and that the financial health of the start-up is sound.
5. **Selection Panel Deliberation:**
 - **Consensus Building:** The panel of judges meets to discuss their evaluations and reach a consensus on the top projects. This may involve several rounds of discussions.
 - **Final Scoring:** Final scores are compiled, and the top start-ups are selected based on their overall performance across all criteria.
6. **Announcement of Selected Start-ups:**
 - **Official Notification:** Selected start-ups are officially notified and invited to join the accelerator program.
 - **Public Announcement:** A public announcement is made, often through a press release or a dedicated event, to introduce the new cohort to the broader community.

Best Practices from Relevant Accelerators

****Y Combinator:****

- ****Application Process:**** Applicants submit a detailed application form and a one-minute video pitch.
- ****Interview Stage:**** Shortlisted candidates are invited to a 10-minute interview with the partners.
- ****Selection Criteria:**** Focuses on the founders' passion and expertise, market size, and potential for growth.
- ****Iterative Feedback:**** Continuous feedback is provided throughout the program to refine start-up pitches and business models.

****Techstars:****

- ****Application Review:**** Includes multiple stages of application review and scoring by different members of the Techstars network.
- ****Screening Calls:**** Initial phone interviews to assess fit and potential.
- ****In-Person Interview:**** Finalists are invited for a deeper, in-person interview to pitch their start-up.
- ****Community Involvement:**** Engages mentors and alumni in the evaluation process to provide diverse perspectives.

****500 Startups:****

- ****Application Filtering:**** Uses a combination of algorithmic screening and human review to filter applications.
- ****Interview Rounds:**** Multiple rounds of interviews, including detailed Q&A sessions with the founding team.
- ****Pitch Presentation:**** Emphasizes the ability to pitch and present effectively.
- ****Holistic Evaluation:**** Considers team dynamics, market opportunity, traction, and potential for disruption.

****MassChallenge:****

- ****Two-Round Process:**** The evaluation process is divided into two rounds: an online review and an in-person interview.
- ****Expert Judges:**** Leverages a large pool of expert judges from various industries to review applications.
- ****Transparent Scoring:**** Provides transparent feedback and scoring to applicants to help them understand their strengths and weaknesses.

- **Focus on Impact:** Evaluates the potential impact of the start-up on society and the economy.

Implementing the Evaluation Process

1. **Developed Clear Guidelines:**

- Created a detailed evaluation rubric and guidelines for judges.
- Ensured all judges understand the criteria and scoring system.

2. **Training for Judges:**

- Provided training sessions for judges to ensure consistency in scoring and feedback.
- Used mock pitches to calibrate scoring among judges.

3. **Use of Technology:**

- Implemented a digital platform for application submission, scoring, and feedback.

4. **Regular Feedback Loops:**

- Established regular feedback loops with participants throughout the evaluation process.
- Used feedback to continuously improve the evaluation criteria and process.

5. **Transparency and Fairness:**

- Ensured the evaluation process is transparent and fair.
- Communicated the process and criteria clearly to all applicants.

By following these best practices and establishing a comprehensive evaluation process, the intelligent Cross-Border Accelerator for ICT-enabled start-ups effectively identified and supported the most promising start-ups in the Greece-Bulgaria border region.

3.3 Scoring System

Based on best practices from successful accelerators such as Y Combinator, Techstars, 500 Startups, and MassChallenge, a scoring system for evaluating start-ups typically included a detailed rubric with various criteria, each weighted according to its importance to the accelerator's goals. Here's an outline of scoring systems used the intelligent Cross-Border Accelerator for ICT-enabled start-ups targeting the Greece-Bulgaria border region:

Example Scoring Criteria and Weights

****1. Innovation and Originality (20%)****

- ****Uniqueness of Idea:**** How unique and novel is the start-up's solution?
- ****Technical Innovation:**** How advanced or innovative is the technology?

****2. Market Potential (20%)****

- ****Market Size:**** What is the size and growth potential of the target market?
- ****Market Need:**** How well does the start-up address a significant market need or problem?

****3. Business Model Viability (20%)****

- ****Revenue Model:**** Is the revenue model clear, realistic, and scalable?
- ****Customer Acquisition Strategy:**** How effective is the strategy for acquiring and retaining customers?

****4. Team Competence (20%)****

- ****Experience and Skills:**** Does the team have the necessary skills and experience?
- ****Commitment and Cohesion:**** How committed is the team to the project, and how well do they work together?

****5. Social and Economic Impact (10%)****

- ****Job Creation:**** What is the potential for job creation in the region?
- ****Community Impact:**** What positive impact will the start-up have on the local community?

****6. Traction and Progress (10%)****

- ****Customer Validation:**** Is there evidence of customer interest or sales?
- ****Milestones Achieved:**** What key milestones has the start-up already achieved?

Scoring System Implementation

1. **Developing a Scoring Rubric:**

- Created a detailed scoring rubric with specific sub-criteria under each main criterion. For example, under "Market Potential," sub-criteria could include market size, growth rate, and competitive landscape.

- Defined scoring ranges for each criterion (e.g., 1-5 or 1-10) with clear descriptions of what each score represents.

2. **Assigning Weights:**

- Assigned weights to each criterion based on its importance. This ensures that more critical factors have a greater impact on the overall score.

- Ensured the total weight adds up to 100% to maintain balance.

3. **Standardizing Scoring:**

- Used a standardized scoring template to ensure all judges evaluate consistently.

- Provided examples and benchmarks to help judges understand how to apply the scores.

4. **Training for Judges:**

- Conducted training sessions to ensure judges understand the scoring system and criteria.

- Used mock evaluations to calibrate scoring among judges.

Scoring Rubric

Criterion	Weight	Score (1-5)	Weighted Score
Innovation and Originality	20%		
- Uniqueness of Idea			
- Technical Innovation			
Market Potential	20%		
- Market Size			
- Market Need			
Business Model Viability	20%		
- Revenue Model			
- Customer Acquisition			
Team Competence	20%		
- Experience and Skills			
- Commitment and Cohesion			

Social and Economic Impact	10%		
- Job Creation			
- Community Impact			
Traction and Progress	10%		
- Customer Validation			
- Milestones Achieved			

Best Practices from Relevant Accelerators

****Y Combinator:****

- ****Team and Market Focus:**** Emphasizes the strength of the founding team and the size of the market.
- ****Scoring Simplicity:**** Uses a simple scoring system focused on key criteria with less emphasis on detailed sub-criteria.

****Techstars:****

- ****Comprehensive Rubric:**** Uses a detailed rubric with multiple sub-criteria under each main category.
- ****Weighting:**** Assigns different weights to criteria based on the specific focus of each accelerator program.

****500 Startups:****

- ****Focus on Traction:**** Places significant emphasis on customer validation and market traction.
- ****Iterative Feedback:**** Incorporates feedback sessions to refine the scoring process and criteria.

By adopting a comprehensive and weighted scoring system, the intelligent Cross-Border Accelerator effectively evaluated and selected the most promising ICT-enabled start-ups, ensuring alignment with the program’s goals and the unique needs of the Greece-Bulgaria border region.

3.4 Feedback

Feedback Mechanisms

1. **Detailed Written Feedback:**

- **Application Feedback:** Providing detailed comments on the strengths and weaknesses of the application. Highlighting areas where the start-up met or exceeded expectations and areas that need improvement.
- **Pitch Session Feedback:** After pitch sessions, offering comprehensive feedback on the presentation, including clarity of the pitch, effectiveness of communication, and persuasiveness of the business case.

2. **Real-Time Verbal Feedback:**

- **Pitch Sessions:** During or immediately after pitch sessions, judges or mentors give real-time verbal feedback, offering actionable insights and immediate areas for improvement.
- **Mentor Meetings:** Regular meetings with mentors provide continuous verbal feedback and guidance throughout the accelerator program.

3. **Structured Feedback Forms:**

- **Scorecards:** Judges and mentors using scorecards with specific criteria to provide structured feedback. This includes numerical scores and written comments for each criterion.
- **Evaluation Rubrics:** Detailed evaluation rubrics guide feedback, ensuring it is comprehensive and covers all critical aspects of the business.

4. **Interactive Feedback Sessions:**

- **Q&A Sessions:** After presentations, interactive Q&A sessions allowing judges and mentors to ask probing questions, providing start-ups with insights into potential gaps or weaknesses.

5. **Mentorship and Coaching:**

- **One-on-One Mentoring:** Regular one-on-one sessions with assigned mentors who provide personalized feedback and advice tailored to the start-up's specific needs.
- **Peer Feedback:** Structured peer review sessions where start-ups present to each other and provide mutual feedback.

6. **Follow-Up Reports:**

- **Post-Program Reports:** After the completion of the program, a comprehensive report highlighting the progress made, strengths, and areas for future focus.

3.5 Examples from Relevant Accelerators

Y Combinator:

- **Office Hours:** Regular office hours with partners where start-ups get direct feedback and advice on their progress.

- **Demo Day Feedback:** After demo day pitches, start-ups receive feedback from investors and partners to refine their pitches and business models.

Techstars:

- **Mentor Whiplash:** An intensive period at the beginning of the program where start-ups meet numerous mentors and receive a wide range of feedback to identify key areas of focus.

- **Weekly Check-Ins:** Weekly meetings with managing directors and mentors to review progress and provide ongoing feedback.

MassChallenge:

- **Judging Feedback:** Detailed feedback from judges after the initial and final judging rounds, including scores and written comments.

- **Mentor Matching:** Tailored mentor matching based on start-up needs, with mentors providing continuous feedback throughout the program.

3.6 Implementing Effective Feedback Mechanisms

1. **Created Structured Feedback Templates:**

- Developed standardized feedback forms and scorecards to ensure consistent and comprehensive feedback across all start-ups.

2. **Trained Judges and Mentors:**

- Provided training for judges and mentors on how to deliver constructive feedback that is specific, actionable, and supportive.

3. **Scheduled Regular Feedback Sessions:**

- Incorporated regular feedback sessions into the program schedule, ensuring start-ups receive continuous guidance and support.

4. **Fostered a Feedback Culture:**

- Encouraged a culture of openness and continuous improvement where start-ups feel comfortable seeking and receiving feedback.

By establishing these feedback mechanisms, the intelligent Cross-Border Accelerator can ensure that ICT-enabled start-ups in the Greece-Bulgaria border region receive the guidance and support they need to refine their business models, enhance their pitches, and achieve their growth potential.

4. Organization of Final Event - Cohort Evaluation and Award Event Planning

4.1 Common Elements of Final Award Winning Events

1. **Opening Remarks:**

- **Welcome Speech:** Typically delivered by the accelerator's founder or managing director, setting the tone for the event and highlighting the program's journey and achievements.

- **Keynote Speakers:** High-profile industry leaders or successful alumni sharing insights and inspirational stories.

2. **Start-Up Pitches:**

- **Pitch Presentations:** Each start-up delivering a concise, compelling pitch (usually 3-5 minutes) showcasing their product, business model, market opportunity, traction, and future plans.

- **Q&A Sessions:** including a brief Q&A session after each pitch, allowing investors and judges to ask questions and engage with the start-up.

3. **Judging Panel:**

- **Expert Judges:** A panel of judges comprising investors, industry experts, and successful entrepreneurs evaluates the pitches and provides feedback.

- **Scoring and Deliberation:** Judges scoring each pitch based on predefined criteria and deliberate to determine the award winners.

4. **Award Announcements:**

- **Categories:** Awards given in various categories such as Best Overall Start-up, Most Innovative, Best Social Impact, and Audience Choice.

- **Prize Distribution:** Announcing and distributing prizes, which can include in-kind services like office space.

5. **Networking and Exhibition:**

- **Networking Sessions:** Organized networking opportunities for start-ups to connect with investors, mentors, potential partners, and media representatives.

6. **Closing Remarks:**

- **Summary Speech:** Recapping of the event, recognition of sponsors and partners, and closing thoughts from the accelerator's leadership.

- **Next Steps:** Information on future opportunities, follow-up events, and ways for attendees to stay engaged with the start-ups and the accelerator.

4.2 Examples from Leading Accelerators

****Y Combinator:****

- ****Two-Day Demo Day:**** Y Combinator's Demo Day is spread over two days to accommodate a large number of start-ups. Each start-up gives a short pitch, and there are no Q&A sessions during the pitches to keep the event concise.
- ****Investor-Focused:**** The event is primarily focused on investors, with extensive networking opportunities afterward.

****Techstars:****

- ****Single-Day Event:**** Techstars typically hosts a one-day Demo Day with pitches followed by Q&A sessions.
- ****Community Engagement:**** The event often includes broader community engagement, with local stakeholders, media, and alumni participating.

****500 Startups:****

- ****Pitch and Networking:**** 500 Startups' Demo Day features start-up pitches followed by networking sessions where investors can meet the start-ups.
- ****Global Audience:**** These events often attract a global audience, with live streaming options for remote attendees.

****MassChallenge:****

- ****Awards Ceremony:**** MassChallenge's Final Event includes an awards ceremony where substantial cash prizes and other resources are distributed.
- ****Expo and Networking:**** The event also features an expo where start-ups can demonstrate their products and network with attendees.

4.3 Implementing the Final Award Winning Event for the Cross-Border Accelerator

1. ****Pre-Event Preparation:****

- ****Pitch Coaching:**** Provided extensive pitch coaching and rehearsal sessions for start-ups to refine their presentations.
- ****Event Promotion:**** Promoted the event through various channels to attract a wide audience, including investors, industry leaders, and media.

2. ****Event Structure:****

- ****Welcoming Session:**** Started with a welcome speech and possibly a keynote from a prominent figure in the ICT or start-up ecosystem.
- ****Structured Pitches:**** Organized start-up pitches in a structured manner, keeping them concise and engaging.
- ****Judging and Awards:**** Ensured a transparent judging process and clearly communicate the criteria and categories for awards.

- **Interactive Sessions:** Included networking sessions to facilitate deeper engagement between start-ups and attendees.

3. **Post-Event Follow-Up:**

- **Media Coverage:** Arranged for media coverage to highlight the success of the start-ups and the accelerator program.

By adopting these elements and best practices, the intelligent Cross-Border Accelerator hosted a successful Final Award Winning Event that showcased the potential of ICT-enabled start-ups in the Greece-Bulgaria border region, attracted significant attention from investors and stakeholders, and celebrated the achievements of the participating start-ups.

5. Venue Selection

5.1 Key Factors in Venue Selection

1. Capacity and Layout:

- **Audience Size:** Ensuring the venue can accommodate the expected number of attendees, including start-up teams, investors, mentors, partners, and media.
- **Flexible Layout:** Looking for venues with flexible seating arrangements to accommodate presentations, networking areas, and exhibition booths.

2. Location:

- **Accessibility:** Choosing a location that is easily accessible for both local and international attendees, preferably near major transportation hubs.

3. Technical Capabilities:

- **AV Equipment:** Ensuring the venue is equipped with high-quality audiovisual equipment for presentations, including projectors, screens, microphones, and sound systems.
- **Internet Connectivity:** Reliable, high-speed internet access is essential for live streaming, social media engagement, and real-time communication.

4. Ambience and Branding:

- **Professional Setting:** The venue had a professional and inspiring atmosphere that reflects the prestige of the event.
- **Branding Opportunities:** Looking for venues that offer opportunities for branding and customization, such as banner placements, digital screens, and stage backdrops.

5. Support Services:

- **Event Staff:** Availability of professional event staff to assist with logistics, setup, and guest services.
- **Catering and Amenities:** On-site catering services and amenities like seating areas, restrooms, and accessibility features.

6. Cost and Availability:

- **Budget:** Considering the cost of the venue and ensure it fits within the event budget without compromising on quality.
- **Booking Schedule:** Ensuring the venue is available on the desired date and allows sufficient time for setup and rehearsal.

5.2 Examples from Leading Accelerators

****Y Combinator:****

- ****Location:**** Y Combinator often hosts its Demo Day in Silicon Valley, leveraging the proximity to the tech and investment community.
- ****Venues:**** Past events have been held at venues like the Computer History Museum in Mountain View, which offers a professional setting with ample space and AV capabilities.

****Techstars:****

- ****Location:**** Techstars selects venues in major cities where their programs are based, ensuring accessibility for local and visiting stakeholders.
- ****Venues:**** Examples include startup hubs, conference centers, and university auditoriums that provide a conducive environment for pitches and networking.

****500 Startups:****

- ****Location:**** 500 Startups often chooses venues in tech-centric cities like San Francisco, ensuring high attendance from the investor community.
- ****Venues:**** They have used spaces like the San Francisco Design Center and other versatile venues that can be tailored to the needs of the event.

****MassChallenge:****

- ****Location:**** MassChallenge typically hosts its final events in major cities with vibrant start-up ecosystems, like Boston and London.
- ****Venues:**** Examples include large conference centers, innovation hubs, and prestigious university halls that offer a mix of presentation space and exhibition areas.

5.3 Implementing Venue Selection for the Cross-Border Accelerator

1. ****Define Requirements:****

- Determined the expected number of attendees and the type of event spaces needed (e.g., main stage, networking areas, exhibition booths).
- Identified any special requirements, such as accessibility features or on-site translation services.

2. ****Research Potential Venues:****

- Compiled a list of potential venues in strategic locations within the Greece-Bulgaria border region.

- Considered venues in cities with strong transport links and vibrant tech communities, such as Thessaloniki.

3. **Evaluate Venues:**

- Visited shortlisted venues to assess their suitability, including layout, technical capabilities, and overall ambience.

- Checked references and reviews from other events held at these venues.

4. **Negotiated and Secured the Venue:**

- Negotiated terms and pricing to ensure the venue fits within the budget.

- Secured the venue with a contract that outlines all logistical details, including setup times, technical support, and catering arrangements.

5. **Plan Logistics:**

- Coordinated with the venue management to plan the setup, including seating arrangements, AV setup, branding opportunities, and guest services.

- Ensured all logistical details are in place well before the event date to allow for smooth execution.

By following these steps and considering the practices of leading accelerators, the intelligent Cross-Border Accelerator selected a venue that enhances the impact of the Final Award Winning Event, providing an inspiring and professional environment for showcasing the achievements of ICT-enabled start-ups in the Greece-Bulgaria border region.

6. Participant Coordination

6.1 Tools and Methods for Coordinating Participation

1. **Communication Channels:**

- **Email Campaigns:** Using email to send invitations, reminders, and updates to participants.

2. **Social Media and Online Communities:**

- **Social Media Promotion:** Leveraging social media platforms like LinkedIn and Facebook to promote the event and encourage participation.

3. **On-Site Coordination:**

- **Check-In Systems:** Using check-in systems to streamline the registration process on the day of the event.

- **Event Staff:** Employing event staff or volunteers to assist with registration, guide attendees, and manage sessions.

4. **Detailed Agendas and Materials:**

- **Event Agenda:** Providing a detailed agenda ahead of time, including session times, locations, and descriptions.

- **Participant Kits:** Prepare physical kits containing all necessary information for participants, such as maps, schedules, speaker bios, and contact lists.

6.2 Examples from Leading Accelerators

Y Combinator:

- **Personalized Invitations:** Y Combinator sends personalized email invitations to investors and partners, ensuring high-profile attendance.

- **Private Platforms:** Use private platforms or internal tools to manage interactions and schedules for both in-person and virtual attendees.

Techstars:

- **Techstars Connect:** An internal platform used to manage mentor and start-up interactions, track progress, and schedule meetings.

- **Event Apps:** Often use event apps to facilitate networking and provide real-time updates to attendees.

500 Startups:

- **Event Management Systems:** Utilize tools like Eventbrite for managing registrations and tracking attendee information.

- **CRM Integration:** Integrate CRM systems to keep track of interactions and ensure all stakeholders are informed and engaged.

****MassChallenge:****

- ****Comprehensive Platforms:**** Use comprehensive event management platforms to handle registrations, manage sessions, and provide detailed event information.
- ****Interactive Features:**** Incorporate interactive features in their event apps to enhance engagement and networking opportunities.

6.3 Implementing Coordination for the Cross-Border Accelerator Event

1. ****Created a Detailed Communication Plan:****

- Developed a timeline for sending invitations, reminders, and updates.
- Used multiple channels (email, social media, event apps) to reach your audience effectively.

2. ****Engaged Participants Early:****

- Shared teasers, speaker announcements, and other engaging content to build excitement.

3. ****Provided Comprehensive Information:****

- Ensured all participants have access to detailed agendas, speaker bios, and logistical information well in advance.

4. ****Monitor and Adjust:****

- Tracked registration numbers and engagement metrics leading up to the event.
- Adjusted our communication strategy based on participant feedback and engagement levels.

By implementing these coordination methods, the intelligent Cross-Border Accelerator ensured a smooth and successful Final Award Winning Event, providing a seamless experience for all participants and maximizing the impact of the event.

7. Event Execution

7.1 Masters of Ceremonies (MCs)

****Role of MCs:****

- ****Event Flow:**** MCs ensuring the event runs according to schedule, introducing speakers, start-ups, and various segments.
- ****Engagement:**** They keep the audience engaged with energy, enthusiasm, and relevant commentary.
- ****Transition:**** Facilitating smooth transitions between different parts of the event, such as between pitches and Q&A sessions.

****Selection Criteria:****

- ****Experience:**** Choosing individuals with experience in hosting similar events, such as seasoned entrepreneurs, industry experts, or professional hosts.
- ****Knowledge:**** Preferring MCs who understand the start-up ecosystem and can provide insightful comments.
- ****Personality:**** Selecting engaging and charismatic individuals who can maintain audience interest and manage unforeseen issues gracefully.

7.2 Technical Support

****Audio-Visual (AV) Team:****

- ****Setup:**** Ensuring all AV equipment, including microphones, projectors, screens, and sound systems, are set up and tested before the event.
- ****Support:**** Providing on-site technical support to handle any issues that arise during the event.

****IT Support:****

- ****Connectivity:**** Ensuring reliable internet connectivity for attendees, presenters, and live streaming services.
- ****Technical Assistance:**** Offering assistance with technical issues related to presentations, such as laptop connections or software compatibility.

7.3 Engagement Activities

****Interactive Sessions:****

- ****Q&A Sessions:**** Facilitating live Q&A sessions after each pitch to engage the audience and provide valuable feedback to start-ups.
- ****Panel Discussions:**** Organizing panel discussions with industry experts to provide diverse perspectives and insights on relevant topics.

****Networking Opportunities:****

- ****Breakout Sessions:**** Scheduling breakout sessions where attendees can network in smaller, focused groups.

****Workshops and Masterclasses:****

- ****Skill Development:**** Offering workshops or masterclasses on relevant topics like pitching, fundraising, and marketing.
- ****Interactive Learning:**** Ensuring these sessions are interactive and provide practical takeaways.

****Social Media and Live Engagement:****

- ****Photo Booths:**** Setting up photo booths that attendees can use to share their experiences on social media.

7.4 Examples from Leading Accelerators

****Y Combinator:****

- ****MCs:**** Often use partners or prominent alumni as MCs to leverage their experience and credibility.
- ****Technical Support:**** Professional AV and IT teams ensure seamless execution, including live streaming to a global audience.
- ****Engagement:**** Emphasize networking with structured post-pitch interaction opportunities.

****Techstars:****

- ****MCs:**** Use experienced mentors or program directors to host the event, adding a personal touch and insider knowledge.
- ****Technical Support:**** Comprehensive technical setups with backup systems to handle any potential issues.
- ****Engagement:**** Include interactive elements like live Q&A, panel discussions, and networking sessions.

****500 Startups:****

- ****MCs:**** Engage charismatic figures, sometimes successful founders or partners, to keep the energy high.
- ****Technical Support:**** Robust AV and IT support to manage presentations, live streaming, and connectivity.
- ****Engagement:**** Incorporate audience voting and real-time feedback mechanisms to increase participation.

****MassChallenge:****

- **MCs:** Select MCs with strong public speaking skills and a good understanding of the start-up ecosystem.
- **Technical Support:** Ensure top-notch technical support, including AV setups and live streaming capabilities.
- **Engagement:** Focus on interactive workshops, masterclasses, and extensive networking opportunities.

7.5 Implementing for the Cross-Border Accelerator

1. **Selecting MCs:**

- Chooosed experienced and engaging individuals from the start-up ecosystem or professional hosts familiar with the ICT industry.

2. **Technical Support:**

- Hired professional AV and IT teams to ensure all technical aspects run smoothly.
- Tested all equipment thoroughly before the event and have backup systems in place.

3. **Engagement Activities:**

- Planned a mix of interactive sessions, including live Q&A, panel discussions, and networking opportunities.
- Offered workshops and masterclasses to provide additional value to attendees.

By incorporating these practices from leading accelerators, the intelligent Cross-Border Accelerator ensured a successful and engaging Final Award Winning Event, providing a memorable experience for all participants and maximizing the impact of the showcased start-ups.

8. Awards and Recognition

8.1 Award Ceremony

****Structure and Flow:****

- ****Opening Remarks:**** Beginning with a brief introduction and welcome by the MC or a prominent figure in the accelerator.
- ****Keynote Speeches:**** Including speeches from notable industry leaders, investors, or successful alumni to inspire the audience.
- ****Award Presentations:**** Organizing the awards presentation in a structured manner, categorizing the awards (e.g., Best Overall Start-up, Most Innovative, Audience Choice).

****Presentation Style:****

- ****Professionalism:**** Using a formal, well-rehearsed approach to maintain a high level of professionalism.
- ****Engagement:**** Keeping the audience engaged with brief, impactful speeches and interesting anecdotes about the winning start-ups.
- ****Visuals:**** Utilizing high-quality visuals, including videos and slideshows, to highlight the achievements of the winners.

8.2 Prize Distribution

****Types of Prizes:****

- ****In-Kind Services:**** Awards include office space valuable to start-ups.
- ****Mentorship:**** Offering extended mentorship or advisory services as part of the prize package.
- ****Publicity Opportunities:**** Winners might get featured in prominent publications, giving them significant exposure.

****Distribution Process:****

- ****Formal Presentation:**** Prizes are presented on stage by key figures, such as investors or accelerator leaders, during the ceremony.
- ****Documentation:**** Ensuring winners receive formal documentation of their prizes, including any terms and conditions.
- ****Follow-Up:**** Arranging follow-up meetings or sessions to discuss the details of in-kind services or mentorship arrangements.

8.3 Media Coverage

****Pre-Event Promotion:****

- **Press Releases:** Sending out press releases to major media outlets and industry publications announcing the event and highlighting key participants.

- **Social Media:** Using social media platforms to build anticipation, share event details, and engage with potential attendees.

During the Event:

- **Media Partnerships:** Partnering with media outlets to ensure coverage of the event, including interviews with winners and key speakers.

Post-Event Coverage:

- **Media Kits:** Providing media kits to journalists, including high-resolution photos, videos, and detailed information about the winners and their projects.

- **Feature Articles:** Working with journalists to secure feature articles or in-depth stories about the winning start-ups and their journey.

8.4 Examples from Leading Accelerators

Y Combinator:

- **Award Ceremony:** Typically includes a simple, straightforward presentation with a focus on the start-ups' pitches rather than an elaborate ceremony.

- **Prize Distribution:** Mainly focuses on connecting start-ups with investors rather than formal prize distribution.

- **Media Coverage:** Extensive media presence, with live streams and significant coverage from major tech publications.

Techstars:

- **Award Ceremony:** Well-organized with a professional MC, keynote speeches, and structured award presentations.

- **Prize Distribution:** Includes a mix of cash prizes, mentorship, and in-kind services.

- **Media Coverage:** Utilizes press releases, social media, and partnerships with tech media to ensure broad coverage.

500 Startups:

- **Award Ceremony:** Engaging and energetic, with a strong emphasis on start-up pitches and audience interaction.

- **Prize Distribution:** Often includes cash prizes, credits for tech services, and extensive mentorship.

- **Media Coverage:** Live streams the event and works with media partners to provide comprehensive coverage.

MassChallenge:

- **Award Ceremony:** Formal and well-structured, with a significant focus on celebrating the achievements of the start-ups.
- **Prize Distribution:** Substantial cash awards, along with additional resources like office space and professional services.
- **Media Coverage:** Extensive use of press releases, social media engagement, and partnerships with major media outlets.

8.5 Implementing for the Cross-Border Accelerator

1. **Award Ceremony:**

- Planned a detailed agenda for the award ceremony, including opening remarks, keynote speeches, and structured award presentations.
- Used high-quality visuals and kept the presentations engaging and professional.

2. **Prize Distribution:**

- Determined the types of prizes to be awarded, ensuring they are valuable and relevant to the start-ups' needs.
- Organized a formal presentation of the prizes during the ceremony and follow up with winners to ensure they receive their awards.

3. **Media Coverage:**

- Developed a comprehensive media plan, including pre-event promotion, live coverage during the event, and post-event follow-up.
- Leveraged social media and partnerships with media outlets to maximize visibility and engagement.

By adopting these practices, the intelligent Cross-Border Accelerator executed a successful award ceremony, efficiently distribute prizes, and secure extensive media coverage, thereby amplifying the impact and visibility of the event and the participating start-ups.

9. Acceleration, Synergies and Project Sustainability

In accordance to the programme's priority for a competitive and entrepreneurship promoting Cross-Border Area, the partnership is expecting to produce a concrete organisational structure to drive an efficient acceleration process, through the **DLTech UP** project. Based on a sound operational plan, a highly involved roster of advisors and mentors across Europe and a through dissemination and support plan, **DLTech UP** aims to attract at least 20 eligible and high-quality projects across several thematics addressing societal challenges. A well-structured and co-designed acceleration program is expected to offer the 10 selected projects the right tools and incentives, through constant monitoring and support, masterclasses, seed funding and mentor interactions, to drive blockchain innovative projects forward faster in direct correlation with societal needs and requirements. The reporting of the outcomes will fuel a sustainability plan focused on replicability and scaling up societal benefits across Europe.

In the domain of the synergies and relevance of **DLTech UP** project with initiatives that the European Institute for Local Development is implementing, there following running projects are covering this cause.













The project Migrant talent Garden, funded by EEA and Norway Grants Fund for Youth Employment and exercised by the seven partner organisations Active Youth Association(Lithuania), Zagreb Entrepreneurship Incubator(Croatia), Baltic Arab Chamber of Commerce(Latvia), European Institute for Local Development(Greece), Hemus Technologies(Bulgaria), Caritas(Norway) and Reykjavik Red Cross(Iceland), was created to reduce unemployment and boost entrepreneurship amongst migrants, improving their social and economic integration. The project's implementation consists of, entrepreneurship capacity training, the creation of five hubs fully equipped for the activities of the project, a full incubator phase that participants will attend in order to develop and implement their business idea, networking events and procedures, the creation of an online platform and communication events for purposes of exploitation and visibility of the project. The accelerator phase, the stakeholder engagement and the expert trainings for certain target groups and the general improvement of skills and knowledge for participants and individuals that will be engaged in the project's activities are the link between the two initiatives.

BEGIN is a project to define models for creation and management of social start-ups finalized to the inclusion of disadvantaged people. Marginalized groups – e.g. unemployed, women, young people, immigrants, disabled, ex-convicts, former drug addicts – are counting significant percentage in every partner country. Innovative feature and main objective of Begin is the creation of tools to encourage the creation and development of social start-ups active in safeguarding of environmental protection for social work inclusion and employment of disadvantaged people, which then contribute to improvement of territories both for use citizens and tourists. During the lifespan of the project, we created a business model titled "Maintenance (Buildings and Surrounding Space)". Content wise the structure was formed by the following domains. First was the business idea. The idea was to create a social start-up that provides multiple maintenance services for public infrastructure (buildings and their surrounding areas) and, in particular cleanings, small repairs and surroundings' maintenance based on respect for environmental sustainability. The main customers were public bodies. The social start-up will also be managed through the job inclusion of disadvantaged people. The business idea is structured with the Canvas Business model tool which consists of the following blocks: 1. Customer segments 2. Value proposition 3. Customer relationship 4. Channels 5. Revenue

Streams 6. Key activities 7. Key resources 8. Key partners 9. Cost structure One business model is developed, as one customer segment is identified. The second was Canvas for local bodies addressing to the needs of Public Bodies such as Local Authorities, Hospitals and Higher Education Institutes, the start-up company will specialize in cleaning services and small repairs when it comes to Building Maintenance and surrounding areas in compliance with environmental sustainability. The start-up can either participate in public tenders or proceed to Programming Contracts with public authorities according to the Greek National Law of 2016 that provides this possibility for social cooperative enterprises. The work will be carried out with internal and external resources and will be conducted by providing innovative and eco-sustainable solutions also thanks to the use of machinery, equipment and tools in line with the environment. Relations with customers will be maintained thanks to information and training activities on innovative solutions in terms of environmental sustainability and energy saving. The value proposition consists in the quality of the proposal based on the values of eco-sustainability and energy saving and on the disadvantaged workers social inclusion policies. The third was the Legislative References for establishment, the fourth legislative references for personnel hiring and fifth the organizational roles and functions of the business.

With the experience from past projects and initiatives there are measurable indicators and ways to ensure how the financial and operational sustainability of the project outcomes will be ensured after the end of the financing period. The consortium's organizational model is characterized by the continuous research of innovative elements to create sustainability and replicability of good and best practices. Both partners will take concrete measures during and after the project implementation to ensure and enhance the sustainability of the project's outputs and outcomes. Besides, as previously mentioned, one of the project's objectives is to record all the findings and outcomes of the process and discuss the possible best practices that can be extrapolated. The report will be complemented with a sustainability and replicability strategy. In addition, the findings will be leveraged for publication and conference presentations to DLT and Entrepreneurship focused events. Furthermore, all the outputs of the project will be made available to the public and easily accessible through **DLTech UP** website during the project and after project completion. For this purpose the LB will maintain the project website for at least 3 years after the completion of the project. The project partners are committed to transfer and promote the project results to their network of national & international collaborators and will continue to provide support to the regions' stakeholders to facilitate the delivery of concrete solutions for common problems by pooling resources and expertise together and strengthening the innovation capacity. **DL-Tech UP** partnership has also taken into consideration to guarantee a high degree of maturity of the project. As one of the most crucial points of the project is to meet the current and most urgent needs of the target groups, both participating organizations conduct research and keep in touch with key stakeholders in order to obtain their support, as early as the project planning stage. This ensures that the project's aims, activities, outputs and results meet their needs, as well as the exploitation of outputs in guaranteed. The continuous cooperation between the partners should provide the opportunities to support the project results and outputs after the implementation period and to promote and further update the existing knowledge in the topic. In addition, **DLTech UP** partnership has established an internal project team, which supports the processes required until the final approval of the submitted proposal. The project team as part of the preparatory activities has established the necessary connections with key stakeholders so as to disseminate the objectives of the proposed project.

10. Official Logos

<p>Interreg  Co-funded by the European Union Greece – Bulgaria</p>	<p>Interreg  Co-funded by the European Union Greece – Bulgaria</p>
<p>Interreg  Co-funded by the European Union Greece – Bulgaria</p>	<p>Interreg  Co-funded by the European Union Greece – Bulgaria</p>
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11. Annex

Brochure



The project DLTech UP aims to contribute to addressing the problem, through the creation of a well-structured, well laid out, scalable and replicable accelerator program for those who have good business ideas and want to implement them. The consortium will conduct an open challenge to identify and select up to 10 projects pursuing DLT applications for social or public good to be supported by the accelerator. Selected projects will be awarded with initial funding and connected with other organizations. At the end of the accelerator, all projects will submit their proof-of-concept applications and/or use cases for final evaluation. A set of best projects will be announced at a final event and rewarded with additional funding.

**Interreg
Greece-Bulgaria**

The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme.

About the project

The DLTech UP project is funded by the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme, which focuses on the development in the cross-border area. The target area of the project includes 7 prefectures on the Greek side (Evros, Kavala, Xanthi, Rodopi, Drama, Thessaloniki and Serres) and 4 districts on the Bulgarian side (Blagoevgrad, Smolyan, Kardzhali, Haskovo), which cover 40.202 sq km with 2,8 million inhabitants.

For various reasons, starting and making a business in the above-mentioned area is not so easy. Those who want to start their own business usually face various obstacles, among which are such difficulties as limited access to business know-how, limited access to general information and contacts, lack of support services for developing competitive product services, lack of access/ know-how regarding cost saving technologies, inadequate human development and skills, difficulties in obtaining business finance, etc., and this situation has a negative impact on the sustainable development of the whole region.



**Interreg
Greece-Bulgaria**
DLTech UP
European Regional Development Fund

Our Project Partners



European Institute for Local Development
www.eurolocaldevelopment.org

National Association Mountains Milk Country Bulgaria

INTERREG V-A «GREECE-BULGARIA 2014-2020»

Greece and Bulgaria, two neighboring countries with a rich past, since the end of the 1990s have entered an era of closer co-operation, due to the INTERREG Programme "Greece-Bulgaria". The main idea behind "INTERREG" is that countries have issues which can be better solved if they work together with their neighbors than if each one remains confined within its borders. So for this reason, in our Programme we promote activities that bring our people closer. One needs to look no further than the land and the rivers we share and move on to roads and then to culture, food and traditions. In every case what happens on the one side of the border affects the other side as well. The need for joint actions is gradually becoming the normal than the exception. We focus in Northern Greece and in Southern Bulgaria around our common border. All of our actions take place in the area of Evros, Kavala, Xanthi, Rodopi, Drama, Thessaloniki, Serres and in Blagoevgrad, Smolyan, Kardzhali, Haskovo.

We work with public and other institutions on both sides of the border that can benefit and positively influence the widest possible numbers of inhabitants, funding a very diverse range of activities that fall in the sectors of competitiveness, environment, culture, transportation, health and social issues. For this reason, the European Union together with Greece and Bulgaria are providing 130.000.000 Euros from 2014 up to 2020!

We improve co-operation on issues of common interest and deal with the challenges of the modern era in a more efficient and effective way.

*Our ultimate aim is a better everyday life.
We cooperate! We act jointly and we all win!*

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Banner

