LIGHTING THE WAY FOR EUROPEAN SCALE-UPS

Deliverable 1.1

Project governance and Data Management plan

March, 2018 (M03)

Partners
Vilabs
F6S
etventure Startup Hub
DCU Ryan Academy
FastTrack
Startup Division

startup lighthouse

LIGHTING THE WAY FOR EUROPEAN SCALE-UPS

Startup Lighthouse has received funding from the European Union's Horizon 2020 research and innovation programme - ICT 32 – 2017: Startup Europe for Growth and Innovation Radar
Project Full Title (Acronym): Lighthouse: Lighting the way for European scale-ups (Startup Lighthouse)
Project Type: Innovation Action
Grant agreement No 780738.

Deliverable ID & Full Title	Deliverable 1.1 - Project governance and Data Management plan			
Date of Delivery	Contractual	M03	Actual	M03
Nature	ORDP: Open Research Data Pilot			
Dissemination Level	P - Public			
Lead Partner	Vilabs	Lead Author:	Ricardo Silva	
Contributor(s)	Vasiliki Madesi			
Reviewer(s):	Apostolos Vontas			

Version	Issue Date	Description	Contributor
1.0	26/03/2018	Main content added	Ricardo Silva
1.1	30/03/2018	Revision and adjustments	Vasiliki Madesi

Legal disclaimer

The information in this document is subject to change without notice.
The Members of the Project Consortium make no warranty of any kind with regard to this document, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose. The Members of the Project Consortium shall not be held liable for errors contained herein or direct, indirect, special, incidental or consequential damages in connection with the furnishing, performance, or use of this material.

Table of contents

Legal disclaimer 2

Introduction 4

Quality Management 4

Quality Management protocol 4

Risk Assessment and Management: 4

Communication & Management Tools 7

Physical and online meetings: 8

Internal Communication 9

European Commission and Project Officer 9

Data Management Plan 9

1. DATA SUMMARY 10

2. FAIR DATA 11

3. ALLOCATION OF RESOURCES 12

4. DATA SECURITY 12

5. ETHICAL ASPECTS 12

6. OTHER ISSUES 13

Introduction

This deliverable contains the current status for:

- Quality & Risk Management procedures
- Communication & Management Tools
- Data Management Plan

Quality Management

Ricardo Silva (Vilabs) takes the role of Risk and Quality Manager (RQM) to identify, assess and manage administrative and technical risks, as well as the implementation of the quality procedures and the verification of the project results.

Quality Management protocol

The RQM consults with the project partners as activities are designed, implemented and evaluated. This becomes a *de facto* responsibility of the coordination team, providing a solid ground for successful, timely and quality implementation of the project activities.

Deliverables

All project deliverables are approved in the following process:

Activity Leader -> RQM Review -> Coordination Team Review -> Consortium Approval

A first deliverable template has been made available to partners.

Risk Assessment and Management:

Risk management requires identification, control and recording of risks, highlighting of the consequences and the appropriate management actions.

The RQM is responsible for ensuring that the activities are realised within the proposed timeline and delays are kept to a minimum. Beyond the annual milestones, the RQM will pay special attention to the interdependence between tasks.

The RQM will monitor and evaluate the risk matrix (probability and impact assessment) throughout the project lifetime, additionally undertaking steps to decreasing the probability of the risks with highest probability.

Each partner will have the responsibility to report immediately to the RQM any risky situation that may arise and may affect the project objectives or their successful completion. Any change in time schedule of deliverables or in the allocated budget must be reported to the RQM. In case of problems or delays, the Coordination Team will be consulted and may take the necessary actions. In case no resolution is reached, the Consortium will be consulted and will establish mitigation plans to reduce the impact of risk occurring.

The table below summarizes an indicative list of the risks identified by the project consortium and their related contingency plans in brief.

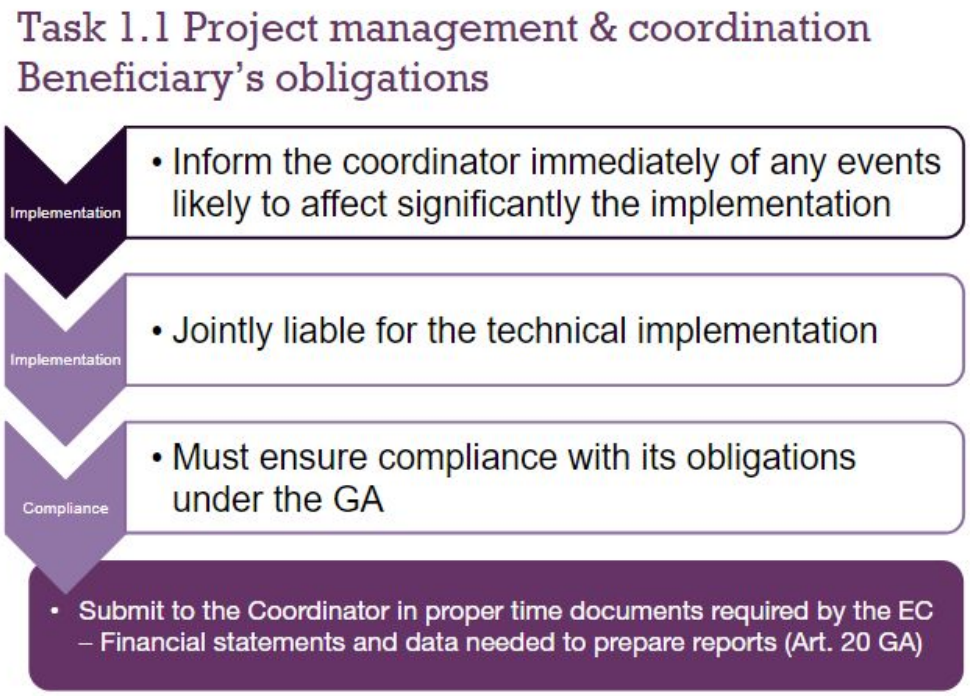
#	Description of risk	Level of Likelihood	WP Involved	Contingency plans
1	Financial risk	Low	ALL	The implicit uncertainty related to the project may lead into a significant variation of costs. For this reason, administrative/financial management will not be limited to reporting but also include monitoring as to constantly assess the financial health of the project and identify early signs of concern.
2	Changes in the project team	High	ALL	Identify these changes the soonest possible. Require from partners to include substitutes with equivalent (or higher) qualifications and experience. Inform the substitutes in detail about the project, their role and responsibilities.
3	Delay in the project timetable	Medium	ALL	Coordinator agrees on: (i) re-allocation of resources; (ii) parallel execution of tasks; or (iii) rescheduling of activities or a suitable combination of those.
4	Dissemination may not have sufficient impact	Low	ALL	The Dissemination Plan will set clear objectives and activities to raise the importance of LIGHTHOUSE and the benefit to all stakeholders.
5	Some of the partners or of the consortium leave	Low	ALL	All of the project partners have committed to this proposal. In case such a scenario would happen, we will replace the leaving partner by another one with a similar profile. The wide network of contacts from the different partners guarantees a high probability for a successful replacement.
6	Ongoing dissemination may take more effort and resources than planned	Low	WP6	(a) Continuous on-line liaison between the Partners on their use of resources, (b) shared dissemination opportunities with other related projects, and (c) previous relevant experience of the Partners, will ensure that this does not occur.
7	Quality of events is below expectations	Low	WP2, WP3, WP4	Coordinator will continuously evaluate the project processes and submit its conclusions. The Coordinator together with Activity Leaders will

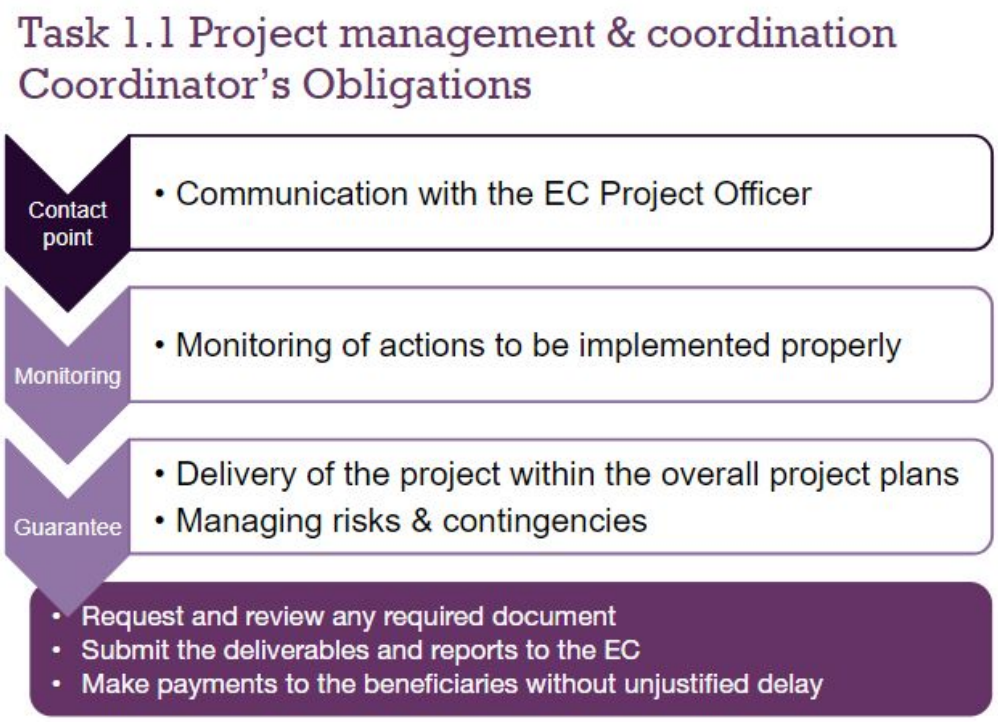
				analyse them and take actions based on these conclusions, in order to continuously improve the procedures.
8	Release of deliverables is not on time	Low	ALL	Identify the causes and the partners responsible for missing the established plan. Confront responsible partners with the situation and request formal adequate commitment for future deliverables. Analyse the proposed time schedule for the production of deliverables and consider if the introduction of modifications will ease and improve the deliverable production process.
9	Number of startups attending activities are below expectations	Low	WP2, WP3, WP4	LIGHTHOUSE launches a new round of the activity, after evaluation by the Coordinator, and Activity Leader contacts startups directly in order to maximise the conversation and understand what is attractive and unattractive about the activities.
10	One of the selected startups leaves an ongoing activity	Low	WP2, WP3, WP4	A waiting list will be created among the finalists of each activity, from which a replacement will be selected.
11	LIGHTHOUSE activities are not clearly understood by the public	Medium	WP2, WP3, WP4, WP5, WP6	Create a FAQ section and other types of online tools upon validation from user testing with the target audience.
12	Deliverables produced in low quality	Low	WP1	Proper internal quality procedure and criteria have been designed. Provide enough resources (time and human) in all tasks to ensure required quality.
13	Overcrowding of similar activities	Medium	WP2, WP3, WP4	In case there is a possibility that organising LIGHTHOUSE activities saturates the ecosystem, the consortium will instead co-organise and co-sponsor activities to ensure maximum impact to startups and the ecosystem in general.
14	Low visibility/impact of events in term of number of attendees, press coverage	Low	WP6	Analyse the media and marketing campaign developed, identify the causes and explore new networks/contact to reach the target. Deploy engaging tactics and know-how to the next set of

				organised events to maximise their impact and therefore, the project's impact.
15	Low number of new business contacts among startups and investors/corporates/public administrations	Low	WP2, WP3, WP4	Identify the causes and explore new networks/contact to reach the target. Organize new matchmaking events.

Communication & Management Tools

The main points of the communication framework agreed in the kick-off meeting can be found below:





- Physical and online meetings:
  - Regular Physical project meetings
  - Bi-weekly meetings using GoToMeeting
  - Meeting minutes, including Action Items of bi-weekly calls

Planned physical meeting	When	Where	Who
Kick-off meeting	M1	Portugal	FastTrack
SE workshop	M3	Paris	SE Initiative
Project meeting	M6	Vilnius	Startup Division
SE workshop	M10	Sofia	SE Initiative
Project meeting (Awards)	M11	Awards	F6S
Project meeting and review	M14/15	TBC by the EC	TBC
SE workshop/event	M21	TBC	SE Initiative
Project meeting (Awards/Final Conference)	M23	Awards	F6S
Final Review	M26	TBC by the EC	TBC

- Internal Communication
  - Communication tools:

Tool	Usage
Email (info@startuplighthouse.eu) Mailing list Startup-lighthouse@googlegroups.com **#Slack group**	Communication among partners on a daily basis
GoToMeeting	• Consortium conference calls bi weekly
Deadlines & Action points Keeping record of important dates	• Startup Lighthouse Google Calendar • Everybody has access

  - Google Drive Repository:
    - All project related documents
    - Centralised database for all project information available to all partners
    - Project mailing lists with Skype and mobile numbers, as daily communication tools
- European Commission and Project Officer

The Project Coordinator is the main contact point to the EC and coordinates the preparation of all required official reports, amendments and project reviews for the EC summarizing progress on project tasks, deliverables and budget usage and reporting any deviations and corrective actions put in place. On the other hand, Activity Leaders respond to the EC via the coordinator on any issues raised in periodic reports or with deliverables relating to particular WPs thus ensuring a satisfactory response is provided.

Data Management Plan

STARTUP LIGHTHOUSE takes the protection of personal and private data seriously, especially as it is a sensitive topic for many startups and scaleups. All information potentially shared by scaleups (personal data and intellectual property) is only used for the purposes of the project and all rights (including Intellectual Property Rights) are kept exclusively by the scaleups themselves. All data are stored in internal project databases (spreadsheets stored in a shared drive exclusive to the project consortium) or EU compliant platforms such as F6S.

A multi-dimensional consent mechanism will be implemented, where participants will be invited to consent to their involvement in the project activities and define their preferences on data disclosure, data storage, preservation, opening and sharing of their own data and data created.

Consortium partners, in cooperation with the project participants, can opt not to release specific data related to the financial planning, valuation or exit strategy of participating startups.

STARTUP LIGHTHOUSE maintains the required protection of personal data and full compliance to all the Data Regulations in force in national and European legislation about the protection of personal data and has established all the technical means in their reach to avoid the loss, misuse, alteration, access to unauthorised persons and theft of the data provided to this entity, notwithstanding that security measures on the Internet are not impregnable. As data controllers, the project coordination team, who is also responsible for the Impact assessment and the conduction of research in the project, will file a request to "The Hellenic Data Protection Authority" describing thoroughly the purposes of the research, the process of data gathering, processing, analysing which will be in line with the provisions of Greek Law 2472/1997 (and 3471/2006 regarding electronic communications) and will fully comply with the EU General Data Protection Regulation (GDPR), which replaces the EU's Data Protection Directive 95/46 EC and will be fully respecting the privacy and data protection rights and Ethics guidelines in data storage and treatment within H2020.

Regarding knowledge management and protection: Eventual production of reports or insights from the data collected through the project will be published on LIGHTHOUSE platforms free for anyone to access.

IPRs will be controlled in accordance to general EC policies concerning ownership, exploitation rights, confidentiality, commercial utilisation of results, availability of the information and deliverables to other EU funded projects and disclaiming rules. Specific actions will be taken in order to satisfy the basic intellectual property regime that publication rights will be owned by those who produce the respective results (either employers or employees depending on their country's regime), whereas distribution within the project should be granted for free (decision of non-disclosure should be taken by the consortium with adequate compensation to the partners).

The basic principle is that foreground knowledge, therefore created within (or resulting from) the project belongs to the project partner who generated it. If knowledge is generated jointly and separate parts cannot be distinguished, it will be jointly owned, unless the contractors concerned agree on a different solution. The granting of Access Rights to jointly owned foreground will be royalty-free and the granting of Access Rights to own foreground will either be on royalty-free or on the basis of fair and reasonable conditions.

Regarding background, the granting of Access Rights will be royalty-free for the execution of work during the project, unless otherwise agreed before signature of the Grant Agreement. For the purposes of policy development and the further promotion of innovation, the European Community will be given a non-exclusive royalty-free license to use the public knowledge generated in the project, such as reports, methodologies or case material. Confidential information relating to individuals or companies will be collected and protected in strict accordance with EU and national regulations and best practice regarding data confidentiality.

1. DATA SUMMARY

All data collection by the project is related broadly to the following purposes:

- Participant Selection
- Activity Logistics & Organisation
- Activity Evaluation/Feedback
- Impact Assessment
- Policy Recommendations

1) Participant Selection:
Startup information will be collected exclusively through the F6S platform, which is complying to GDPR. This information is collected through an application form, a general example being provided here.

2) Activity Logistics & Organisation:
Selected startups and other consenting participants will provide basic information related to the organisation of the activities - from identification needed for security purposes to dietary requirements.

3) Activity Evaluation/Feedback:
Participants will be asked to evaluate their experience with the project with the aim of improving activities and developing best practices.

4) Impact Assessment:
Information related to business performance will be collected from participating companies to assess the impact of the project, comparing to the project KPIs, which are simplified below.

5) Policy Recommendations:
A mixed strategy of surveys and interviews with selected participants will be executed to develop policy recommendations, collecting their opinions on the subject matter.

Overall, the project aims, at most, to collect data from 120 startups and, for Policy Recommendations, to extend that survey to a community of over 3000 individuals across Europe.

All data is stored in project folders, only accessible to the project consortium.
Data will become public to promote startups within the scope of project activities (e.g.: pitch-deck to investors) or for the Impact Assessment (aggregated and anonymous) and Policy Recommendations (aggregated and anonymous, unless it's an agreed testimonial/opinion).
All public documents will be double checked with the original sources of data before publication.

2. FAIR DATA

Most of the data collected is related to specific companies, so data is identified by associating it with the company name.

Most of the data is also private, so re-use will be limited to ensure the rights of the participants.

Activity Evaluation/Feedback, Impact Assessment and Policy Recommendations data will be made public, after being aggregated and anonymised. This will be provided in Google Sheets formats, so open to anyone to access.

This data can be used by all other organisations looking to support businesses across the world to understand the potential impact of specific activities. The data should remain available indefinitely.

3. ALLOCATION OF RESOURCES

The costs are negligible as they can be stored using Google Drive.

The project coordinator is responsible for ensuring proper data management in this project.

4. DATA SECURITY & DATA PRESERVATION

The same provisions for data security and conservation as the platforms used: F6S and Google Drive.

STARTUP LIGHTHOUSE's generated data about the development of these activities will be archived for self-sustainability purposes in order to allow the consortium to carry on the activities at a later stage or to provide this information freely to any who would continue the work of the project after its end.

Data owners retain the right to be forgotten via communicating to Startup Lighthouse's established communication channels.

5. ETHICAL ASPECTS

The main ethical considerations of the project and its data are related to privacy. Each startup applicant will have to consent with the terms and conditions made explicit here: http://startuplighthouse.eu/startup-lighthouse-terms-conditions/

"Startup Lighthouse takes the protection of personal and private data seriously. All information shared by (personal data and intellectual property) is only used for the purposes of the project and all rights (including Intellectual Property Rights) are kept exclusively by the applicants themselves. All data are stored in internal databases (exclusive to the organisers) or EU compliant platforms such as F6S.

We will not disclose any information to any third parties not directly involved in Startup Lighthouse activities that you are taking part in.

Startup Lighthouse maintains the required protection of personal data and full compliance to all the Data Regulations in force in national and European legislation about the protection of personal data and has established all the technical means in their reach to avoid the loss, misuse, alteration, access to unauthorised persons and theft of the data provided to this entity, notwithstanding that security measures on the Internet are not impregnable.

You consent your involvement in the project activities and accept these principles on data disclosure, data storage, preservation, opening and sharing of own data and data created.

You agree that the Startup Lighthouse project has the right to the use of your company's image and profile in case you are selected, and that of your team strictly for media publication as well as to inform you of future events and activities, strictly related to Startup Lighthouse project."

The following deliverables will explore the Ethical Aspects in more detail.

D7.2 : GEN Requirement No. 2 / D1.6 "Ethical and Legal Issues"

An additional deliverable must be foreseen in WP1: D1.6 "Ethical and Legal Issues". The deliverable must provide detailed information and explain how H2020 ethical principles will be fully respected both as concerns the involvement of humans and the processing of personal data. As to ethics issues in general, the deliverable must include, but not be necessarily limited to, the following: - before the beginning of an activity raising an ethical issue, copy of any ethics committee opinion required under national law must submitted; - the applicant must provide a thorough analysis of the ethics issues raised by this project and the measures that will be taken to ensure compliance with the ethical standards of H2020; - templates must be provided for Informed Consent Forms and Information Sheets (in language and terms understandable to participants).

D7.3 : H - Requirement No. 3 [6]

As concerns humans,the deliverable must include, but not be necessarily limited to, the following: - details on the procedures and criteria that will be used to identify/recruit research participants must be provided; - detailed information must be provided on the informed consent procedures that will be implemented for the participation of humans; - templates of the informed consent forms and information sheet must be submitted; - the applicant must provide details about the measures taken to prevent the risk of enhancing vulnerability/stigmatisation of individuals/groups.

D7.4 : POPD - Requirement No. 4 [6]

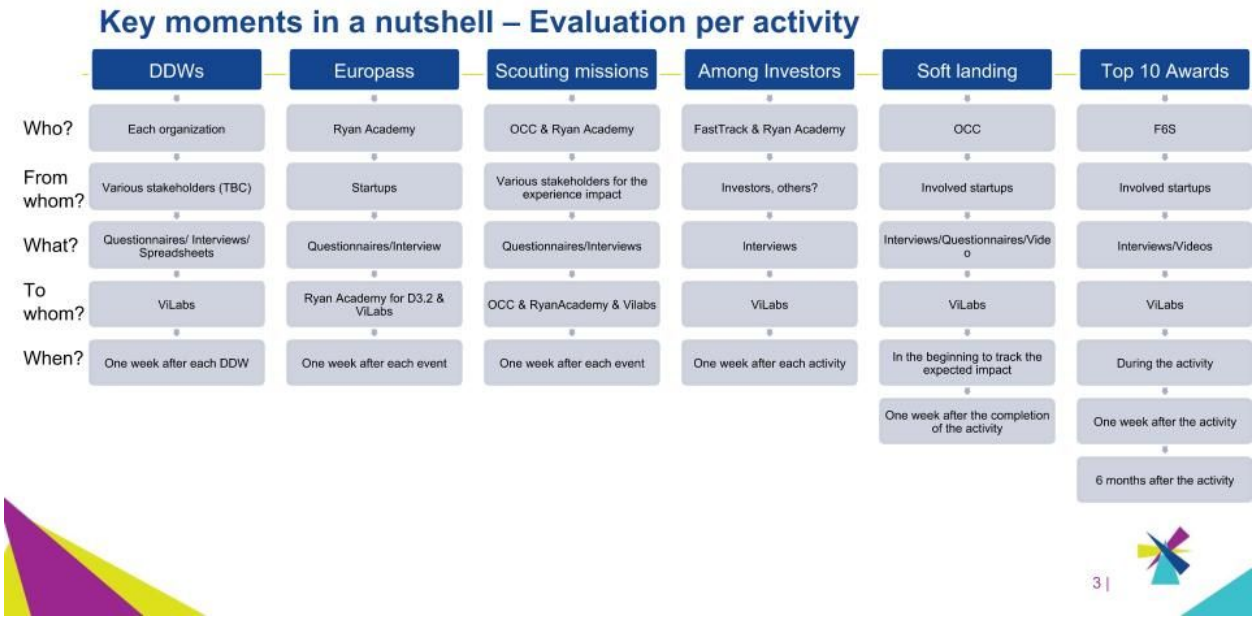
As concerns data protection, the deliverable must include the following: - detailed information on the procedures that will be implemented for personal data collection, storage, protection, retention and destruction and on how such acts of processing will fully comply with national and EU data protection rules, with particular reference to the EU General Data Protection Regulation, in compliance with the accountability principle; - detailed information on the physical and logical security measures that will be adopted for the protection of personal data, with particular reference to sensitive data, where applicable; - detailed information on the informed consent procedures that will be implemented in regard to the collection, storage and protection of personal data; - justification in case of collection and/or processing of personal sensitive data; - explicit confirmation that the data used are publicly available; - in case of data not publicly available, the provision of relevant authorisations; - detailed information on the use of secondary data to demonstrate full compliance with ethical principles and applicable data protection laws.

6. OTHER ISSUES

All organisations related to the project are adapting their processes to GDPR, which makes this Data Management Plan subject to changes. Next versions will update the situation.

The Impact Assessment framework is, at the time of this writing, still being developed, which will influence the data collection methodology. A document circulated among the Consortium members will outline the evaluation strategy of the Startup Lighthouse project that has the objective to assess the project activities and results in different levels, including both the quantitative and qualitative variables, while in parallel a policy related framework will be formulated to assess the involved ecosystems.

Besides the literature research for identifying the proper measures and standards for assessing each ecosystem, key players and participants will be selected to participate in semi-structured interviews, surveys through questionnaires and they will provide testimonials, upon their approval, to analyse and identify the potential and existing barriers of each local ecosystem. The following image summarises the key collection moments for each performed activity, the different stakeholder categories and the method of data collection. This is the initial plan:



Any changes related to the Impact Assessment and data gathering, analysing and processing will be thoroughly described at D1.2 Annual progress report. The overall framework and the results will be fully described in D1.3 Impact Assessment and policy recommendations report, which will be submitted in M24. Before the submission of the final deliverable, some preliminary results will be publicly available on the project website and they will be disseminated to any interested parties. The participants of this research will be fully informed about their participation, the withhold of data and the right to retain their data after filing a request. All participants will be asked to sign a written consent form, before proceeding.

Responsibility for the data protection compliance remains within the Project Coordination team.

KPI (original)	KPI (simple)	Category
Connect over 100 ecosystem builders in each Deep Dive Week	# ecosystem builders DDW	Attendance
Attract over 20 investors to each Deep Dive Week, to a total of 160 investors participating	# investors DDW	Attendance
Have more than 300 investors participating in on-site activities	# investors	Attendance

	total	
Organisations and relevant individuals participant as mentors / 50	# mentors	Attendance
Attract more than 40 prospective investors to STARTUP LIGHTHOUSE's Among Investors events on digital investments	# investors AmongInvestors	Attendance
Showcase 60 of the best STARTUP LIGHTHOUSE startups to top EU tech events	# startups Europass	Attendance
Award 20 startups with the STARTUP LIGHTHOUSE award on 2 major tech events	# startups Awards	Attendance
Organise 3 scouting missions beyond Europe to 30 of the selected startups	# scouting missions	Coordination
STARTUP LIGHTHOUSE expects that, out of its financial targets, 10% will be achieved in collaboration with the European Structural & Investment Funds (ESIF) or supported actions.	% investment raised from ESIF	Coordination
Events co-organised / 10	# events within DDWs	Coordination
Build an online community with over 3000 members of ecosystem builders from across Europe	# members total	Hubs
Build an online community with more than 500 potential startup investors/customers	# members investors	Hubs
Support selected startups obtain over 2000 investment, partnership or customers leads	# leads total	Leads
Support selected startups obtain over 500 new international customer leads	# leads customer	Leads
Support selected startups obtain over 500 investment leads	# leads investor	Leads
Set up over 100 meetings between startups and potential investors/customers	# meetings startups<>investors	Meetings
Physical meetings with public authorities / 10	# meetings public authorities	Meetings
Support selected startups to: Develop over 100 adapted products/services to new markets	# new markets	Results
Support selected startups to: Raise their turnover collectively over 50% by the end of the project	% turnover increase	Results
Support selected startups to: Create over 500 new jobs	# jobs created	Results
Support selected startups raise over €50m in total investment	# investment raised	Results
Identify and support the 120 best upcoming scale-ups in Europe	# startups selected	Selection

Number of Applications to exceed 600	# applications	Selection
Secure sponsorship to run at least 2 Deep Dive Weeks after the project's end	# sponsorship DDW	Sustainability
Secure sponsorship to run at least 2 STARTUP LIGHTHOUSE activities (workshops, matchmaking, pitching competition, mentoring, etc.) after the project's end	# sponsorship activity	Sustainability
Develop an outreach campaign that reaches 1,000,000 ecosystem players, builders and EU citizens - showcasing the impact of STARTUP LIGHTHOUSE and Startup Europe	# views/clicks	Visibility
Mass media publications / 200	# media publications	Visibility
Unique visitors / 1,000,000	# unique visitors	Visibility
Social media interactions / 100,000	# SM interactions	Visibility