

BUILD SOLUTIONS

COMPILATION OF METHOD AND TOOLS FROM IDEA TO START-UP - REPORT

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1 – FOREWORD

Building Urban Intelligent Living Design Solutions

Cities currently host more than half of the world population, which is projected to increase up to 70% by 2050 (UN, 2014). Already, cities account for 70% of global CO₂ emissions (C40). With the expected population growth, cities would hence be the source of an estimated 85% of global GHG emissions.

There is a growing recognition and awareness that nature can help to provide viable solutions by using and deploying the properties of natural ecosystems and the services that they provide in a smart and 'engineered' way (EC). These living solutions provide sustainable, cost-effective, multi-purpose and flexible alternatives for various objectives. Working with nature, rather than against it, can further pave the way towards a more resource efficient, competitive and greener economy. It can also help to create new jobs and economic growth, through the manufacture and delivery of new products and services, which enhance the natural capital rather than deplete it (EC).

With that in mind, the big question is, why are nature-based solutions not used more to address the global urban challenges?

The main answer would be that there's a distinct skill and financing gap in the biotechnology sector. While we currently have great researchers in biotechnology, too often the commercialization and hence the implementation of their discoveries stumble due to a lack of personal experience in entrepreneurship and cooperation with industry leaders (Fritsch, 2010).

And even when most of those skills are present in a team attempting to commercialize a technology, another obstacle rears its head: the lack of short-term funding available to biotech start-ups and spinoffs (Swamidass, 2008). Recently, the High-Level Group for the European Innovation Council published their first recommendations which state that funding for disruptive, market-creating start-ups with deep-tech solutions (like biotech) is severely fragmented and doesn't meet the needs of the start-ups for developing the technology (http://ec.europa.eu/research/eic/pdf/eic_recommendations_set-1_2017.pdf). The lack of funding can be attributed to multiple factors, chief amongst them being the perceived risk and the huge capital expenditures necessary to develop sound biotechnology solutions.

Building Urban Intelligent Living Design Solutions (BUILD Solutions) project aims to set up transdisciplinary cooperation among universities and business, engaging students, teachers and researchers and providing them with the necessary entrepreneurial skills and connections to bring intelligent living solutions to the market, by investigating biological systems, creating smart design prototypes, business plans, plans for start-ups and working with accelerators.

The project's objective is to develop an experimental transdisciplinary educational system linking biology, intelligent design and business through several kinds of activities, such as courses for students and trainers, symposiums, development of educational resources, the set-up of an Accelerator Programme, launching an international call for ideas and creating new networks.

The project is co-funded by the Erasmus+ Programme of the European Union.



Living design solutions provide sustainable, cost-effective, multi-purpose and flexible alternatives for several urban challenges.

2 – BUILD SOLUTIONS ACCELERATOR PROGRAMME

2.1 Introduction

At the very core of BUILD Solutions is the focus on having students take responsibility for their own learning and progress in a transdisciplinary field using NBS start-ups. The pinnacle of this transdisciplinary journey into entrepreneurship for the students was the BUILDs Accelerator Programme in Copenhagen, Denmark at BLOXHUB. The accelerator could unfortunately only accept one of the five BUILDs start-up groups; however, all materials were shared online with the five start-ups. On the bright side that meant that participation in the accelerator ended up being a prize/carrot for the five participating student start-ups. Since self- and ongoing motivation is a crucial component of both BUILD Solutions and running a successful start-up, having a prize to the best performing team was very much in line with the project's values and methodology. All student start-ups participated in an online challenge at the end of the One-Year Programme during June 2019, where an external jury selected the start-up Epiclay as the winner allowing it to participate in the Accelerator Programme in Copenhagen.¹

The BUILD Solutions Accelerator Programme was designed for the winning team to speed up the growth of their start-up and increase its odds of success. To reach that goal, the winning team would undergo a month with intense coaching, tight deadlines, and mentors in everything from meeting and negotiations to intellectual property rights. The BUILD Solutions Accelerator is an interdisciplinary and transdisciplinary educational programme of how to establish a company, going from idea to start-up and gain the necessary skills and tools to create a successful business.

An important part of building a successful business is to build a network of stakeholders that can help you grow your business, including potential customers that can provide valuable feedback and insights. Hence Epiclay, the winning team, met relevant stakeholders within the ecosystem of sustainable urban development and business acceleration such as experts on entrepreneurship, law, shareholders' agreements, IP, sales, marketing, branding, potential collaborators such as architects, investors, municipalities, potential customers, producers, and many more. The goal was to create a self-learning process where the students had a unique opportunity to apply all their years of theoretical learning and put them into practice.

BUILD Solutions Accelerator Programme was a unique opportunity, as it was solemnly designed for the winning team and therefore gave the chance to fully customise the programme for the benefit of the winning start-up, in this case Epiclay. In order to ensure the design of the programme most suitable for Epiclay, weekly meetings between the organizing team and Epiclay took place in order to

¹ See description of online challenge in BUILD Solutions D5.1

clarify expectations and co-create the programme so that they would benefit most from it. Additionally, it was essential to have the winning team to live and work together physically as they had not been together since the group formation back in January 2020, during the 5-Day Workshop in Barcelona, Spain. In order to get a strong team, it is important that the students get to know each other and discuss their individual expectations for the future of their start-up².

2.2 About the Organisers and the location

2.2.1. City Facilitators ApS

Since 2016, City Facilitators has provided specialist advice and guidance on urban growth, business development, and urban finance mechanisms to predominately European and U.S. public agencies and private corporations. City Facilitators coordinates, facilitates, and is a thought leader on innovative governance and finance city solutions, which contribute to sustainable city development. City Facilitators enables future cities to meet future demands and create sustainable societies driven by inclusive growth.

Urbanisation, resource scarcity, and climate changes are interrelated challenges that make it necessary for cities to rethink their current and future needs to ensure sustainability. Future cities must be able to comply with increasing demands for housing, transportation, energy, waste handling, amongst others. The City Solutions are characterised as innovative solutions that are self-governing and self-financing (e.g. not publicly governed nor publicly financed).

2.2.2. Green Innovation Group A/S

Green Innovation Group (GIG, formerly Green Tech Challenge) is a boutique management consulting focused on sustainability strategy, implementation, and innovation. The mission is to make green business good business. GIG advises large organisations both public and private on sustainability and how to achieve sustainability goals profitably. GIG utilizes, owns, and operates a web-platform with +6000 innovative green companies to help clients work with the future now. Be it launching new products or implementing new solutions in the supply chain or production.

Examples of key projects:

- Innovation accelerator on circular medical devices for Novo Nordisk (World's 6th most valuable pharmaceutical). Mapping +360 potential external solutions and through a structured process reaching 4 commercial pilot projects in production.

² According to one study, the top three reasons to why start-ups fail are number #1 product or service the market do not need (42%), #2 Lack of liquidity (29%) #3 Team failure (23%). See <https://www.bbva.com/en/why-do-start-ups-fail/>, <https://www.cbinsights.com/research/start-up-failure-reasons-top/>

- Advising a EUR 1.5 billion fund on Green Investment Strategy
- Comparative analysis of green start-up ecosystems in Europe for a Danish ministry forming data foundation for the Green Business Task set by the government.

2.2.3. Location: BLOXHUB in Copenhagen, Denmark

BLOXHUB was chosen as the location for the 1-month Accelerator Programme due to the value and visibility it could bring to the winning team. Denmark has a great ecosystem for start-ups and sustainability³. Innovation and entrepreneurship are high on the national agenda. Additionally, Copenhagen is a city that both values and invests in its urban environment meaning that the odds of the winning team in BUILD having a relevant market in Copenhagen were high.

BLOXHUB provided both a great environment and a fantastic place to network, as it is a co-working space and the Nordic hub for sustainable urbanization. Being in BLOXHUB gave Epiclay free access to participate in relevant events, knowledge sharing, and mingling and networking with other start-ups and experts working within the urban sustainable development sector.



BLOX Copenhagen. Source: www.blox.dk

City Facilitators and Green Innovation Group were also able to help with their onsite presence at BLOXHUB and experience in sustainable urban development and start-ups respectively plus their individual networks.

³ <https://www.eu-startups.com/2019/06/copenhagens-startup-ecosystem-at-a-glance/>

2.3 Methodology

As mentioned in Deliverable 5.2, BUILD Solutions uses the LEAN framework developed by Eric Ries in his blog and book “The Lean Start-up” (2011). The framework provides a scientific approach for any “human institution designed to create a new product or service under conditions of extreme uncertainty” to navigate the many challenges of new product development and real value creation while accelerating growth to a maximum and reducing resource waste to a minimum (Ries, n.d.). The scientific approach is, in this context, an embrace of falsification and an operationalization of falsification as a business approach.

In practical terms, the LEAN methodology leads to start-ups having very short iteration phases in product development and those iterations are always guided by customer or end-user feedback, ensuring that the final offering will have market uptake. The methodology has many advantages and helped BUILD Solution trainers and participants at various levels. The earliest examples of the use of this approach were during the introduction week in Barcelona, at the 5-Day Workshop in January 2020. Most questions to trainers and in between the student entrepreneurs were redirected to customers and end-users (*“If in doubt, ask the market”*). That meant that:

- a) intragroup conflict was kept at a minimum since key decisions were most often made based on customer/user preference rather than the preference of any individual student entrepreneur.
- b) student entrepreneur independence increased as the student entrepreneurs grew increasingly comfortable seeking answers from the market rather than from the trainers.
- c) the time from ideation to pre- and prototyping was drastically reduced which in turn sped up the process of acquiring customers and building investor relations.

The LEAN framework was used all the way throughout the design of the BUILD Solutions Accelerator Programme and hence a focus for the 1-month Accelerator in Copenhagen was to continuously act with potential business partners to get a better understanding of how their solution could fit into the market and in which aspects their product had to change.

2.4 Main issues

As described in Deliverable 5.2, BUILD Solutions had to clear a set of challenges to enable the growth of the student start-ups. Most notably, the following 5 issues made themselves felt:

- 1) How do the entrepreneurs maintain and drive high levels of performance in a start-up that is spread across at least 3 countries?
- 2) How do entrepreneurs do business development during a pandemic?

- 3) What do trainers do when motivation and alignment is absent in a student start-up?
- 4) How do start-ups keep a sharp focus on achieving product-market fit without compromising essential business functions (in legal, admin, finances, intellectual property rights, etc)?
- 5) What elements should be included in a student start-up accelerator?

2.4.1. Maintaining high performance levels in a remote only environment

The key to the success of BUILD Solutions was the ability to continuously drive engagement and performance for all student entrepreneurs. This took a concerted and coordinated effort from the BUILD Solution trainers as well as a great deal of commitment and flexibility from the student entrepreneurs. Due to the fact that BUILD Solution start-ups consisted of students from at least 3 different countries (sometimes more when including exchange students), a map of tools for remote teamwork and project management was presented to the students during their first 5 days together in Barcelona in January along with some guidance on how to use the different options.

Tools are only half of the equation. The involvement of the trainers but especially the internal commitment to one another amongst the BUILD entrepreneurs, played a big part in making the remote work environment successful. Monthly and weekly deadlines were used in combination with (at least) monthly interactions with the trainers between January and June. The weekly deadlines helped maintain consistency and a sense of urgency as well as promote more interactions amongst the team members which nurtured team spirit.

Each BUILD Solutions student start-up had a mentor assigned from the BUILD Solutions partners. The mentors oversaw the gathering of the monthly feedback to the trainers and provided the student entrepreneurs with guidance as to how to test their ideas and progress.

The students could count on subject matter expertise from their home universities and they got pitch and business feedback from the start-up mentors. The milestones were defined by the student entrepreneurs themselves, not by the trainers. Milestones were usually defined in business or product terms (i.e., "*Week 1: Call 100 potential customers and stress test 10 species of moss for a tropic urban environment*") and always easy to measure.

Besides, the interactions between the trainers and the student entrepreneurs, the different start-ups also coordinated their own meetings and work sessions. It was, and is, BUILD culture to always end a meeting by scheduling the next one(s).

To prevent a downturn in motivation as the various countries experienced lockdowns during the COVID-19 crisis in 2020, different remote team building activities were shared amongst trainers, mentors, and student entrepreneurs.

2.4.2. How do student entrepreneurs do business development during a pandemic?

With an approach so focused on market feedback cycles, the COVID-19 pandemic presented a unique challenge. A lot of traditional business development activities were not an option as conferences, face-to-face meetings, and even traditional business hours were all impacted during the COVID crisis. Where possible, the student entrepreneurs would attend safe networking gatherings (a lot of the start-ups competed in pitch competitions before June) and take meetings, but as a sign of the times, the BUILD Solution start-ups came to rely heavily on digital networking, phone calling, and remote meetings. The BUILD Solutions student start-ups still managed to get sales meetings and signs of customer interest, testing sites, etc., leading us to conclude that they successfully adapted to trying times.

2.4.3. What do trainers do when motivation and alignment is absent in a student start-up?

One of the most difficult exercises for the trainers in BUILD Solutions was to let go of (outcome) control, in particular regarding internal team dynamics. Both trainers and mentors wanted the students to succeed, so practicing non-interference and only engaging in a coaching role could be challenging when faced with the students' struggles. As a rule of thumb, trainers and mentors were not allowed to give answers or propose solutions. Their role was to guide questions and, at times, challenge the hypotheses of the student entrepreneurs.

2.4.4. How do start-ups keep a sharp focus on achieving product-market fit without compromising essential business functions (in legal, admin, finances, intellectual property rights, etc)?

The BUILD Solutions student start-ups are transdisciplinary in their core. Each of the 5 teams would have at least 3 different academic traditions as part of their DNA (being biology/agronomy, architecture, and business). Despite their impressive skillset, there would be and is plenty of areas where the student entrepreneurs would be at a layman's level. From BUILD Solution's side, we focused on helping the students find a product market fit: BUILD Solutions did not have lawyers, accountants, etc. available for the students – except for Epiclay as part of the Accelerator Programme.

The BUILD Solutions trainers advised the other student start-ups to (and shared) standard contracts, templates, instructional videos, etc. where possible. We also advised them to first explore if their start-up had true business potential before drowning themselves in administrative tasks. Where possible, introductions were made to pro-bono consultants. Besides that, many start-up competitions include awards that consist of manhours from consultants (and the BUILD Start-ups were often keen participants and winners).

2.4.5. What elements should be included in a student start-up accelerator?

The frame of the BUILD Solutions Accelerator was designed to be able to fit the different backgrounds of the students as well as the different foci of the start-ups. As can be seen from the Accelerator schedule, the 4 weeks had a similar format. We knew that no matter which start-up won, they would share some needs and differ in other needs. Roughly speaking, all start-ups would need the same consultants and input for general business processes (Accounting, Law, IPR, PR, etc.) and have differing needs when it came to customers and product. Thus, the programme should include knowledge injections to give input on general business processes, meetings with potential customers and collaborators, time for product development and refinement, as well as team time where the student start-up would need to digest input, refine pitches and presentations, and set goals for the time in Copenhagen.



3 – OUTPUTS

3.1 Accelerator Programme

The Accelerator Programme had the same structure through all four weeks:

Mondays were focused on knowledge injection sessions and team time. The knowledge injections were meetings with consultants representing skills absent in the BUILD Solutions start-ups (sales consultants, lawyers, IP, accounting, PR, etc.). The purpose of the Monday knowledge injections was to give Epiclay some peace of mind so they could focus on customers and product and find their product-market fit. Furthermore, we knew that while it would not be feasible for Epiclay to have the expertise inhouse, some of the consultants could quickly add a lot of value to the Epiclay business case (i.e., patent attorney found that if Epiclay had license to operate and a technology they could patent, it would mean the valuation of Epiclay could increase significantly). The Monday sessions were planned to be open to all BLOXHUB start-ups to give Epiclay more chances to network as well as more perspectives on certain challenges. The team time on Mondays was intended for Epiclay to align the team and set ambitious and achievable goals for the week.

Tuesdays-Thursdays were dedicated to two things: customers and product. Epiclay had the chance to have half the team working at the workshop “Under Broen” where they could 3D-print and test different versions of their clay tiles, while the other half of the team could meet potential customers, distribution, and collaboration partners. The target was 2-4 meetings per day. It was decided to focus on setting up meetings with architectural firms, municipalities, larger established corporations in the urban development space, and other possible partnerships, as well as experts within the industry and investors. The first week was a bit different since the first two mornings were spent on teaching Epiclay how to do cold calling (i.e. how to approach potential customers by phone with no prior introduction). Meeting slots had been left open for the latter half of the BUILDs programme with the intention that those slots would be filled with follow-up meetings and the meetings that Epiclay landed themselves. We also focused on softer meetings (with partners of less potential value/partners where any value exchange would be in-kind) for the first couple of meetings, so Epiclay could build routine and confidence in how to conduct business meetings.

Fridays were used for reflection and knowledge sharing in the team as well as some excursions to particular areas of interest (called “eye-openers”) that could inspire Epiclay (for example seeing how By & Havn built a new neighbourhood in Copenhagen with the gravel from the new metro). Fridays were also used to reflect on how Epiclay had progressed with the week’s goals and what they needed to prepare for the next week. Fridays often ended with networking with the other residents at BLOXHUB in an informal setting.

Please refer to Appendix A “Accelerator Programme” for the detailed agenda.

3.1.1 Knowledge Injection and Mentoring

The purpose of the knowledge injection sessions and mentoring/tutoring was to use experts in IP, business strategy and development, corporate law (regarding shareholders’ agreements, supplier contracts, etc.), marketing and branding, etc. to provide Epiclay with as much value as possible and as quickly as possible without taking too much time from product and customers.

The sessions usually lasted 2-3 intensive hours within the specific business fields. Focus was on providing a general overview of do’s and don’ts (especially the latter) as well as address the specific challenges faced by Epiclay itself. The experts challenged almost every part of Epiclay’s business plan forcing the team to reconsider and examine their decisions and strategies, often sharpening their business strategy and go-to-market approach. Even the company name (which is the name of the product) was challenged in the sessions.

Epiclay ended up meeting with:

- Management consultants (sales strategy and market entry) represented by Execution Excellence.
- Patent attorneys (Intellectual Property Rights) represented by AWA Laws
- Lawyers (Corporate Law) represented by Moalem Weitemyer
- Journalists (PR) represented by Kemp & Kjær
- Accountants (start-up financials and valuation) represented by KPMG



Furthermore, to network and get board room experience, Epiclay attended a Spring Board⁴ facilitated by Connect Denmark with a panel of 6-10 experts that provided advice and sparring on strategic challenges and the business plan.

The mentoring sessions were broader in scope as they also covered urban development and the start-up environment. Some of the mentoring sessions involved several meetings with the same experts, who were available for follow-up sessions during the entire programme. For instance, the former Danish permanent secretary of Business Affairs had two sessions giving input on business development for a start-up based on 30 years of experience working with start-ups. Also, three experts from the acceleration programme Urbantech mentored the team including a private session with the director of the programme who has a long history working with start-ups.

3.1.2 Pitch Training

Much more than any other type of company, start-ups need to be able to pitch well. This is partly due to their innovative nature and partly due to their need to engage and attract key stakeholders (especially investors and first customers) quickly. A pitch is a short introduction of the company. In BUILD Solutions, we focused on the 3-minute pitch. It is both one of the most common types and one of the easiest to convert into other normal formats (since it is easier to go from 3 minutes to 5 or 10 than vice-versa). See Box 1 for the base structure of the pitch recommended to the BUILD student start-ups.



⁴ At the springboard, Epiclay had to pitch to a panel of experienced business leaders who had read Epiclay's business plan prior to the meeting. After the pitch, the panel discussed Epiclay's plans and challenges.

BOX 1

PITCH STRUCTURE USED BY BUILD SOLUTION STUDENT START-UPS

How it looks today: the challenge is the opportunity

1. Global problem
2. Customer problem (leads into)
3. Opportunity
- 4*. Market size

How we change the world

- 5*. Solution
- 5b. Customer Benefits (focus on business value! Not technicalities: more sales, higher margin market, lower costs, lower time to market, etc.)
6. Business model (how value is created and captured)
- 6b. Team (if exceptional: focus on added business value by each member and core strengths!)

How we have changed and will change: past and future

7. Expansion plan
8. Timeline/results so far
9. Investment needs (how much and to do what)
10. Investment amount (again) + call to action and contact information

** 4 and 5 can be switched to after 5b if that makes the narrative tighter.*

The BUILD Solution start-up' students pitch format was based on the experiences gathered by Green Innovation Group through their work and pitch training with around 500 green start-ups across the world (with 70% of them raising money subsequently). Epiclay's pitch changed as they got clearer on their value proposition and where they were placed in the value chain, but the base structure was very much the same from the end of week 1 until the final Demo Day.

Traditionally, a start-up has different pitches for customers and investors and different version for oral in-person presentations and written pitch decks to send. A presentation to be used on stage is recommended to have almost no text (to avoid distracting the audience from the presenter) while a presentation to be send have to be able to stand on its own.

Epiclay had many opportunities to practice and refine their pitch with the number of events they attended. For instance, the team got the opportunity to participate in an event where they pitched in front of 30 investors – potentially raising capital for the company. Also, Epiclay pitched to a leading Danish architectural company, 3XN, as well as their independent innovation department,

GXN. The team also attended networking events where they had to pitch their ideas for various people.

3.1.3 Practical Training Sessions

Companies need to sell, or they die. For this reason, and to ensure the right product was being developed (ref. the LEAN Methodology), considerable efforts were invested into training Epiclay in sales. Cold calling sessions were used to reach stakeholders, and City Facilitators provided experienced business developers to attend every meeting Epiclay had during the month in Copenhagen. Before calling (and meeting), Epiclay also learned how to identify the potential clients and do desk research on the companies and persons they were about to contact. The practical training also included personal feedback after the meetings/calls. The goal was for Epiclay to land pilot project partners, customer interest and potentially investors and collaboration partners.

3.1.4 Customer Meetings and Product Development

A range of meetings were booked by City Facilitators to ensure Epiclay got on to a flying start once they got to Copenhagen. Through their own efforts and the cold-calling sessions, Epiclay booked meetings for their last 10 days as well.

Epiclay met with several municipalities, urban planners, architectural companies, as well as Rockwool, a large Danish multinational corporation that is a leading player globally within insulation solutions. All meetings were with senior officials. The purpose was both to attract customer interest and generate sales, but also to inform product development. During the meetings, it became clear that the product had to be adjusted for in-door versus out-door use (a classic pivot moment for a start-up: pursue one, the other or both?). A market opportunity was also discovered in the shape of room dividers for open workspaces, safety measures for use in public spaces, etc. Hence, the customer meetings were crucial in Epiclay's journey to get their product on the market.



During the entire four weeks, the team had 24-hour access to a workspace (called Maker/Under Broen) where they had access to tools and machines (including 3D-printing) to be able to develop the product. The workspace is primarily for start-ups within urban development with physical products and is located next to BLOXHUB where the students had their daytime office and desks.

3.1.5 Demo Day

The Accelerator Programme culminated in the half day event “Demo Day” (on 25 September 2020) where the team had to present their final pitch and product to a large audience including an expert panel acting as pitch judges.

Here, the team used all the experience from the intensive four weeks and was able to make a sharp and professional pitch of their company and present a prototype of the product. At the event, a number of partners, experts, and companies attended, as well as a large number of the people who had met the team during the accelerator.

3.2. Event pictures



Kick-off
2 September 2020





Workshop and eye-openers



Photos by: Epiclay and Exploring Copenhagen

Pitch training, mentoring, meetings, and pitches



Photos by: City Facilitators and Epiclay



Demo Day
25 September 2020



4 - CONCLUSIONS AND RECOMMENDATIONS

This report has investigated how BUILD Solutions have worked encouraging transdisciplinarity, commitment as well as responsibility for one's own learning. BUILD Solutions experienced fantastic results by changing the traditional role of the teachers who propose solutions to mentors who facilitate self-learning.

One of the five BUILD Solutions start-ups, Epiclay, went to Copenhagen for the tailor-made Accelerator Programme that focused on providing the best possible framework for Epiclay's growth.

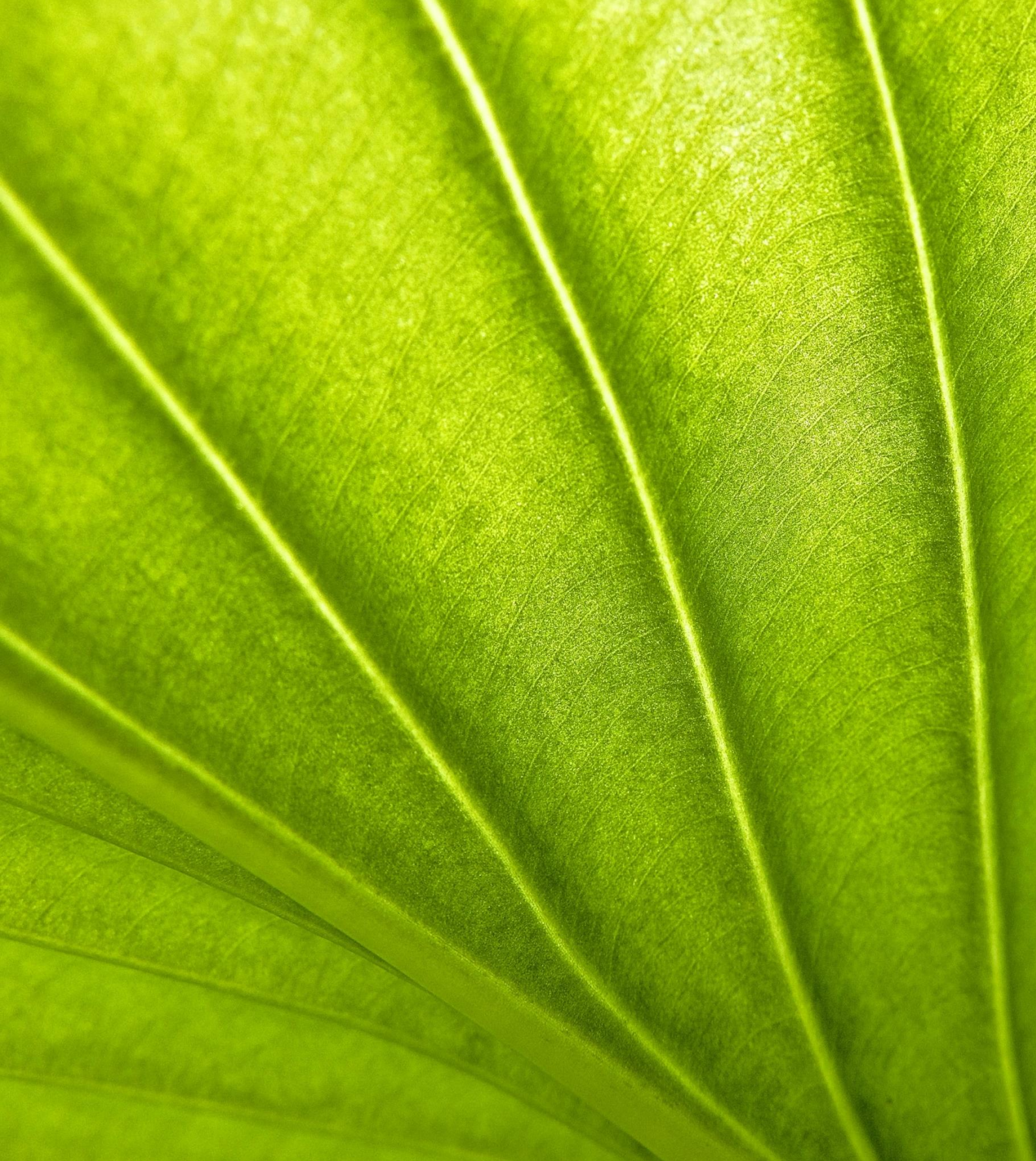
Epiclay went on to win the Venture World Cup for Start-ups shortly after finishing their stay in Copenhagen. 4 out of the 6 BUILDs Start-up students are still in business at this moment of writing, and all the BUILDs trainers have permanently changed their view on what is possible to achieve in a transdisciplinary and transcultural group. All participating students reported – and demonstrated – that they learned more through participating in the BUILD Solutions programme than in any other subject during their studies. During the intensive 5-Day Workshop in Barcelona in January 2020, all groups had read at least 10 scientific articles during just one day, they had all designed and rendered their solutions by day four, and made the first calculations on price, profitability, etc.



IAAC Valldaura Labs: taking nature as an inspiration for the design of responsive buildings and resilient urban spaces!

In other words, BUILD Solutions succeeded beyond our wildest expectations, despite taking place during a pandemic unlike any seen in a century. Our dream is that our learnings can be shared and used across Europe so the next generation of students can enhance their toolbox before they take on the great challenges faced by their generation.

This compilation of methods and tools assembled into a comprehensive roadmap for students taking an early idea and transforming it to a business start-up is created to allow other higher education institutions to emulate and improve on the BUILD Solutions process.



Building Urban Intelligent Living Design Solutions, 2018-2021

