



Developing a New Collaboration Approach between Health Tech Startups and Investors

Case Business Tampere

Yulia Podolskaya

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ABSTRACT

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YULIA PODOLSKAYA:

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In the modern world that develops in a high pace the level of competition among companies is steeply high. Especially newly established companies face struggles on the way of development and going to the market due to the lack of resources and huge pressure from competitors. However, it is vital for them to use all available resources and consider variable educational programs that can help them to gain new skills, share experience with peer companies and to identify a more concrete development strategy for their company. But even for experienced entrepreneurs one of the main pain-points in establishing and expanding a new business project is landing a funding. Most of the competent investors already have negative financial involvement into startup and getting a huge number of potential projects to invest in they are being incredulous towards new prospects.

The thesis discusses the Strategic Engagement with Investors training program organized by Business Tampere was one of the tools for health tech companies that provided participants with essential skills that are needed to be applied in the dialogue with investor, such as strategic thinking and strategic dialogue, when the investor is being engaged into co-creation of the business idea.

The research was carried out as a part of a development project utilizing a qualitative research method. The training program of this kind was organized for the first time and the main goal was to provide the evidence of efficiency of the training program as a learning tool, as well as, to unite startup companies by introducing them to the Health Technology and Life Science ecosystem.

As the research outcome, it can be seen from the event feedback that most of the participants noted that participating in the training program brought even more outcomes than it was expected, including strengthening personal brand, establishing new partnerships, gathering new skills and knowledge, etc.

In conclusion, it must be stated that training programs of this kind is an efficient technique to teach any kind of topic in a short period of time. There are various enhancements to be made in order to improve the level of quality of future training organized by Business Tampere. However, the goals of the research were met and the training had unprecedented success amongst participants.

Key words: startup, ecosystem, training program, strategical thinking, investment, funding

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1 INTRODUCTION

The process of advancement of startup companies is distinct and cannot be compared to big established corporations. Newly established companies have limited number of resources, thus resource allocation such as time, work capacity, funds should be invested wisely. However, there is one internal expenditure that entrepreneurs should never underestimate when pursuing growth: training and development programs. Any kind of educational programs are critical to undertake in the early phases of a business to encourage employee's commitment and create a productive work atmosphere. (Thomas, 2020)

This paper describes a research work that was conducted based on the Strategic Engagement with Investors training program that was held by Business Tampere for healthtech startups companies from the Tampere region. The program was organized in the format of combination of practical information and hand on experience, that included workshops where participants participated in facilitated discussions on strategic thinking with fellow health startups to exchange ideas, experiences, struggles on various aspects of entrepreneurial journey. The training program objectives were set as follows: to show the rules of a Startup game to participants, to teach them how to get value even from negative resulted investor meetings and to involve them into Tampere Health ecosystem.

The aim of this research was to investigate the effectiveness of the educational programs of this type, measure its effectiveness for both Business Tampere and participating teams, and create a comprehensive list of suggestions on improvements of further events, that could be created by using Strategic Engagement with Investors training program as a blueprint.

2 THESIS PLAN

The main goal of the ensuing plan is to introduce the thesis subject in broad strokes, identify the papers' goals and intent, and present research questions. This chapter will cover concepts and hypotheses that will officiate as a research papers' foundations, as well as describe the data collection methodology.

2.1 Thesis topic

Professional investors evaluate numerous companies and business plans every year. What are the chances to stand out from the crowd?

All experienced investors have invested in companies that have failed. This means that they are skeptical about any prospect even before they get to listen to the pitch.

It is vital to get the investor excited and most importantly, engaged. One way of doing that is opening a strategic dialogue about company's shortcomings and then inviting the investor to co-create or co-develop company's strategy. By doing this it is also possible to get an opportunity to showcase ability of founders to think strategically and show how fun and easy it is to work with them!

Strategic thinking and strategic dialogue are skills that can be practiced, learned and improved. The training program described in this document gave an opportunity to practice these skills with other companies without any risk of getting rejected. At the same time, it provided learning experience about other local Health companies and identified new partnering opportunities.

2.2 The commissioner and topic background

The commissioner is the Tampere Region Economic Development Agency Business Tampere. Business Tampere promotes investments and create the best environment for business in the region. It operates within the Tampere city

region economic development strategy and offer clients the expertise on business service development, business environment, invest in and internationalization opportunities.

The company was founded in 2009 and the original name was Tampere Region Economic Development agency Tredea. Since August 2017, the auxiliary business name Business Tampere was introduced and is primarily used in all marketing. The official name was changed to Tampere Region Economic Development Agency Business Tampere in October 2019. Business Tampere is owned and financed by eight municipalities and towns in the Tampere region: Tampere, Kangasala, Lempäälä, Nokia, Orivesi, Pirkkala, Vesilahti and Ylöjärvi. (Business Tampere - About us, n.d.)

2.2.1 Invest in and Global Operations team

The idea of the project came from the Business Tampere Invest in and Global Operations team that develops and coordinates rational FDI promotion work networking actively with regional and international actors. Also, Invest in team compiles information about foreign-owned companies in Finland, particularly in the Tampere region. The main goal of the team is to increase the region's appeal by providing businesses and entrepreneurs with an operating environment that encourages business formation, operation and growth, as well as competitiveness and employment. (Business Tampere - About us, n.d.)

2.2.2 Business and innovation ecosystems at Business Tampere

Business Tampere utilizes ecosystem business model. According to the strategy document that describes the economic development vision of the Tampere city region until 2025 for creating a more appealing city region that attracts investments, companies and talents it is essential to create world-class business and innovation ecosystems, as well as to build strong and wide network. The development of the business ecosystem has been recognized as a successful operating model, and it entails discovering and supporting new shapes of

organization of economic and creative activity. Although the idea of an “ecosystem” is difficult to grasp, it necessarily emphasizes the importance of the link between numerous actors in business and innovation, including businesses, talents, and ecosystem stakeholders. In the strategy document ecosystems are defined by the participants’ complementing know-how and other resources, as well as their interconnection. (Tampere, 2020)

Business Tampere is the home of thirteen business and innovation ecosystems: AI and analytics, Automotive cluster, Circular economy and cleantech, Connectivity, Education and learning – Education Tampere, Experience economy – Film Tampere, Imaging, Intelligent Machines and Automation, Health technology and life science, Mobility – ITS Factory, Safety and security, SoC Hub and Startup Tampere. The Strategic Engagement with Investors training program described in this paper was held by the Health technologies and life science ecosystem that is a regional ecosystem promoting and enhancing the health of individuals and communities in the Pirkanmaa region.

2.2.3 Topic background

Venture capitalists invest in ideas and people. Once the venture capitalist has reviewed the startup venture's unique selling points, the management team will be investigated next. In the investor's perspective, the management team should have complementary skill sets: marketing, technology, finance, and operations. Every management team has gaps. The business plan must carefully address how these gaps will be filled. (Anson, 2008)

The idea of the training program belongs to Ms. Heidi Hinkka who also was the main trainer in the program. Ms. Heidi Hinkka has spent 15 years in company boards, sat through 200 investor meetings, and successfully raised funding for health startups. Through this experience, she discovered a powerful method for engaging prospective investors and creating trust with them. Heidi has 20 years of experience from international business, half of which she has worked as a lawyer and the other half as CFO. Most recently Heidi has acted as the Chairman

of the Board of a med-tech company which attracted over three million euros of funding last year.

Throughout this experience Heidi Hinkka spotted that fundraising is the key issue among health and med tech companies, because their solution development requires huge amount of effort, time and funding. When it comes to financial security, it is vital to remember that due to heavy regulations and bureaucracy in the healthtech field, there is even higher risk for newly established enterprises to face failing. As a result, this business sector is seen very insecure and unstable for potential investors. Fundraising is a difficult task, and it is essential to realize that competition is not only among newly established companies and organisations that are operating in the same industry but any other promising company. Even though, investors might be focused on a certain field of business, after analysing an enormous amount of investment opportunities they will pick a rocket speed developing firm that generates higher returns. (Igoe, 2021)

2.3 Thesis objectives, purpose and research questions

By arranging a training program and analysing prospective learning results from the given coaching style, the research intends to inculcate the hands-on learning approach into a certain ecosystem. The document explains why trainings that include hand on learning and peer to peer discussions are an effective learning tool and details the origins of the Strategic Engagement with Investors training program. There are three primary goals:

- Investigate what level of skills entrepreneurs dispose before the training program and strengthen their knowledge on a certain topic and followed by a summed-up learning outcomes and benefits gotten from participants.
- Introduce selected companies to the ecosystem for them to obtain support and benefits offered by it in order to grow stronger together through establishing partnerships and getting involved into collaborations.

- Propose possible modifications based on assessed feedback from coaches and participants to demonstrate the standards that should be reached in the future training programs.

The idea is to illustrate skills that individuals (entrepreneurs) can share and use to get professional advantages. Taking this idea and the stated objectives into account, the main research question is:

What is the impact of the Strategic Engagement with Investors training program and how similar kinds of events held by Business Tampere can be improved in the future?

The purpose of the question is to demonstrate the outcomes of the training, demonstrating the efficacy of incorporating the coaching approach into further startup development, as well as, to measure the impact of this kind of training programs on assisting participants in understanding the skills they obtain already and skills that are needed in order to further startup companies' development. Moreover, by answering the main research question the author will be able to provide list of recommendations to the commissioner company in order for it to improve quality of the events planned in the future.

2.4 Concepts and theories

In this section preliminary focus will be on providing background information on the key concepts and theories that will be examined in greater depth further in both the theoretical and practical research chapters. The phenomena of a entrepreneurship, triple helix model of innovation, business ecosystem and training program are the four key ideas associated to startup development that will be defined first.

2.4.1 Entrepreneurship

People all throughout the world, especially in today's generation own ideas, abilities, skills, energy and information that foster entrepreneurship in the new millennium. This new orientation contrasts with prior periods when the forces of

economic expansion tended to favor more established corporate executives. However, the global economy has changed, and today's youth are more prepared for entrepreneurship since they are more tech-savvy, passionate, curious and daring. They appreciate the concept of progress and welcome change and challenges. A new generation of young people is more self-reliant, and they think differently – bolder. All these trends create a solid base for establishing an own enterprise. Traditional professional paths may become a thing of the past. (Dollinger, 2008)

Despite extensive interest in the topic and universal acknowledgement of its economic relevance, there is still a lack of agreement on how to define the phenomena of entrepreneurship. The term “entrepreneur” is derived from the French word “entreprendre” (to undertake), and it has a wide range of meanings and applications. To describe the term many dimensions have been employed by the experts. With the passage of time, the definition changes as well. Therefore, Joseph A. Schumpeter recognizes entrepreneurship as any kind of innovative function that could have a bearing on the welfare of an entrepreneur. Schumpeter believes that entrepreneurship is a fulfilling endeavor that involves any type of innovation, that implies doing things in a different and better way that improves the efficiency of existing products or services. (Schumpeter, 1934) Robert K. Lamb describes entrepreneurship as that form of societies resolve which is implemented by economic innovations. (Lamb, 1952) Lamb refers to entrepreneurship as a type of economic activity that involves invention. Moreover, he emphasizes entrepreneurship's social orientation, as it is concerned with societal benefit and welfare. (Westlund & Bolton, 2003) Another definition of entrepreneurship that is used at Harvard Business school and formulated by Professor Howard Stevenson sounds like: “Entrepreneurship is the pursuit of opportunity beyond resources controlled”. (Stevenson & Jarillo, 1991)

2.4.2 Triple Helix Model of Innovation

The triple helix model of innovation refers to the continuous synergy between academia, industry and government in order to promote economic and social progress. The approach allows communication flows and collaborative activities, as well as establishment of new organizational structures for creating innovation,

and thus contributes to the growth of the knowledge-based economy. It outlines the role of a university in collaborating with industry and government. (Hattangadi, 2019)

The model was established by Henry Etzkowitz and Loet Leydesdorff in 1996 and it explores the notion of The Creative Destruction Theory, which was coined by Joseph Schumpeter in 1942 and describes how new technologies obstruct conserving old ones. (Schumpeter, 1942) Each of the three realms – academia, industry, and government – produces new ideas, therefore, it is impossible to avoid creative destruction. (Leydesdorff & Etzkowitz, 1996)

One of the triple helix model's fundamental assumptions is that each sphere can take responsibilities of the other in addition to inter-institutional cooperation that occur through their regular duties. For example, industries maintain goods and services production while also investing in research and providing training to its partners, much like a university. (Etzkowitz & Zhou, *The Triple Helix. University–Industry–Government Innovation and Entrepreneurship*. 2nd Edition, 2017)

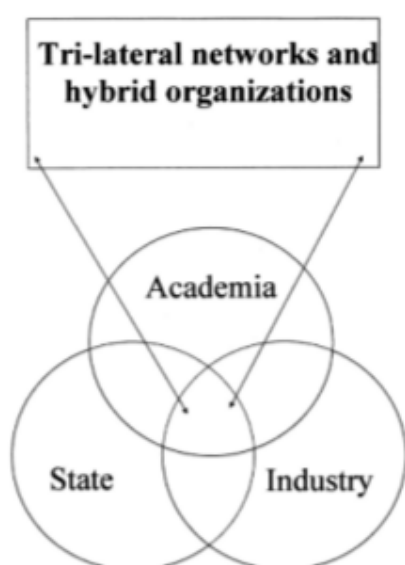


FIGURE 1. The Triple Helix Model of University – Industry – Government Relations. (Etzkowitz & Leydesdorff, 2000)

It is vital to note that the intersection of the overlapping of the three institutional areas, as shown in figure 1, is required for contemplating a “balanced configuration” of the triple helix model structure. The three sectors work together

in the crossed area, taking cooperative initiatives and forming hybrid organizations that foster innovation. (Champenois & Etzkowitz, 2018)

2.4.3 Business ecosystem

Businesses that can be called successful are determined by the pace of their development and operational effectiveness. However, it is unimaginable for innovative companies to evolve in a vacuum. It is crucial to gather various resources, including capital, partners, suppliers, and customers, in order to form cooperative networks. (Moore, 1993)

Initial definition of ecosystem was presented by British botanist Arthur Tansley in 1935. He used the term to describe internal communication of a community of species and their interaction with surrounded them environment. According to Tansley, these species compete and collaborate for available resources, cohabit and collectively adjust to environmental shocks in order to survive. (Tansley, 1935) Later in a Harvard Business Review essay that was published in 1993, business strategist James Moore adapted this biological analogy, comparing organizations working in the progressively interconnected world of commerce to a community of creatures readjusting and developing to sustain. In that article Moore proposed that a corporation be considered as a member of a business ecosystem with participants from several industries, rather than a single firm in that area. (Moore, 1993)

More defines a business ecosystem as: “an economic community supported by a foundation of interacting organizations and individuals – the organisms of the business world. The economic community produces goods and services of value to customers, who are themselves members of the ecosystem. The member organisms also include suppliers, lead producers, competitors, and other stakeholders”. (Moore, 1993) Another definition given by Greg Sarafin – Global Alliance and Ecosystem leader at EY – describes the term as a strategic partnership between two or more members that aims to produce and share value for a shared group of customers. There are members in every business ecosystem, and at least one of them functions as the orchestrator. The value

proposition of all participants of a business ecosystem includes their brands. (Sarafin, 2021)

2.4.4 Training program

Training programs are seen as an essential aspect of human resource development. It is a well-organized instrument for bringing certain abilities up to the target level using knowledge, training, coaching, and practice. Nowadays training programs are being implemented in both startups and existing businesses because they provide a broader perspective on an organization's thinking process. More and more people believe that incorporating this method of advancement into the workplace will increase employee retention and development prospects. (Bhasin, 2020)

The training program is known as the act of enhancing an employee's expertise and abilities in order to accomplish the assigned job. There is no one single definition for the training program, various management scholars have given their own interpretation of this term. According to Garry Desser training program can be described as a process of teaching new employees the basic skills they need to execute their jobs. (Desser, 2016) Edwin B. Flippo describes training as the act of increasing knowledge and skills of an employee for doing a particular job. (Flippo, 1984) Whereas Michel Armstrong defines this term as a systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. (Armstrong, 2001) In simple terms, training program is the process of operating an individual to execute a given task. As a result, training refers to the art, knowledge, and skill required to complete a certain task in a specific manner.

There are various instructional design models that exist to provide rules and frameworks, so that trainers can thoughtfully design their training programs. Pedagogical scenarios are the foundation of an instructional design model. Their goal is to assist instructors in achieving training objectives so that learners can gain and preserve knowledge. As a result, instructional designers use instructional design models to establish the specific steps of their training approach. (Apostolopoulos, 2021)

At the moment, there are around twenty-five prescriptive instructional design techniques that are widely accepted and used, in this paper the main focus will be on the ADDIE training model, as it is one of the most robust and safe options in case of designing high-quality educational and engaging courses. This training model includes all characteristics that should be present in all instructional design models according to Robert Branch and David Merrill (2012). In their work Branch and Merrill state that training models should respond to following requirements:

- Instructional design is learner centred.
- Instructional design is goal oriented.
- Instructional design focuses on meaningful performance.
- Instructional design assumes outcomes can be measured in a reliable and valid way.
- Instructional design is empirical, iterative, and self-correcting.
- Instructional design typically is a team effort.

The abbreviation ADDIE stands for Analysis, Design, Development, Implementation, and Evaluation, which are the five steps of development process.

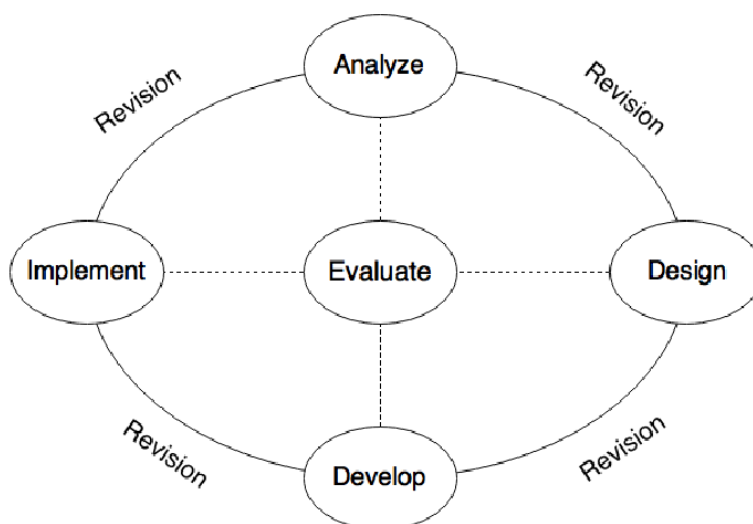


FIGURE 2. The core elements of ADDIE. (Branch & Merrill, 2012)

The model's name comes from the fact that each step should be taken in that exact order. On the other hand, the ADDIE approach follows a circular cycle that repeats until learners achieve excellence. Due to the last stage of ADDIE learning

model, it is possible to obtain full feedback needed to continue developing skills and learners' experience. (Apostolopoulos, 2021)

2.5 Working methods and data

To address a theoretical issue and introduce phenomena of startup and startup ecosystem a literature review will be utilized as a source of secondary data. Articles, blog postings, books, videos, other studies and scholarly items as well as author's own knowledge would be used to define the problem.

In this paper the author will use two primary data collection methods qualitative and quantitative. Qualitative data collection method was selected due to possibility for a more in depth and extensive comprehension of the issues through textual interpretation. (Creswell, 2007) For data collection the author used semi structured interviews with a series of open-ended questions, as it is the most common interviewing format for qualitative research, which can be conducted individually or in groups. (DiCicco & Crabtree, 2006) The selected method appeared to be the best fit for this study since it is far more hands-on and focused on capturing people's emotions and perspectives. Throughout the interview, the author was able to interact with interviewees and discover their behaviour patterns in order to gain useful findings from deeper discussions while also covering required topics.

Quantitative research method was selected in order to gather opinion of training program participants about effectiveness of this kind of learning method that includes hands on learning and peer to peer discussions. Thus, the quantitative data collection method used to gather data for this research is an online questionnaire conducted during the training program. This method was selected due to its efficiency and accuracy. The purpose of this survey was to collect the feedback from participants on the training program right on spot, while their perspective and experience still fresh. Online survey is rapid and accessible way to collect data, and the response rate is projected to be more significant rather than in other forms of survey.

After analysing of acquired data, research findings will be used to construct an answer to the key research question in the way that it will be beneficial and clear to the commissioner.

2.6 Thesis process

The thesis process focuses on the paper's structure. The first chapter will serve as an introduction to the thesis topic where the author will describe

The next chapter is the thesis plan, in which the reader can acquire a better knowledge of the thesis topic and its background, will get familiar with the commissioner company, as well as with objectives of this paper. Moreover, this chapter gives insights of key concepts related to the research and presents working methods used.

In the chapter number three the reader will be taken through the phenomena of startup in more detail. This chapter focuses on the definition of startup company, spots out differences between startup and other forms of enterprises and describes the current situation with funding.

The following chapter contains information about startup ecosystem, including its definition, components of the ecosystem and the importance of forming one.

Next, chapter five describes research approach, data collection and analysis methods used in this paper. This study was conducted as a research-oriented development project. This chapter will describe the chosen sort of development work and present data collection and analysis methodologies.

Chapter six covers the entire process of the training program, here the author will present the vision of the commissioner company, the description and main objectives of training program. In addition, this chapter describes the initial process implementation plan in comparison with an actual process of project implementation. Later in this chapter data acquisition methods and training methods will be presented. And at the end of the chapter the reader can get briefly familiarized with the feedback sessions process.

The chapter number seven presents result of the Strategic Engagement with Investors training program and based on results' analysis in chapter eight the author gives suggestions for future training program improvements that could be considered y Business Tampere and participants.

Chapter nine is a conclusion for the whole research work that is followed by appendices that contain survey questions, transcription of interviews and the example of the certificate of participation

3 STARTUP

The following chapter uses theoretical background and applicable literature sources, as well as the author's knowledge of the topic, to introduce the notion of a startup company, the term "startup" will be defined from the perspective of different scholars. In addition, the author will discuss in greater detail what makes the difference between startup companies and other forms of businesses. After understanding the definition and getting familiar with the main features of startup companies the reader will be taken through the current situation of startup funding and at last will get an understanding of health tech startups and their main characteristics.

3.1 Definition of a startup

Nowadays it seems that "startup" is one of the hottest words in entrepreneurial society. But despite this fact, the entire philosophy of startups is still not clearly defined. According to Steve Blank, a serial entrepreneur and business school lecturer at Stanford, Berkeley, and Imperial College, startup is a temporary organization designed to search for a repeatable and scalable business model (Blank, *What's a startup? First principles.*, 2010). From here the main concept of startups for startup founders means the following three main functions: providing a vision of a product with a set of characteristics; creating a series of sceneries of the business model regarding customers, distributions, and finance of the company; understanding, if the chosen model is the right one, based on customers' behavior, as the model predicts (Startup Definition: Everything About Startups, 2019).

The term "startup" is used by Paul Graham, a co-founder of Y-Combinator, to refer to process of growth. Graham identifies startup as a business that aims to develop quickly. A company cannot be named a startup just because it was created recently. It is also not necessary for a startup to focus on technology, take venture capital, or have some sort of "exit". Growth is the only thing that matters. Everything else associated with startups stems from their ability to grow. (Graham, 2012)

Another definition of startup company given by Eric Ries, the creator of the Lean Startup methodology is: “A startup is a human institution designed to create a new product or service under conditions of extreme uncertainty”. (Ries, 2011)

The studies presented thus far provide evidence that there is no single definition for a startup, but rather a set of traits that distinguishes them. Innovation is one of the most crucial characteristics of a startup. In order to achieve a competitive advantage in the market, affirm of this nature requires a differentiator competition, the innovation might be in the company’s solution as well as in the business plan. The core driver of business in a startup as a company associated with innovation is to make a difference not only in business but also in people’s lives through the offered solution. Even though it is not the main element that determines whether a company can be classified as a startup, but generally these enterprises are made up of a small number of entrepreneur-minded people, less than 100. Since a startup’s goal is to develop and expand rapidly, perhaps to astronomical proportions, it always looks for a scalable and repeatable business model that will allow brisk growth without having to expand human or financial resources. (Pereira, n.d.)

3.2 The difference between startups and other companies

For a long time, investors approached startups as if they were small businesses. This was a significant issue because the conceptual and organizational differences between a startup, a small business, and a major corporation are significant. There was a necessity to create a term that would distinguish these certain forms of fresh growth potential enterprises from traditional entrepreneurship, small businesses and new companies in general. The word was coined by the venture capital sector, and the “scalable fast growth potential”, which was preliminary correlated with or facilitated by technology and by the advent of the internet later on, was the key factor in this divergence. Because of where the term came from, it is still heavily associated with investors and risk capital, as well as technology mindset. (What is a startup?, 2018)

According to Steve Blank a company is “a permanent organization designed to execute a business model that is repeatable and scalable”. As a result, the contrast is that startup companies are looking for an appealing business model, whereas enterprises already have one and are concentrated on successfully implementing it. The nature and requirements of both types of organizations are influenced by this divide.

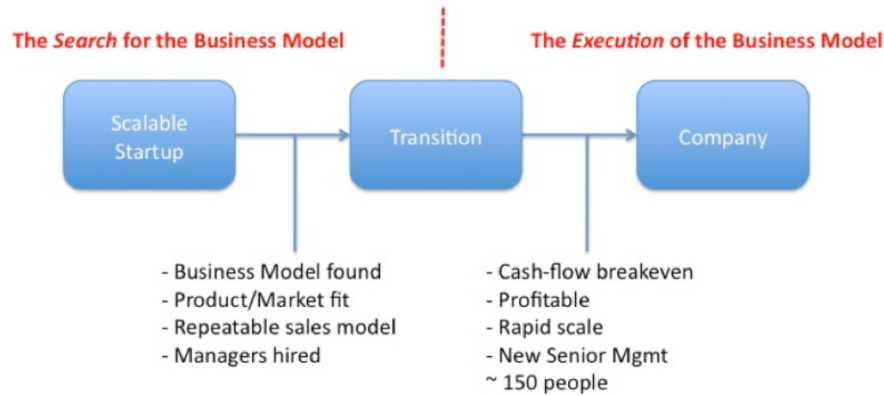


FIGURE 3. Search (startup) vs Execution (company) (Blank & Dorf, 2010)

Without precise understanding what certain terms represent and how they can be used in given scenarios, it is possible to be misled during startup or startup ecosystem development. As it was mentioned in the beginning of this chapter the term startup does not have a clear universally agreed meaning, due to that fact, there are several factors to consider when there is a need to use definition in organization, city ecosystem, or any other context. It is crucial to note that an entrepreneur is an individual, whereas a startup is a group of entrepreneurs, a founding team and its structure with complementary capabilities has become significant criteria for identifying potential investable business. It is also becoming more widely accepted that a startup is not a smaller form of a large corporation, but rather an organization founded to find a repeatable and scalable business model. Thus, a startup company is being in a process of development and expansion, where prosperity is evaluated not only by conventional commercial success metrics like revenue or profit until it is viable or feasible, but also by market share, number of active users, and so on. (What is a startup?, 2018)

3.3 The current state of startup funding

Although there are plenty of factors that may contribute to a startup company's collapse, including lack of product's range, poor vision, insufficient business plan, etc., the main problem that leads young entrepreneurial enterprises to failure is usually lack of funding. These fledgling enterprises are in desperate need of funding from investors, but they are having difficulty obtaining this vital resource. Nowadays most of the startup founders heavily rely on startup capital. According to researches held on this topic, it is clear that the capital demands of a firm, as well as its capacity to obtain such financing, are densely determined by its current development stage. (Manchanda & Muralidharan, 2014)

The most appropriate way of funding for newly established companies, according to Allan Berger and Gregory Udell (1998), is determined by their financial structure and their place in the growth cycle model. This paradigm addresses the connection between the scope of the company, amount of time it has been operating on the market, material accessibility, as well as available origins of capital and the stages of startup development. The financial growth cycle paradigm categorizes various funding options based on their capacity to proceed data opacity, moral endangerment, and funding breadth in terms of scale. A simplified graph is presented by Figure 4.

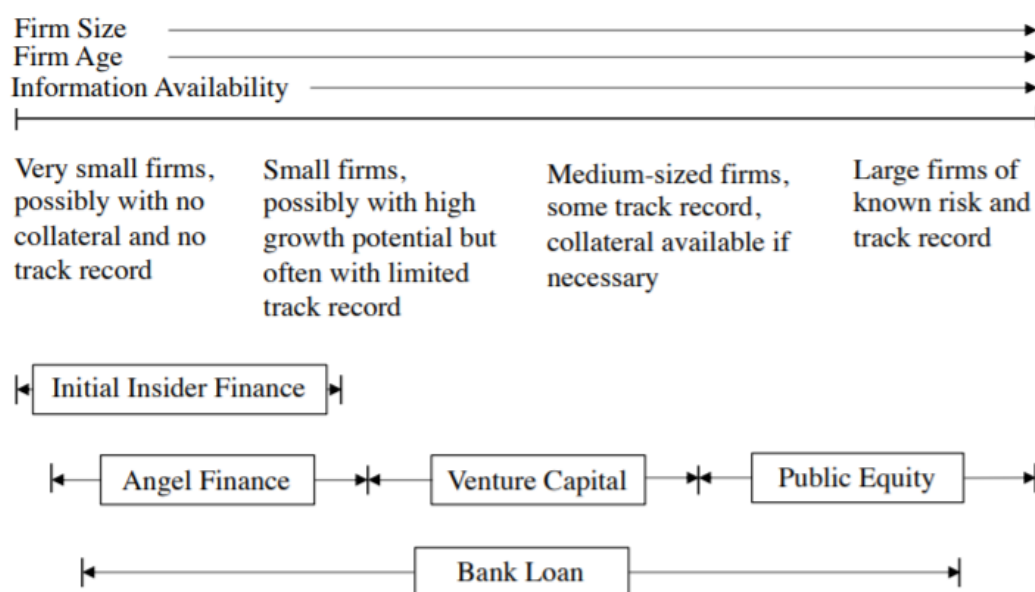


FIGURE 4. Correlation between Development Stages and Funding Opportunities (Robbers, 2020)

There are still several obstacles in the way of startup receiving money such as developing a scalable business strategy, determining the required quantity of capital, and finding the best funding choice. At the moment there are a plethora of finance possibilities for newly established businesses. To strengthen the odds of receiving cash, the most appropriate funding option should be picked. Moreover, it is possible to combine two or more different funding methods. (Patel, n.d.) Below the author will describe the most common funding methods available for startup companies.

- Bootstrapping or self-funding - Using personal resources or using help from the closest people is the greatest way to fund a business at very early stage. It is an appealing source of financing because of its flexibility in time and conditions. (Patel, n.d.)
- Government grants and subsidies – Government agencies equip startups with funding in the form of grants and subsidies. Startup grants are intended to help fledgling enterprises get off the ground and create jobs. The provided support gives a steady revenue to a founder during getting the business up and operating. (TE-palvelut, n.d.)
- Crowdfunding – Crowdfunding has grown in popularity in recent years as a means of generating funds from the general public for various projects. To use it as one of the funding methods an entrepreneur has to launch a crowdfunding campaign on one of the available for these purposes platforms and set a financing target. After the targeted amount of money is collected via “donations”, the founder get access to the cash to be spend on further development. (Chamber of Commerce, 2021)
- Angel financing – Angel investors are individual who make financial investment in newly established business for a share of the company’s ownership in return. Angel investing is on the rise due to the fact that investors of this category have been prompted by high-profile success stories and ready to take a chance in hope of generating large returns on investments. (Harrosh & Sullivan, 2019)
- Venture Capital – Venture capital funds are competently operated funds that are interested in high-potential startups that are exploring large opportunities that have demonstrated some traction at that stage. These

funds frequently invest in a company against equity and exit when the company goes public or is acquired. (Katre, n.d.)

According to European Startup Monitor (FIGURE 5) conducted by the European Commission (Bormans, Privitera, Bogen, & Cooney, 2020) with 848 responses from 31 countries, internal financing and bank loans gain accelerating importance as a company expands its visibility on the market and consolidates its main activities in later phases of growth. Except funding that comes from friends and family and various programs organized to foster startup development in their early stages, the tendency of escalated use may be tracked in all other funding methods. With startup development, recourses provided by closest people become insufficient and incubators and accelerators become less important.

In addition, FIGURE 5 illustrates that stable stage of startup development is marked by a decrease in practically every source of funding. Besides overall reduction in significance that occurs at the safe point, financial support provided by government is the only one that constantly stays pertinent. (Bormans, Privitera, Bogen, & Cooney, 2020)

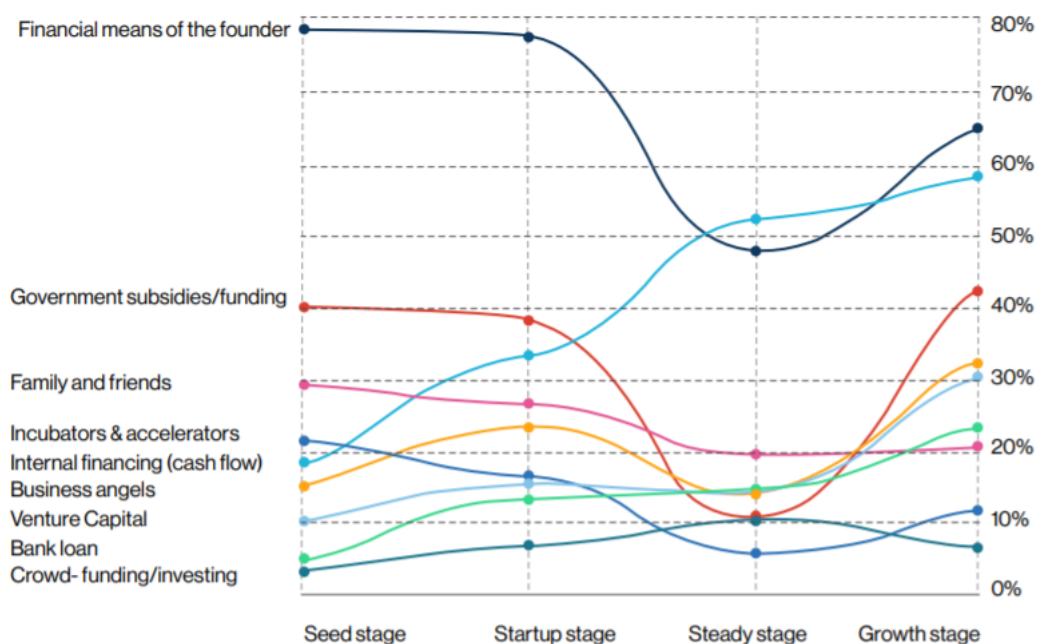


FIGURE 5. Most frequent sources of finances per stage of development (Bormans, Privitera, Bogen, & Cooney, 2020)

4 STARTUP ECOSYSTEM

The following part of this paper moves on to describe in greater detail the phenomena of the startup ecosystem. Readers will get familiarized with the definition of a startup ecosystem, followed by the components and main characteristics of an entrepreneurial system. After describing the basic concepts of a startup ecosystem and its structure, the author will also discuss the importance of building the startup ecosystem, its role for startup companies and the way it affects regional development.

4.1 Definition of a startup ecosystem

Startup ecosystems are forming all over the globe, there are determined founders and innovative startup teams looking for novel ways to establish a perfect product or service to fit the market and tackle the world's challenges. On the other hand, contemporary ideas can only be put into action inside a system that is designed to support them. Entrepreneurs require a welcoming setting in which to create businesses that will have a long-term influence not only on the domestic economy but also on society as a whole. (What is a startup ecosystem and how can you build one?)

A startup ecosystem is one of the forms of business ecosystem, it is an environment that fosters invention and energises the initial phase of businesses. A startup ecosystem, like any other community, is a symbiotic relationship between living organisms and their surroundings. It consists of startup companies, businesses that support startups and interact with them, as well as investors and idea initiators in the startup ecosystem. It is also the habitat that the government and the business community have established. The interactional qualities of the startup ecosystem, as well as the interdependence of the existence of numerous functioning organisms, are unique. On the one hand, startup ecosystem is a source of some support for innovative companies, but they are also competing in a highly competitive environment. As a result, just like in

the level of small businesses, only the most promising startup companies survive. (Yosef, 2018)

Cukier et al. define the phenomena of startup ecosystem as “a limited region within 30 miles (or one-hour travel) range, formed by people, their startups, and various types of supporting organizations, interacting as a complex system to create new startup companies and evolve the existing ones”. (Cukier, Kon, & Lyons, 2016) From this description it can be deduced that the startup ecosystem is focused on a geographical area, where entrepreneurs and supporting institutions interact to launch new businesses and boost existing ones. Cervantes and Nardi, likewise, shared their perspective on the startup ecosystem: “The startup community uses the term “ecosystem” to refer to the network of people, institutions, and resources needed to build startups. This ecosystem includes entrepreneurs from different backgrounds, skills, and level of experience, as well as private investors, public and private funding institutions, large companies that create infrastructure, and universities”. (Cervantes & Nardi, 2012) As it is described above, the term ‘startup ecosystem’ refers to the network of people, and resources required to develop startups. The referenced authors use terms ‘entrepreneurs’ and ‘investors’ interchangeably when they speak of persons. They identify funding institutions, huge enterprises, and colleges as groups that offers resources to form the infrastructure to support the formation of startups. (Tripathi, Seppänen, Boominathan, & Oivo, 2018)

4.1.1 Components of the startup ecosystem

This section will examine the elements that contribute to the intensity and vibrancy of startup ecosystem. As it is mentioned above, when it comes to creating a startup ecosystem the main focus is on startup companies and there is no perfect blueprint for what components should be included, however, a network assistance is vital for startups to survive. Broadly the entrepreneurial environment is made up of factors that work together to encourage entrepreneurship, devote to the startup process and help entrepreneurs escalate. (Kapoor & Singh, 2019)

These organizations that are involved into startup ecosystem formation can be further broken down into groups as shown in FIGURE 6: universities, funding organizations, support organizations (like incubators, accelerators, co-working spaces, and so on), research organizations, service provider organizations (like legal, financial services, and so on) and large corporations. Particular organizations usually concentrate on distinct aspects of ecosystem function and startups at various stages of growth. (What is a startup?, 2018)

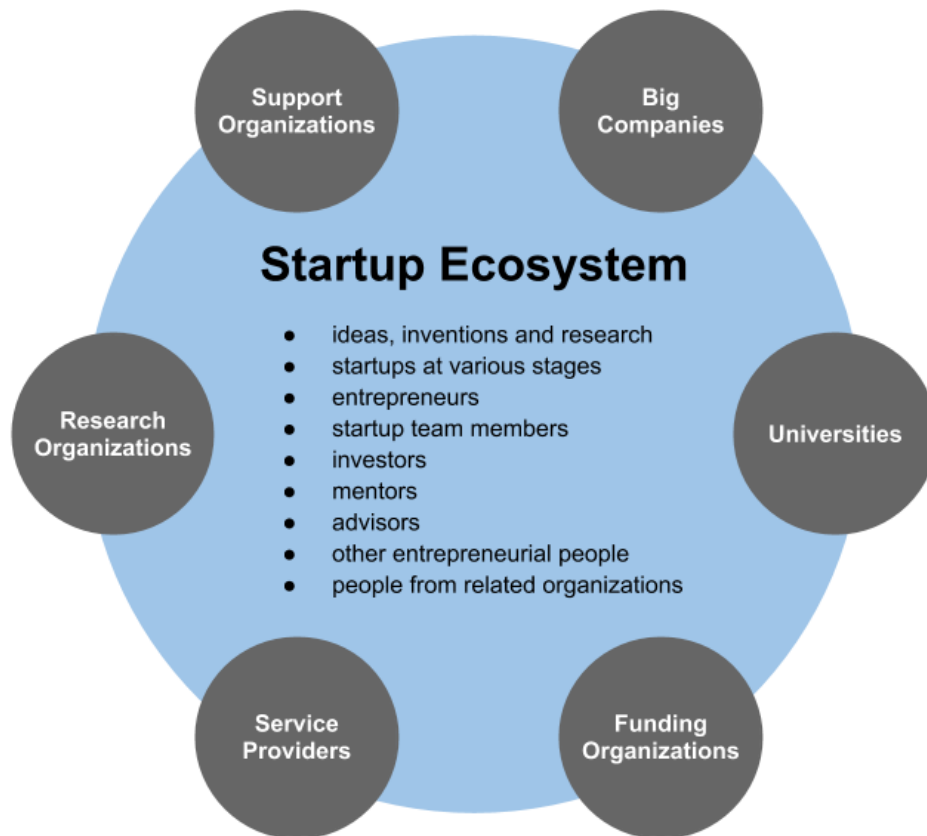


FIGURE 6. Elements of Startup Ecosystem (What is a startup?, 2018)

- According to Brad Feld the role of the universities and research organizations in the local startup ecosystems can be describes as providers, rather than main focus member of the ecosystem. (Feld, 2012) This strategy has appeal and has the potential to result in more coherent entrepreneurial environment as well as better connections between institutions and regional communities. Acting as supplier universities can increase level of competitiveness, gain more financing and provide job prospects for students. (Commons, 2017) Universities are centers of human resources, proficiency, and knowledge. They have the ability to

connect entrepreneurs with subject matter professionals in fields other than their own. Frequently, university experts perform as advisers, assisting founders in the formation and growth of their businesses. (Martínez, 2016) Furthermore, in case if universities are unable to fulfil market demands, they can foster an entrepreneurial culture through other activities, such as various programs, training days, bootcamps that provide students with relevant competence. (StartupBlink, 2020)

- For most entrepreneurs at the beginning of their journey self-funding is the most common option of funding. However, the ecosystem's future viability depends on the presence of financial providers. In financial segment these organizations include banks, angel investors, venture capital funds and crowdfunding. (Vekic & Borocki, 2017) In their work Basso, Baltar and Andonova (2018) explain that by providing loans and specially designed assistance programs these organizations uphold startups in their growth and help them acquire funding.
- Startup Commons (2019) describes service providers as a group of actors inside a startup ecosystem, providing entrepreneurs with services, frequently complementary or on barter conditions. Often service providers are funded by public funds or large corporations. The help of these organizations include consulting services in financing, accounting, legal questions, access to network providers, administrative assistance, etc. Service providers provide startup ecosystem with a robust support in order to provide long-lasting viability of early stage businesses. (T-Hub, 2020)
- The aim of startup incubators and accelerator programs is to find a practical way to connect financing, scientific knowledge and know-how to advantage startup companies, expedite the establishment of new businesses, and thereby accelerate the use and application of newly developed technology. (Vekic & Borocki, 2017)
- In their paper Basso, Baltar and Andonova (2018) state that corporate inclusion into the entrepreneurial environment is a logical need, because organizations of this scale may support startup companies in solution development, access to cut-edge technologies, arranging consultancy and financial help as well as, access to distribution channels.

This combination of observations provides some support for the conceptual premise that state backing and other companies providing support to the startup ecosystem play critical role in the formation of new businesses, as well as their continued growth and activity. The government should make an effort to identify and support early-stage companies with the potential. This manner, it is possible to have a direct impact on the national economic progress. Generally, the phenomenal growth is procured by talented entrepreneurs, that are being able to recognize and implement new company prospects. (Vekic & Borocki, 2017)

4.1.2 Why it is necessary to build startup ecosystem

After examining the startup ecosystem phenomenon and its structure, it is critical to comprehend why it is vital to create a functioning entrepreneurial environment.

- 11 out of 12 startups fail. (Genome, 2019)
- 7.5 out of 10 venture-backed startups fail. (Gage, 2012)
- 2 out of 10 new businesses fail in the first year of operations. (Bureau of Labor, 2020)

Even though statistics looks despondently, the this is the fact that any company on the early stage is more likely to fail than succeed. However, a single startup is not the most essential part of the entrepreneurial environment, the ecosystem itself is. (Aalto University, 2020) Regardless of their level of experience, most of the founders encounter issues with funding, delivering their ideas to investors, and pave the way from the vision to the actual company establishment. In the ecosystem all members assist each other in resolving problems. It provides opportunity for budding founders to promote their believes, raise funds, and establish new connections for further cooperation. (Mohanta, 2019)

Established and functioning ecosystem is required not only for companies to last, but also for them to develop, operate, and expand their reach. During this time globalization, an ability of a company to appeal to both national and international consumers aid its expansion. By assisting new enterprises in paving the way for the expansion of activities based on cutting-edge technology and bold ideas, the

startup ecosystem attracts both domestic and international investors, because venture capitalists consider not just the startup company itself, but also the ecosystem it is engaged in. (FiBAN, 2018)

According to Startup Genome (2020), the state must act in order to assist and help startups in the same manner they do for old industries and small enterprises. For this new normal is required for economic development. This statement is accurate for ecosystems that do not belong to the top of food chain and do not have extensive expertise, capability, or financing to invoke in the case of a crisis. Due to network effects, entrepreneurial ecosystems have increasing returns to scale, that is why now is the best time to act. All members of an ecosystem produce greater value with the growth of number of companies in the ecosystem. 5x more economic value is generated by the ecosystem that increased by 3 times. This also works backwards, losing roughly 20% of startups will result in an estimated value loss of 27%. In the case of loss of 40% of startups, the economic value of the ecosystem as a whole will be reduced by more than half. The influence of the economic impact of the startup ecosystem by its size can be tracked from the FIGURE 7.

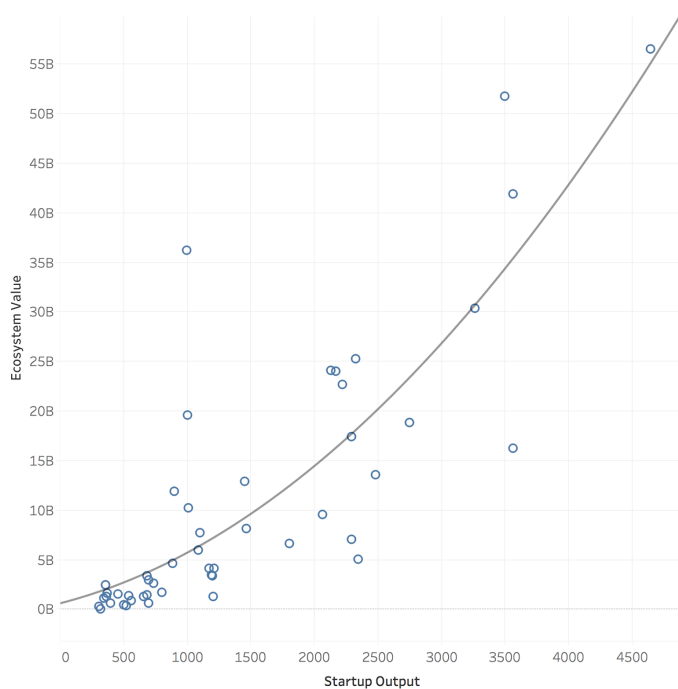


FIGURE 7. Ecosystem value by number of tech startups in the ecosystem (Startup Genome, 2020)

The assets gained from a country's startup ecosystem development led to state-led initiatives aimed at fostering the growth of startup companies in order to cultivate an atmosphere conducive to a new business model. Progress of new established businesses provides space to improve national economy and society's position, but it is especially crucial for the regional expansion of innovativeness. Startups are unquestionable leverage of the government position, since they create new employment opportunities, increase average level of salaries, and contribute to economic progress. (Szarek & Piecuch, 2018)

Moreover, an effective startup ecosystem solves the issue of intellectual emigration. If there is no help for talents provided, no conditions and infrastructure for their growth and development, the drain of intellectual resources is inevitable.

5 RESEARCH APPROACH, DATA COLLECTION AND ANALYSIS

This chapter is dedicated to research methodology employed in this paper as well as the process of developing data gathering methods. In addition, at the end of this chapter the author will mention limitations encountered during the research.

5.1 Research approach

As the main research method for this document, the author took a research-oriented development method with an action research strategy that gives a better grasp on hands-on learning implemented in the training program and the impact of this kind of event for startup companies. According to Ojasalo, Moilanen, and Ritalahti (2014), research-oriented development work is typically carried out as a project by development-oriented companies in order to identify issues or to update organisational structure in accordance with new environmental trends. The relevance of these organizational actions aimed towards life-long learning concept has risen in recent years, and the value brought by outcome is vital to the stable progress.

Change is unavoidable in today's business world. Companies that wish to stay on course must adapt to ongoing change in order to avoid failure. However, simply adapting to changes is insufficient; the company must also establish new advanced solutions development pathways to anticipate any form of change that may occur. (Sammon, 2019)

There are two types of development process: problem-solving or a renewal oriented. The goal of the problem-based development process is to determine and work through directly seen issues that necessitate a throughout research to determine the root causes. Contrarily, renewal-based development looks for new bold ideas or variation to help the company grow and expand, for example generating a new executive plan, establishing new corporate culture, or new working practices to increase efficiency and production flow. For this paper the author selected the renewal-based development activity, with the goal of

evaluating the effectiveness of the hands-on learning method among entrepreneurs.

The goal of action research is to effect change and even transformation of the mindset while also providing studied relevant materials and gaining information on certain topic. This method makes use of cooperation and engagement of a large number of individuals who work in the same organisation or belong to one ecosystem or industry. In instance of this research participants are Tampere Health Ecosystem startup teams. This research method is frequently used to address a specific issue, in this case the main topic was fundraising and interaction with investors.

5.2 Data collection and analysis

The collected data can be divided into two groups:

- Already available information: books, publications, websites.
- Materials generated by the author: recordings from pre-interviews and feedback sessions with startup teams, data from materials provided by the trainer and facilitators, notes taken from the event, questionnaires.

As the main qualitative data analysis approach in this research the author used content analysis. The goal is to see the impact of the training program provided by Business Tampere to healthtech startup companies. There are four main steps in the data analysis process that are presented on the FIGURE 8.

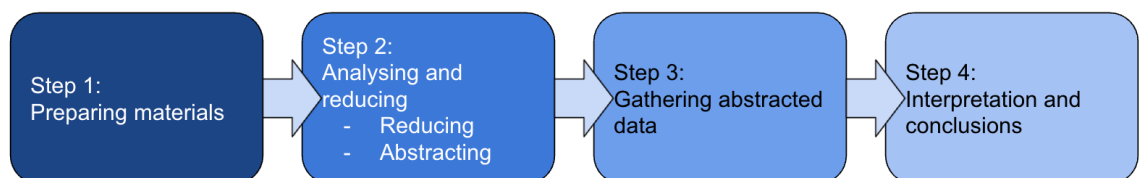


FIGURE 8. Content Analysis process (Ojasalo, Moilanen, & Ritalahti, 2014)

The most meaningful part of the research for this paper was the analysis of self-produced data. All technical preparations had to be done properly before pre-interview and feedback sessions with startup teams, so that the sound and picture

quality would not be harmed. After pre-interviews with each startup company, the reports from each video recording, along with notes from the feedback sessions, were compiled into a Power Point presentation in text format, with insights on each startup's background information, funding stage, and level of pitching experience. The comprehensive subject of this document will not be disclosed in the thesis work due to confidentiality concerns, for any further information the author can be contacted.

Following the training program there were two interviews conducted: one with the trainer of the program Heidi Hinkka and another one with the Business Tampere Business Coordinator Vân Lê who was the main training organizer. The aim was to gain professional perspectives about the event itself and their initial feedback on outcomes. As previously stated, a survey was conducted immediately right after the training program and given to two groups of participants. The sample comprises of 19 startup team members and 8 invited guests who joined the training program to give the feedback about the content of the training program and to share their experience with startups. Moreover, some of the invited guests are currently working as top management executives and have actual insides to share in the field of entrepreneurship. The survey participants have various functions, but they all play a vital role in this research. The response rate was 63% after gathering survey responses.

5.3 Validity, reliability and limitations

The first limitation of this research project is its novelty. The training program was a trial event of this kind for Business Tampere, it was planned as a first event for the chain of trainings on different topics that would be selected by startup companies. Training organizers had to learn on the way and many details had to be taken into consideration.

Moreover, the event took place during the COVID-19 pandemic time, which is why the flexibility of training organizers was vital. The risk was taken to hold it as a life event, so many details had to be corrected in a short notice period. Initially,

it was planned that the second day of the training would be held as a networking event and the proper venue was booked for this purpose, but due to new restrictions in the Tampere region, even had to be moved to Business Tampere premises. According to restrictions it was allowed to have not more than 11 people at one place at a time, participants and invited guests had to be divided into two groups and placed in different spaces and the event was streamed from one room to another. Even though the backup plan for this case scenario was prepared, there were some technical issues with network connection involved.

6 STRATEGIC ENGAGEMENT WITH INVESTORS TRAINING PROGRAM

The aim of this chapter is to guide the reader through the whole process of the training program. It covers the commissioner's vision for the entire program, followed up with the training program description and its main objectives. Also, in this chapter, the reader will be introduced to the initial project implementation plan and actual project implementation process complemented by data acquisition methods used in this research. At last, the author will cover training methods used during the training program and briefly go through the process of feedback sessions.

6.1 The commissioner's vision

As the main goals of the training program that served as a basis of this research three things were identified by the commissioner:

- To utilize the training program as a communication tool between Tampere Health Ecosystem and its members to find out what support is needed, and what services can be additionally provided in the future.
- To combine organizations within the ecosystem and inform them that Tampere Health presents a one gate access to services for local and international companies.
- To show to startup companies that they are not alone in the searching for investment journey and Tampere Health is there to help them to receive the first startup investment.

Tampere Health is the newly formed ecosystem at Business Tampere. Currently, the ecosystem is establishing fundamentals of trust and exclusiveness for the ecosystem members and learning the ways to provide suitable and personalized support for each of them. The Tampere region includes many different organizations related to health: Tampere University Hospital, University, Health Hub and accelerator programs but these institutions were like pieces that were not connected to each other prior to establishing Tampere Health ecosystem.

The main goal of Tampere Health is to bring together all organizations actively developing health industry in the Tampere region and become for them a one-stop shop that provides versatile support. It is vital to investigate targeted companies in order to adapt provided services to their needs. The biggest percent of Tampere Health members is presented by startup companies. And more than half of Tampere health members are startups that are on different stages of development from early stage to seeding. There are bigger and more ambitious companies, that are looking for millions of euros to develop their technology. They are growing in different stages what makes it inconceivable to provide one specific service that is suitable to everyone. So, the training was created in the way that it would be possible to use it as a communication tool between the regional development agency and startup companies in order to investigate pain points of target audience and to focus on the most common problems startups facing during the development stage.

6.2 Training program description

The topic of the training organized by Business Tampere was Strategic Engagement with Investors. Ten startup companies were selected for the training program. The selection process was held in the form of open application that was shared with members of Health technology and life science ecosystem. The training was targeted to healthtech startup companies that already have an established product to go to the market. One of the conditions for participants was to have advanced level of pitching skills or to have relevant experience and to be in the looking for funding stage.

The main focus of the training program was to provide necessary information and skills to help companies to move from basic selling companies through pitching to engaging potential investors/ stakeholders into companies' operations. As an outcome of the training startup companies would be able to:

- Develop strategic thinking and strategic dialogue skills
- Identify own strategic position
- Engage perspective investors to co-create and co-develop and get them excited about possible partnership

- Develop openness and ability to ask questions from investors as well as ability to open a strategic dialogue about shortcomings of the enterprise
- Pitch not for just money, but for growth

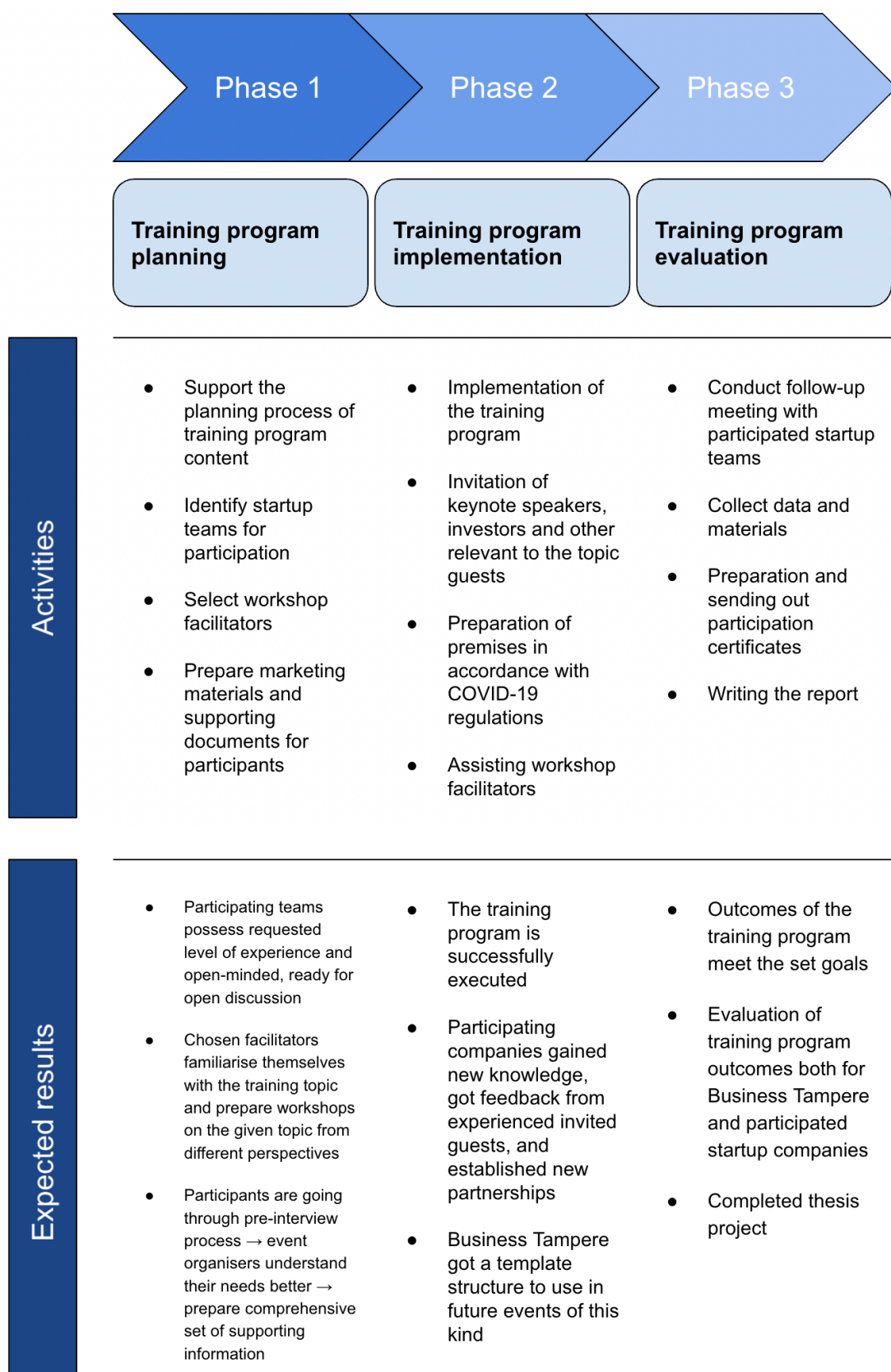
The initial idea was to hold the training program in two parts: the training day and the pitching night. The training session that was aimed to be in the competition form where participants had to attend various workshops and based on the competition results three best teams would get an opportunity to pitch in front of invited investors during the pitching night. The pitching night was planned as a networking event where startups had a chance to network with other members of the local business ecosystem and identify possibilities for future partnerships. In addition, three startup teams that scored the highest points during workshops got an opportunity to pitch their business ideas to invited investors in order to get constructive feedback on their business idea.

As the author's title at Business Tampere was a Project Assistant, in this project the author's role was to assist the main project organizer, the trainer and workshops facilitators in, as well as facilitate the participants' learning experience.

6.2.1 Project plan and expected results

To put the development work into practice, a project plan with a clear timetable and projected outcomes was required. Table 1 lists the general tasks that had to be completed as well as the intended effects of these acts. The initial project plan varies from the procedure of the development project. It details the initial event timeline, informative assignments during the training program, and interactions with all parties involved in accordance with a plan. The forecasted results from the project implementation plan helped to produce data for the research analysis presented in the chapter 7 of the research paper.

Table 1. Project implementation structure



There were three stages to the project's implementation strategy. Each stage's key objectives were written as the stage's title. Stage 1 was the most challenging, with a variety of difficulties to overcome. This was the time when the initial idea was brought up and had to be shaped into a clear vision where the training program objectives would be defined and action steps to be done to achieve them planned. This was the vital step to do in order to introduce a new type of event to the management team of Business Tampere and pass the message of promotion the new concept to targeted companies. Another difficulty on the way of project execution was timing. In the initial project plan, a very short time period was booked for the preparation and the project had to be postponed in order to provide as full and comprehensive a training package as possible considering all requests that were received during the pre-interviews process.

Stage 2 included the training program realization. The most challenging part of this stage was the risk taken to execute a live event at the time of the COVID-19 pandemic. Event organizers had to be flexible and there was a backup plan prepared for the case of the event to be rescheduled to be held in the online format. The safety instructions for live meetings from the City of Tampere that were followed during the event are presented below.

Due to the Covid-19 circumstances, in the meetings:

- Colored name tags are given that allow people to show social distancing preferences
- Welcoming guests without shaking hands
- Sufficient distance between participants is considered in the meeting room
- Guests are requested to take the sufficient safety distance between fellow participants
- Attendance of live meetings is prohibited when feeling/having flu symptoms
- Hand disinfection liquid and facemasks are provided in the meeting room area
- Guests who are coming from outside of Tampere region are supposed will act responsibly and follow the local restrictions.
- It is totally appropriate to wear masks during the day

- It is made sure that there will be limited number of people in each suitable room. The main room is big enough for 20 people with distances. Smaller rooms are enough for at least 10 people

It was essential to observe the process of the training program continuously to make sure that the project implementation was on the right track in line with the initial project plan.

The last stage of the implementation plan covers project finalizing and data acquisition. To collect the most accurate data, the feedback survey was sent out right after the event and follow-up meetings were scheduled for the next few days after the training program. Needed data was acquired mostly from author's observation note, collected feedback from participants, facilitators and event organizers and interview video recordings. After the training program the certificates of participation (Appendix 5) were designed, signed by Heidi Hinkka and sent out to all participants. Moreover, this stage covers the time of author's autonomous work in which the collected data was analyzed and the thesis report written.

6.2.2 Data acquisition methods

In this part of the paper the author discusses the sources of data collection and its purpose. The main data sources for this research were video recordings, observation notes, surveys, interviews and documents. Pre-interviews with potential applicants were held in the semi-structured interview format. Due to COVID-19 pandemic interviews had to be conducted via the video call, all pre-interviews were recorded for further analyzing. At the stage of pre-interviews, it was necessary to evaluate the level of knowledge in the topic of participants and tailor the program in accordance with their needs.

During the training program the author was taking notes in order to analyse the learning process of participants and use materials for the research project later. After the training program the survey was sent out to all participants and invited guests of the event to evaluate the level of satisfaction with the event and determine weaknesses that could be improved in the future. Moreover, the

feedback was collected from workshop facilitators to gain a full picture of the learning method, since the organizers were not able to present in each room themselves.

Additionally, the feedback sessions with each participated team were held after the training to get in detail review of the training program and identify needs of startup companies. After the event, the digital version of the training program that was in PowerPoint format was kept in order to conduct further analysis.

6.3 Project implementation

6.3.1 Selection process and background of selected participants

In order to select startup companies for the training program the open application form (Appendix 3) was used and sent out to the list of companies from the Tampere Health ecosystem. After screening received applications, ten of the most promising startup companies were invited to participate in the pre-interview process. Pre-interviews were held by the program trainer Heidi Hinkka, the main event organizer and the project assistant (the author) to identify the overall situation with funding among selected companies and to spot pain points for covering most of these topics during the program.

After the pre-interview process, the data on the current situation of participants was collected, analyzed and presented in the charts below. The reason for the first two questions presented by FIGURE 9 and FIGURE 10 was to investigate the funding stage of participating companies and their revenue in 2020. The aim was not to select companies with the same financial level but to make sure that most of the training participants have a basic understanding of the fundraising process and possess basic pitching skills.

Funding stage

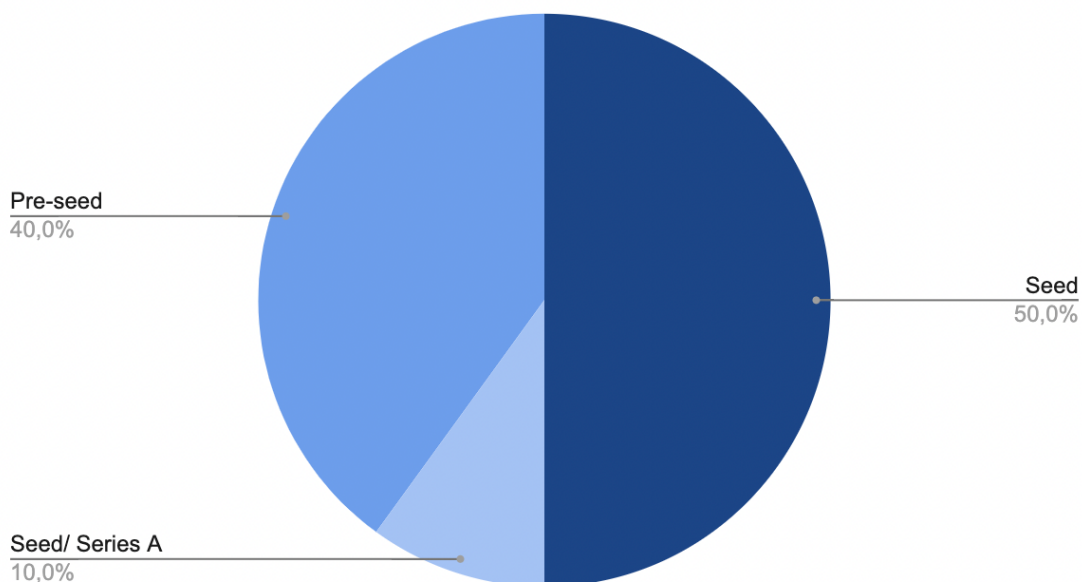


FIGURE 9. Funding stage of participants

Revenue 2020

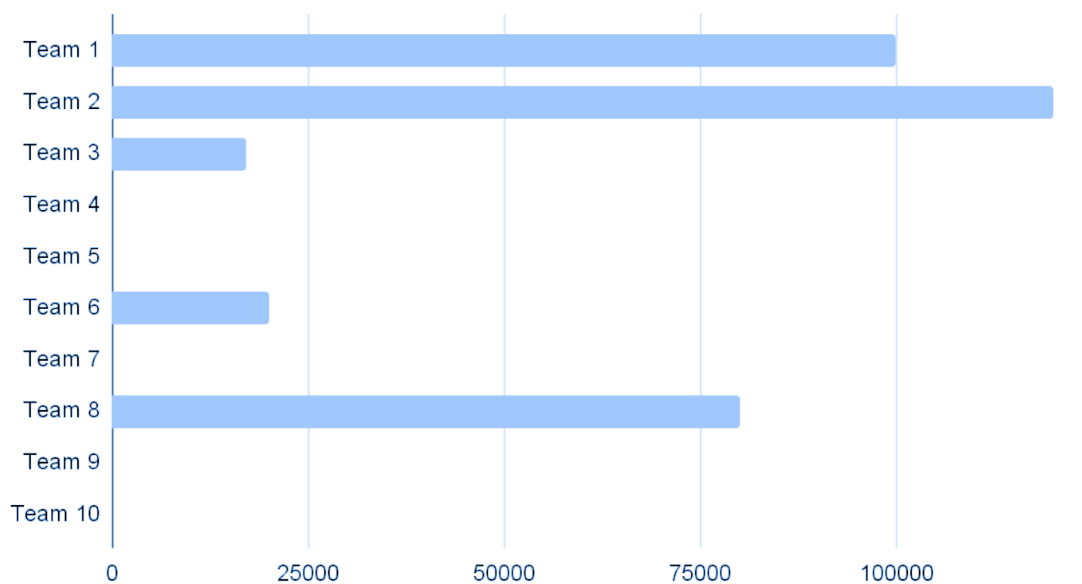


FIGURE 10. Revenue of selected startup companies in 2020

The question about recent funding that is presented by FIGURE 11 covers the expertise of each startup company in this question as well as an urge in the next funding process. It gives an understanding of the approximate time frame for each company on when they might need the next financial support.

Have you recently received funding?

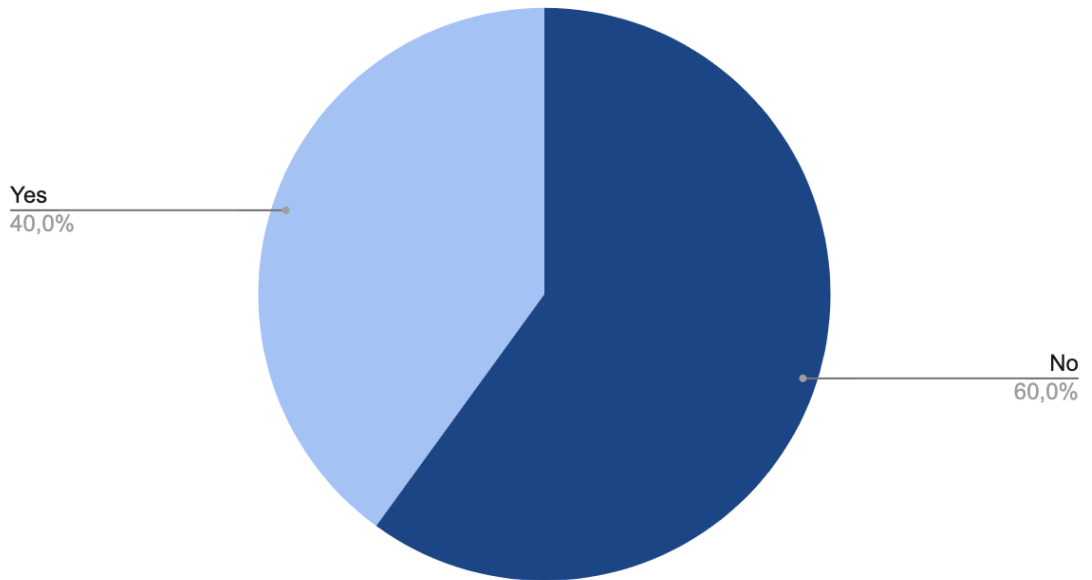


FIGURE 11. Information on recently received funding

The aim of the question in FIGURE 12 was to understand what funding level companies are aiming for so the training materials would be tailored in accordance to request because different sources of investments should be approached in different ways.

Funding needed

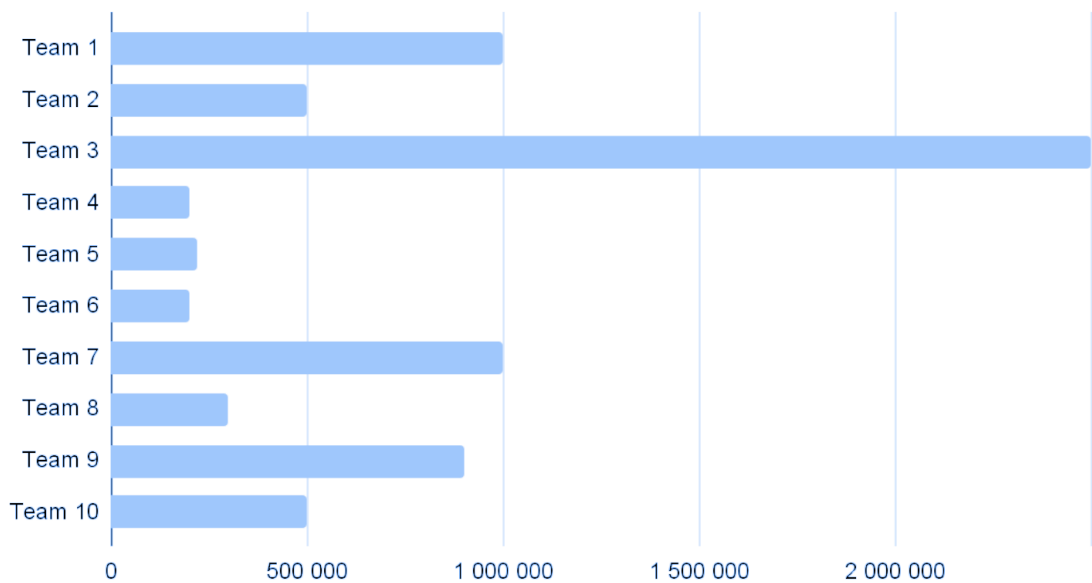


FIGURE 12. Amount of funding startup companies are looking for

6.3.2 Training methods

As it was mentioned above, the training program was held in two days. The first part of the program was focused on providing knowledge for participants, while the second day was mostly practical, where startup teams had a chance to apply gained experience by pitching in front of other participants and invited guests.

The first day of the program consisted of a presentation given by Heidi Hinkka followed by three different workshops. During the presentation invited investors were on the line to comment and add on top of presentation materials and confirm relevance of given information. Moreover, the training was complimented with 30 minutes presentation by PwC Finland and PwC Germany. The representative of the company joined the event and presented their approaches for health tech startups' fundraising from early stage to corporations.

The idea of workshops was to provide an opportunity for teams to participate in the facilitated discussion with fellow tech startups to exchange ideas, experiences and struggles on various areas of entrepreneurial journey. The topics of workshops were identified as follows: Growth & Storytelling, Value Proposition and Winning team.

Workshop structure

Each facilitator prepares 4 topics or questions to have a discussion around with all participants (where participants are leading the discussion exchanging experiences). Each discussion lasts for precisely 6 mins followed by a 2-min wrap-up by the facilitator. During the wrap-up, facilitator shows a one-slider (prepared in advance) with the best tips and practices on the topic. Repeat 4 times diving into various questions related to each workshop room.

1	Welcoming words and setting goals, 3 mins
2	Topic #1, 6 min group discussion + 2 min wrap-up
3	Topic #2, 6 min group discussion + 2 min wrap-up
4	Topic #3, 6 min group discussion + 2 min wrap-up
5	Topic #4, 6 min group discussion + 2 min wrap-up
6	Wrap-up and "thank you", switching rooms, 3 mins

FIGURE 13. Workshop structure.

Each workshop facilitator prepared own set of questions in order to lead the discussion flow. There are questions from each workshop presented below.

Growth & storytelling workshop

- Growth hacking tools and practices. What have you experimented with?
- Essentials of the investor pitch deck. What to include and what to leave out?
- Investors invest in products they understand the best. Is your story comprehensive and clear?
- Any learnings, failures or success stories you can share with peers?

Value proposition workshop

- What is your customer? What do they value?
- What value are you promising to your customer?
- Why should the customer: a) buy something, and b) buy it from you?
- In the Covid-19 era, do you have an addition to your value proposition, for applications that solve Covid-19 issues? Can you capitalise on this by positioning your company accordingly, to attract investors (and clients) looking specifically for this?

Winning team workshop

- First look at the talent mapping chart.
- What skills will your company need in the next two years?
- How have you managed to get your team to work?
- What challenges have you faced with teamwork?
- What is your biggest concern that you would like to share to everyone? It does not have to be on behalf of your company, it can be your personal concern that this group will help you out with.

During the second day of the training program the main focus was on networking and pitching in front of other participants and invited guests. It was planned as a Pikkujoulu to make the atmosphere of the event more welcoming and relaxed. The event welcomed business leaders and professionals, ecosystem activators and investors, as well as startup health tech startup companies. The evening program included keynote speakers including introduction of Tampere Health Technology and Life Science Ecosystem, startup pitches, networking complimented by served dinner, drinks and refreshments. Moreover, registration for this event granted a four-days access to the Brella networking platform. Brella's magic is in AI-powered matchmaking. This is a unique opportunity to connect with the key people from the similar industry and have virtual meetings with them, all through one event platform.

6.3.3 Feedback sessions

In order to collect feedback, the follow up interviews with participated companies were arranged withing a week after the training program. Moreover, a short questionnaire took place right after the pitching night where participants were asked to fill in a feedback survey that contained 7 questions that were used to evaluate the level of satisfaction.

7 STRATEGIC ENGAGEMENT WITH INVESTORS TRAINING PROGRAM RESULTS

The final outcome of this research addresses the primary study goal, which was to evaluate the training program's learning outcomes as well as the impact of the Strategic Engagement with Investors training program for the participated startup companies. The data and charts displayed in this part of the report were originated based on the observation results and the abstracted data in Appendix 4.

Would you recommend our activities to your network?

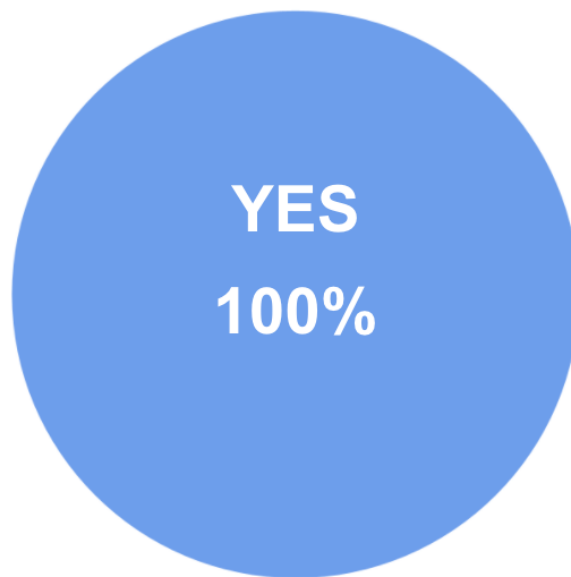


FIGURE 14. General level of satisfaction with the training program

FIGURE 14 presents the general level of satisfaction with the training program. The survey was filled in by 23 training program participants and for the question that FIGURE 14 demonstrates 15 answers were given and all of them were positive. This clearly indicates that even though the program was new, and we had some minor struggles during the event, participants found it useful and treated it not as a waste of time, but as an investment in the future development of their company, because willingness to recommend any product or service is an index of customer loyalty and satisfaction.

Have you been able to find a potential business partner at the events?

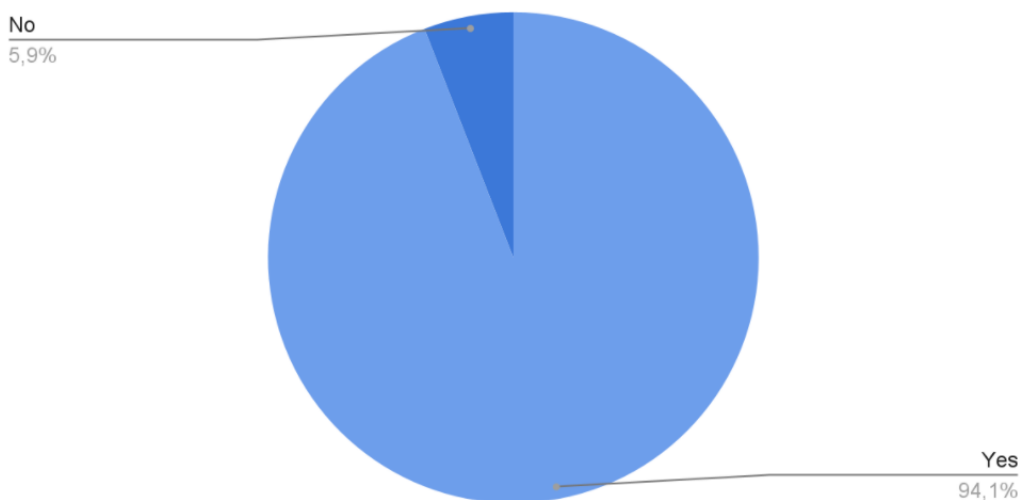


FIGURE 15. Number of established partnerships during the training program

The question presented by FIGURE 15 gives an understanding on effectiveness of these kind of events for cooperation between members of Health Tampere ecosystem. Some participants invited for the training program were not located in the Tampere region but by establishing new partnerships and being introduced to the spectre of services Business Tampere provides to members of ecosystems 2 companies started to consider relocation to Tampere region in the future.

On a scale from 1 to 10, 10 being the highest, what is your level of satisfaction for the training day on November, 10?

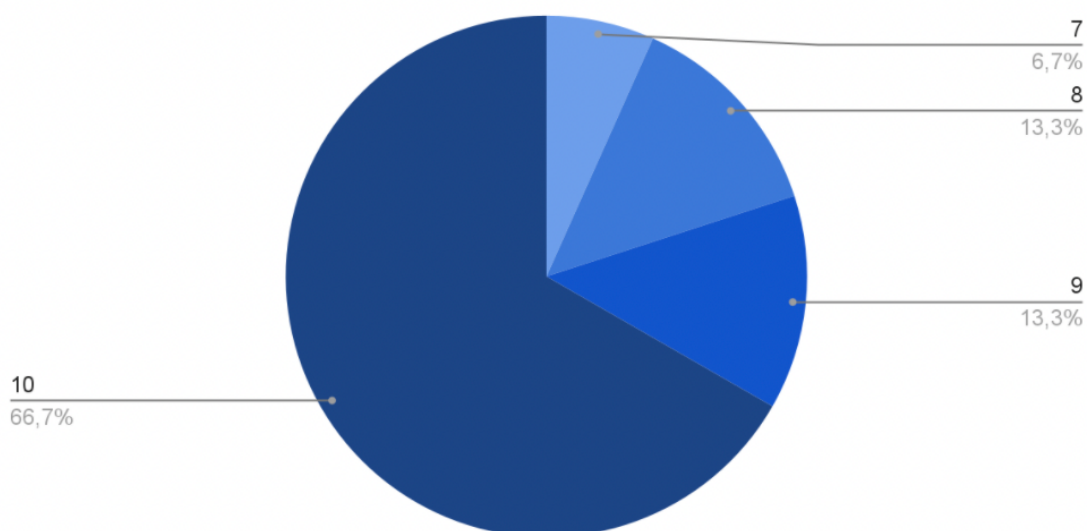


FIGURE 16. Level of satisfaction with the first day of the training program

On a scale from 1 to 10, 10 being the highest, what is your level of satisfaction for the training day on November, 13?

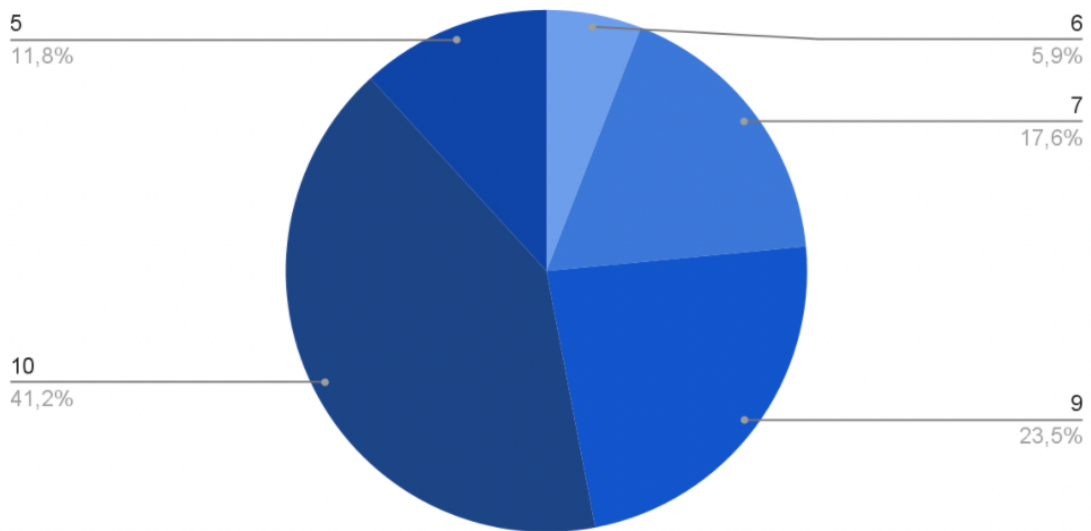


FIGURE 17. Level of satisfaction with the second day of the training program

FIGURE 16 and FIGURE 17 describe the level of satisfaction by each day of program separately. This question followed up with open-ended questions was used to detect blockages in the client journey and address any churn-causing pain points.

Feedback from participants

In the survey that has been sent to all training program participants, everyone had an opportunity to share what did they like the most during event, what could have been done better or change for the following events, and just give a free-form comments on their experience. Most of the participants noted that atmosphere of the event was relaxing and interactive, willingness to help from event organizers. The content of the training materials was highly rated as well, entrepreneurs appreciated the professionalism of the trainer and facilitators and participation of actual fund managers. Most of participants referred about the training as a very practical experience where they got a chance to feel the mix of academia and real-life proficiency from their peers and investors, that helped them to learn how fundraising process looks from the investor's perspective. Team members have learned a broaden viewpoint in business-oriented way, rather than engineering product-oriented way.

Even though most of the participants said that under the current COVID-19 restrictions the event was organised perfect, there is always room for improvement. Most of feedbacks were about the problems caused by technical side, due to the poor internet connection the quality of streaming during networking event was not on the highest level. Another popular comment was to give an opportunity for participants to know the full list of selected companies and get short introduction of each of them. This aspect was not considered during the Strategic Engagement with Investors training program and participants did not know each other in advance, thus the process of getting to know each other took more time than it was expected. At the end we got a request to invite more guests with the broad experience in the field of the training topic.

In other comments participants left useful suggestions which might be useful to consider in further Business Tampere operations:

- It was said that entrepreneurs would love to have a possibility to borrow shooting space and professional equipment to make own videos.
- Another proposal that can be taken into consideration is organising separate meetings for startup founders, where will be a possibility to discuss own pain points with similarly oriented people. It could be organised in the form of workshops where co-founders would work on projects of their own startup companies and at the same time discuss it with peers in order to get held/ comments/ feedback from each other.
- Many participants admitted that they would like to have more ecosystem meeting and get to know members of the ecosystem more in order to share thoughts and find potential partners.

Other success indicators

- After the training program two startup companies have booked a follow-up meeting with each other to build on the potential idea that came up during one of the workshop's discussions. Moreover, these two companies were provided help from Business Tampere with a funding application.
- Another two startup companies had a meeting eight after the event to share expertise, support each other and give feedback.

- Two more companies were in the process of discussion about potential collaboration.
- Two most experienced startups received valuable feedback from investors at the training what helped them to understand weak points in the pitching deck and the pitch itself. In a short time one of these companies managed to get funding and progress with developing their products.
- Another startup's founder admitted that they were struggling to find funding for seven years and could not see what they did wrong, but because of the training program they were able to change the way of thinking, after receiving the feedback given by Business Tampere and invited guests of the program, they have been able to create an action plan how to reconstruct their pitch to engage the investor.
- Several companies have booked consulting meetings with the Senior Business Advisor for startups in the Tampere region Tapio Siik.

8 FUTURE SUGGESTIONS

Some important aspects in organizing training programs have been learned as a result of the research findings. The subchapters below present suggestions for increasing the quality of future training programs organised by Business Tampere as well as participant's learning experience. The suggestions will be divided into three parts: what can be done better before, during, and after a training session.

8.1 Before a training program

For training program participants

A number of formats and themes can be used in organizing future training programs. The main responsibility of organizing side is to select a perfect combination of setup and ways to apply it based on the event's topic, the purpose of the training, and the expected outcomes. As a result, the planning for each educational event of this kind should be tailored to the specific needs of the event. In this case, proper arrangements and clear communication are critical to ensure that participants are emotionally and physically prepared for the demanding days ahead.

In the future training programs, it would be helpful if participants would prepare their "homework" in advance, due to the lack of time during the event. The training program itself is a full day of absorbing of concentrated information on the preselected topic. The team should be ready to provide information on their company that would cover aspects of the training program theme. Moreover, already during this training the rule of +1 was applied. It was one of the conditions of participation in our event that not only CEO of the company joins the program, but also one more member of management team of the company. The reason of implementing this rule was the fact that usually tech startups consist of entrepreneur minded people with technical background, and quite often they are lacking the sufficient knowledge business side operational processes. Thus, following this rule it is possible to engage as many members of the startup team to improve the level of team performance as a whole. And these events can be also promoted from the teambuilding perspective.

Another aspect that participants should be ready for is an ability and readiness to engage into an open dialogue with their peers. Being open-minded during the training program can lead to a slew of great outcomes. And this aspect affects all stages of the training program: before, during and after that it should be a priority. Time limitation during the training program creates additional stress, and during this time each participant should be able to fully participate and concentrate on the process in order to absorb knowledge and recognize where the problems are so that they may be addressed effectively.

For Business Tampere

For the following events of this kind training program organizers should consider involving more people into organizational process, for the event to be handled smoothly, it is important to make sure that all organizational questions are covered. Moreover, one of the suggestions from the event organizer was to engage other public agencies, it could be the common event where the expertise from high end professionals from the different regions of Finland would be gathered into one full and comprehensive training program.

From the collected feedback from training program participants, it was clear that not everyone was fully satisfied with the quality of technical side preparation. Since the event was rearranged to be held in the Business Tampere premises in the last minute and it had to be streamed, there some technical issues occurred. It would be possible to avoid it during the following events by having a designated person taking care of technical part and by having more careful practice round beforehand.

8.2 During a training program

For training program participants

Networking is an important component of a company's growth, and it should not be overlooked at events. It is always feasible to get fresh knowledge by utilizing networking opportunities and maintaining an open mind. Although networking is a unique task, it is frequently underutilized by participants. Networking is a method of getting to know other organizations in the area in order to exchange

information or locate a new business partner. There have been instances where a company has received unexpected projects from companies in the field that they had not considered in their business operations. Participants in training can network in order to examine their competition and obtain important experience on how their skills can be improved. Networking is an excellent way to get noticed and remembered. This is not a required aspect of the event, but it is an excellent tool to employ as a competitive edge in future affairs.

For Business Tampere

Since this particular learning method through the open discussion was implemented for the first time, workshop facilitators noted that even though it had great success amongst the participants, for the following meeting this part could be planned better, e.g., by involving a bigger number of professionals in the field of the training topic, by providing more supporting materials and by improving time management during the event.

8.3 After a training program

For training program participants

Each training program is followed by the feedback session, thus why it is important for participants to analyse gained knowledge during the training and identify what questions are left unanswered and what support they need to apply new experience in practice. To get the most out of feedback sessions, participants must stay open minded and be prepared to give and receive constructive feedback. Feedback session is the time when both parties can sit together and discuss the learning process, ways to improve and following action points.

For Business Tampere

For the organizing side it is essential to get back to each participant of the training program and follow up their progress. It is possible to organise a common follow up event for all participated teams after a certain time after the event in order to check on the progress companies made and evaluate effectiveness of this kind of educational practical events.

9 CONCLUSION

Nowadays, especially in the era of COVID-19 pandemic, various webinars, online courses and training programs gained even more importance in business development process. Training programs designed for early-stage companies considered as a beneficial tool for entrepreneur minded people, since it still helps people to feel united and do not stop in their business expansion. Expanding companies leads to establishing new jobs even during COVID-19 time.

The objectives of this research work were to prove the efficiency of the training program for participating startup companies, introduce them to the Tampere Health community and provide support, prepare a set of suggestions for future training programs improvement by analyzing collected data.

The author provided a detailed answer to the main research question: the theoretical part of the answer was done by investigating various sources of information and followed by conducted research based on analyzing training program outcomes, recorded interviews, observation notes and participants' feedback.

There is plenty of frameworks and topics that can be applied in future training programs; nevertheless, each training variation provides a comprehensive and dynamic learning experience for participants. By enrolling on this kind of event, each entrepreneur can enhance their skills and expertise through participating in organized workshops, peer to peer discussions, networking, structured theoretical sessions. But the final result of the training depends not only on the level of preparation from the organizing side but also on participants' readiness to rapid personal development through the short period of time, ability to be open-minded and flexible with their own mind settings.

One organized training program cannot be considered as a new service that Business Tampere has to offer; however, the outcomes of the trial training program shows that if one event like this has created this major impact for both parties, the chain of training programs can affect them in an even bigger scale.

Startup companies will get needed support, overcome insecurities, gain new knowledge, establish new partnerships; all of this will lead to more steady development at a higher pace. The goal of Business Tampere as a regional agency is to develop the Tampere region by attracting talents and that might be another outcome of educational programs of this kind in a long run.

To conclude, the effectiveness of the training program organized by Business Tampere is apparent. Even though there is space for improvement in future events in order to increase the level of a learning experience for participants, the objectives of the research were achieved: startup companies got introduced to Health Technology and Life Science ecosystem and saw value in being a member of the community and training program had a positive impact on participated startup companies' development. It is important to note that the research is not limited to health tech startups and could act as a potential blueprint for following chain of training programs organized by Business Tampere.

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APPENDICES

Appendix 1. Interview transcription - Vân Lê, Business Coordinator 1(3)

Y: What was the vision of Business Tampere for this training program? What was the initial goal of this event?

V: All right. So the reason why we organize that training is, first of all, Tampere Health is a newly formed ecosystem at Business Tampere, and we are learning how to provide suitable support to our ecosystem. The fact that we have many different organizations in Tampere related to health: Tampere University Hospital, University, Health Hub and, accelerator programs and etc., but these are like pieces that are not connected to each other. So that's what Tampere Health mission is to combine and to provide a one gate access that provides services for local companies and international companies. And when we look at what services we have, we have to look at who are there we are serving. And more than half of Tampere Health members are startups. And startups that are on different stages from early stage to seeding and even bigger and more ambitious, ones that are looking for millions of euros to develop the technology. They are growing in different pace so we cannot just provide one specific service that suits to all of them. So the training is more like an interaction to the local startups, so when we provide our service we have to focus on the majority of the members. So that's why, first of all, we have to assist them in growth for the first startup investment. That's what our training is about how to engage with investor because we realize that when they are reaching out to the investors, there are more than one access gates that they can go through. And not all of them are that proactive and have needed knowledge of the topic and enough experience in communication. The reason for that is because most of the startup companies in the Tampere region are founded by the team of engineers who don't have deep knowledge of the business world. So that's why this training is really important to provide them an ABC kind of guide book on how to talk to investors, what would help them to look at this from another perspective. The training is not organized in the format of seminar, but we also provide tailor coaching before and after the training, and during the There is information about marketing, sales, website

Appendix 1. Interview transcription - Vân Lê, Business Coordinator 2(3)

creation, there are plenty of things. We didn't aim to provide an ultimate training for them to answer everything but at least we would like to know what is going on, we wanted them to know that there are many ways to find investments and that they can open their mind a little bit more about how to talk or how to get to investors, and the last goal was to help them to find investor. So these were the main reasons why we held the training. We wanted to let startups know that we have a Tampere Health ecosystem here from where they can always find help. At this stage, we are not trying to organize an accelerator program, because we don't know yet what is the current situation. So these kind of practices are really good for us to know what is going on and help them with the hand-on support. So these are answer. What is the next questions.

Y: The next question is about the outcome of the training, what was the impact of the training program for participated companies?

V: Well of course there was an impact, as we have seen from the feedback. The impact we tried to create is to let them know that there are many ways to achieve things, and they don't need to go through the ordinary way that everyone has been doing, which is pitching, which is just reaching out to the investor. If there is hesitation at first, then startups tend to give up. Usually, everyone understands that by sending out 100 invitations, we might get just two replies. But if the startup are more active in getting the signals of communication that signs that they don't just give up at first, they know how to see the opportunities and it is easier for them. Another impact is provided learnings from experience by Heidi (Heidi Hinkka) who has extensive experience in this kind of activities. The tailored approach that he had during the program was extremely important because most trainings are like a formula that can be applied to many cases, and you are the one who must adapt. In our opinion, this is not the right way to do it, because each company has to grow on their own way and pace, with their own strengths, in accordance with their current situation and find the right investment match. That's also the impact. The second Impact I would like to do is to show to the ecosystem that this is one of the possible services we can create for them. We

Appendix 1. Interview transcription - Vân Lê, Business Coordinator 3(3)

can do different things; we can do trainings, coaching, matchmaking events and all of this can be tailored to fit their needs. I would like to let them know that they are all welcome to reach out to us at any time, so that we can provide needed support immediately instead of waiting for us to reach them out, to improve communication in one word. Yeah, so these two main points of the impact that I have tried to see.

Y: Thank you. What do you think you would change in the way the training program was held and what could be done better in your opinion?

V: What I would do is to collaborate with other partners from outside the Tampere region who are experienced with this kind of investor network thing. I would need to do that to have more investor contacts, which I didn't do because I didn't have ability to do everything within that training, since it was the first time, we organized something like this. But this is the one thing I would do, if I would do again. Also, I would contact other partners and invite them to collaborate with us in order to get more investors on the table. The second one is to have more support from other teams, but it's mostly related to practicalities in organizing this event.

Appendix 2. Interview transcription – Heidi Hinkka, Program Trainer 1(5)

Y: What do you think about the training program?

H: Yeah, so just like for my perspective what something that came from the training that I wasn't expecting at all, is that apparently, it's really good for personal branding, because more than half of the companies who were there wanted to work with me, they either wanted to hire me or asked me to join the board or just called for advice. So, this was quite positive, unexpected result from that so I guess if you go and hold a training, then people will think that hey, that would be an interesting person to deal with. What kind of perspective are you thinking about for your thesis?

Y: I'll be honest, I was thinking about it a lot and so far, I was thinking to put as a main question to put like what benefits startup companies can have from this kind of events, and I are these kinds of events create impact, and if yes then how?

H: Yeah, I think that's really good because it kind of comes to the base question that there are things that you can learn from books, but then there are things that you have to learn from peers. So, things that are not taught anywhere, and things that you have to just listen to people who have done it before.

Y: I totally agree with you because like some things are impossible to learn just by reading. I was also thinking about talking about the funding, about what actually the topic of the training was. But then I thought that it was more than just funding and probably if I will talk about an event in general, I can briefly cover funding, also event management, and also what did we get from this event.

H: Exactly! If you think about overall like what are the benefits, it's not just the information and the learnings, but also the networking, and the encouragement. I think it is really important for the entrepreneur because it is a really lonely job, so it's kind of like a support group for business owners.

Y: I also wanted to ask you, how did you come up with this idea? Did it come from your personal experience?

H: Yeah, so it was a completely my personal experience. In 200 a CEO I had worked with in a previous company asked me to be the CFO in his new company, and I said to him that I don't know anything about being a CFO and he said: "No, don't worry, you'll learn, and I'll support you and you will get the hang of it". And I actually did, so I've learned it by doing. And then, I was in this other company where I was a co-founder and applied all the things that I had learned by doing. I

Appendix 2. Interview transcription – Heidi Hinkka, Program Trainer 2(5)

studied in three different universities but the things that I learned in practice were actually the most valuable. At the moment, I have quite a lot of time on my hands, and I thought about what I should do. So, then I decided that since I didn't have access to this kind of knowledge, maybe others don't either. So that's, that's where the idea came from.

Y: Okay, so you saw the problem there?

H: Yes, for sure. And especially for health and med tech companies because developing their solutions takes quite a bit of time and money. Fundraising is always a key issue in these companies. So, it was a combination of factors I was happy that someone had supported me to learn this and then I had applied it in my work. And then I had lots of time on my hands, and I saw that many companies were struggling with this, so that's how I came up with the idea.

Y: What would you name the main goal of the training personally for you?

H: For me personally, the main goal was to sort of give back because I feel that I have been so lucky and many really experienced business leaders have shared their knowledge with me. So, I wanted to sort of pay it forward. I have gotten good things, so I wanted to give these good things to others as well. It doesn't cost me anything, and I got to learn about these new companies, and get to see them getting successful, for me personally is what making impact is.

Y: What outcome of the training program would be ideal for you?

H: Well actually, all the outcome was already more than ideal for me. I wasn't looking for more work or for consultancy, but I got to know many new companies, many new interesting founders. And of course, I would love to see these companies being successful. And first they have to get money before they can be successful. So, that would be amazing to see a few of these companies fly really high.

Y: What do you think could be changed or what we could do better for future events?

H: I think that we could organize the workshops even better. It wasn't a disaster but maybe we could think about the themes a little bit more. The conversation was quite relaxed in the groups where I was, and we were sort of playing it by ear

Appendix 2. Interview transcription – Heidi Hinkka, Program Trainer 3(5)

kind of improvising it a little bit. But I think that we could work on the sort of the workshop part.

Y: Yeah, we also got technical problems, that's what we got from the feedback, but I think for the first hybrid event it was pretty solid.

H: Yeah, definitely. Better than I expected. Of course, there is always space for improvement. If you feel that you've done something perfectly, then the next question is if the perspective or concept should be changed? It's impossible to find a perfect formula, that will be applied and work forever.

Y: Do you think that these kinds of events would be valuable for other startups, not only healthtech?

H: I definitely think so. Because they are all struggling with the same things. And even though this was about raising funding I'm always trying to remind everyone that fundraising isn't about accounting, it's not about numbers, it's not about management accounting or even financial accounting. It's more about building a story and building a vision, that helps in every aspect of the business, not just

Appendix 2. Interview transcription – Heidi Hinkka, Program Trainer 4(5)

fundraising. So, if you have a good reason and a good strategy and a good story that you get employees who are more motivated, you can engage your customers. Everything becomes easier when you have that clear story laid out so it's a nice side effect that it helps with fundraising, but it helps with everything in the business.

Y: Interesting. Initially we were thinking that event will be just about fundraising, but then there are so many different aspects, like starting from peer-to-peer support, importance of the ecosystem and so on. When I was thinking about what impact did we get, and then I was thinking that they were communicating and building new relationships not only between themselves but also they realized

Appendix 2. Interview transcription – Heidi Hinkka, Program Trainer 4(5)

that here's Business Tampere, they belong to this health ecosystem, and they can ask for any help anytime.

H: To be honest I think that the training was so well received because it was the COVID year. So, I think this is kind of like when you have people in the desert who haven't had water in day, they are really hot really thirsty. We managed to have this face-to-face meeting where they got social support and information and, the business number expertise and they heard that they are not alone with their problems, they were able to feel that the problem not in themselves or their business, that everyone is dealing with the same problems. I think it was the COVID year when everyone had been isolated, it was the ideal time to do this. But we did take some risks, because if I remember correctly, we wanted to organize it earlier in the fall, but postponed it a few times, since we didn't know about restrictions. So, we also took some risk, and it was worth it.

Y: Yes, I think initially it was planned to be in September. But it was the best experience at Business Tampere so far. I worked on something, what I really enjoy, and it was fun. Actually, I've notice that when you feel comfortable in the team, it's easier to come up with ideas, without the feeling that you will be judged.

H: Okay, now you have touched a really important point because that's the atmosphere that we wanted to create also in the training. We didn't want an

atmosphere where everyone just brags about how well they are doing. One of our goals was to try to create a sort of like a therapist room or a safe space where you can talk about the things that you have screwed up with without judgment. So, I think that atmosphere of trust is really a key. And I think we succeeded to create it, I didn't hear anyone bragging too much about what they are doing, and we were talking about real problems.

Appendix 3. Application form for the Strategic Engagement with Investors
Training Program 1(2)

Event information

Name: Strategic engagement with investors

Date: Nov 10 & Nov 13

Venue: Meeting Center Pellava

Address: Kelloportinkatu 1 B, 33100 Tampere

Company Information

1. Company name (type in question)
2. Company website (type in question)
3. CEO First name (type in question)
4. CEO Last name (type in question)
5. CEO email address (type in question)
6. Number of employees (type in question)
7. Describe your product/service in one sentence (type in question)
8. What phase is your company at? (type in question)
9. What is company's current revenue? (type in question)
10. Are you looking for funding? Yes/no*
*if yes, please specify amount of funding your company is looking for (Space for the answer)
11. Have you recently received funding? Yes/no*
*if yes, please specify how much funding your company received (Space for the answer)

Appendix 3. Application form for the Strategic Engagement with Investors
Training Program 2(2)

Participation requirements

1. *A completed full-day training on November 10 is the requirement for the participation in the competition for the pitching time slot during Investor night on November 13*

2. *Participation of two management team members (CEO + 1)*

Participant 2

First name (Space for the answer)

Last name (Space for the answer)

Email address/Phone number (Space for the answer)

I am going to join the pre-interview: Yes/No

I am going to join the full training program on November 10: Yes/No

I am going to join the Pikkujoulu with investors on November 13: Yes/No

Allergies: Yes/No if yes, please specify_____ (Space for the answer)

Greetings or questions for the organizers (Space for the answer)

I accept that my information is saved and processed according to the privacy policy

After submitting the application, you will be contacted to arrange a further pre-interview process.

Appendix 4. Strategic Engagement with Investors Feedback Survey

1. On a scale from 1 to 10, 10 being the highest, what is your level of satisfaction for the training day on November, 10? (Range from 1 to 10)
2. On a scale of 1 to 10, 10 being the highest, what is your level of satisfaction for the networking day on November, 13? (Range from 1 to 10)
3. Would you recommend our activities to your network? (Yes/ No)
4. Have you been able to find a potential business partner at the events? (yes/ No)
5. What did you like the most about the events? (Space for the answer)
6. What could be done better/ changed for the next event? (Space for the answer)
7. Any other comments or feedback? E.g. Which topics would you like to see covered at future events? Is there something Business Tampere could support you with? (Space for the answer)

Appendix 5. Pre-interview questions

1. About: 1-2 sentences describing product or solution and target clients/industries?
2. Product Maturity: 1-2 sentences on, e.g., your revenue and growth rate (ARR, MRR); prospect customer pipeline; market validation (award, certification, partner or investor interest etc.), dependent on the revenue the company has generated so far.
3. Competitive advantage: 1-2 sentences on how the product/service differentiates from direct competitors?
4. Business/Revenue Model: 1 sentence on the revenue model, e.g., licencing, subscription or others.
5. Team: 1-2 sentences on the specific expertise/experience the team must possess to solve the problem the product/service intends to. And help gain investor confidence in the group.
6. Funding round: maximum of four precise sentences on 1) how much money has been raised so far and a break-down of the capital type, i.e., equity, debt or grants 2) What was the post-money valuation for your last round? 3) How much capital is the company seeking for the current round and its pre-money valuation? 4) How do you intend to use funding? (i.e. sales, marketing, hires, development, expansion etc.)
7. Target markets with this funding round: 1 sentence. This information also helps the Investor Service's team analyse, which geography and type of investor is the best suited to company and funding round.

HEALTH
TAMPERE

BUSINESS
TAMPERE

CERTIFICATE OF PARTICIPATION

THIS CERTIFICATE GOES TO

for completing Strategic Engagement
with Investors training program.



HEIDI HINKKA

Trainer, Strategy and Business Developer

