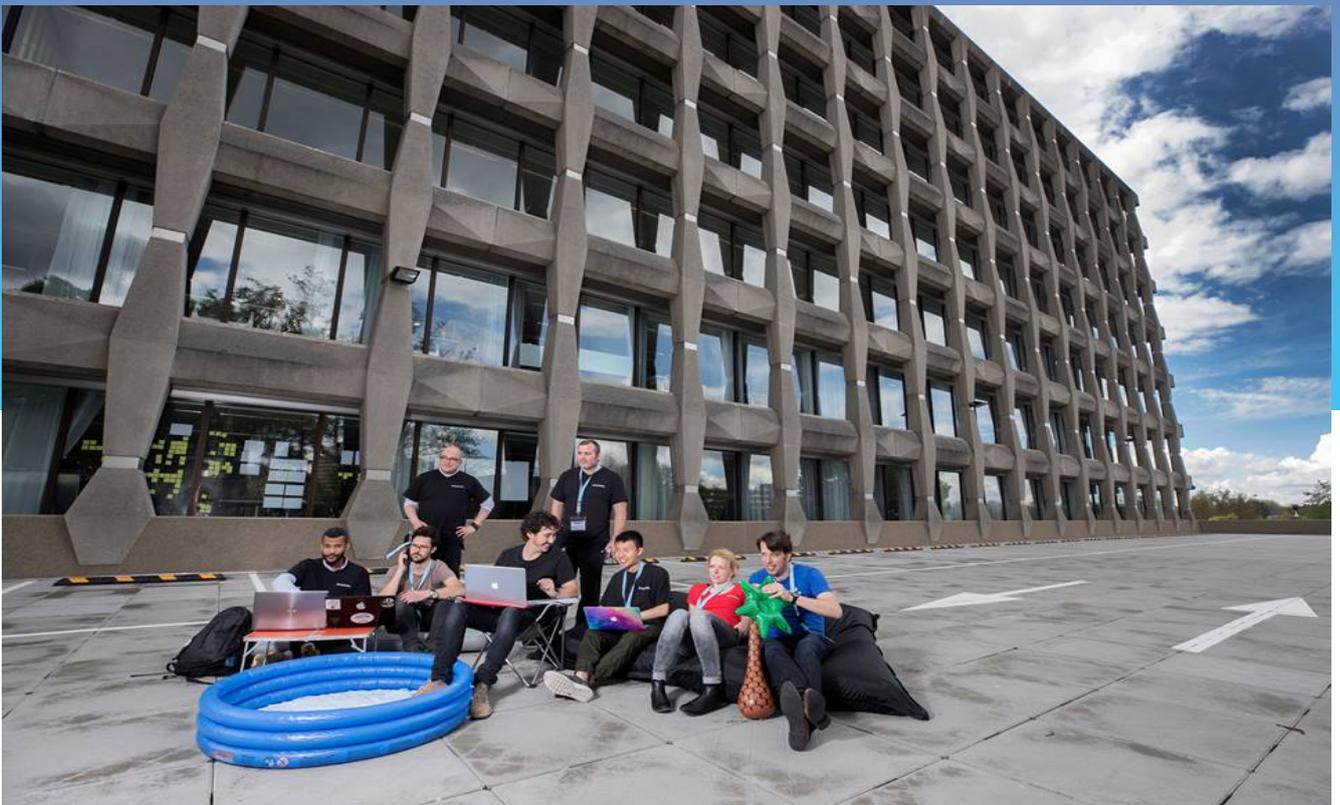


Brightlands HIVE PreXLR

*From Idea to Validated Business
Model in 10 Weeks*



W
B
E
A
A
L
O
E
O

Knowledge crossing borders

Avoid Building Something That No One Wants

When launching your startup, one path is better than all of the others. As an entrepreneur and founder, it is your job to determine which path that is for your venture.

In 10 weeks the Brightlands HIVE PreXLR Program helps you to find your first clients by proving, empirically, the commercial feasibility of your idea - all before developing a solution (product or service). The PreXLR helps you maximize your problem understanding, legitimacy of your go to market strategy, and work towards developing solutions for the best customer for your venture right now. By first focusing on the problem, and by making decisions based on validated data from live customers, you are not only allocating your resources responsibly, but also positioning yourself favorably toward investors with a data driven go to market strategy - ultimately answering the question all entrepreneurs must ask themselves: "who is my customer and what is their problem?" - very few startups are able to answer this question. By maximizing your understanding of the 'why', 'how', and 'what' of the problem and which customer segments feel the problem the strongest, you are, in turn, maximizing the likelihood that your solution will launch as successfully as possible and have scalability built in from the outset.

Insurance Against a Bad Investment: Time & Money

Startups, unlike corporates, have very limited time and resources. Only by experimenting often and quickly can they reveal to themselves the correct path for their new venture. Too often entrepreneurs rely upon gut feeling for decision making, where empirical validation or invalidation of assumptions is the key to launching hard, and fast. The past 20 years of startup practice and study are clear that the best way to uncover the truth held by the market is through a well-structured series of experimentations, interviews, and by getting as close as possible to the users and customers. The best founders do this by drawing out indicators of demand before taking substantial investment to build a solution, and more importantly testing the commercial feasibility, or lack thereof, of the venture before dedicating large portions of their life to building something. Failure to build something someone wants is the leading factor in the 85% failure rate of startups.

The key to performing this task properly is to have the discipline to follow validated learning and to create scientifically sound face to face interviews without framing, bias, or low scientific integrity. Many startups are missing this key factor in their decision making, i.e. customer interview designs on par with the best scientific journals -

often performing market experiments that may seem effective but are in fact riddled with mistakes.

The Program

In the PreXLR, we ensure that entrepreneurs hold fast to best practices by providing to them experienced startup coaches both for marketing strategy as well as personal, entrepreneurial, and team development. The group setting is effective in ensuring that each venture is being held to the highest standard of validation and accountability and is not in denial about his or her experiment results. By discussing results in a group setting, founders can check each other's work and avoid the group-think that drives many founding teams toward bad decision making. The content of these meetings will be the qualitative data which you draw out of the market.

During the Brightlands HIVE PreXLR program, you will validate assumptions based on data acquired from your end users. Through this structured process, you will come into contact with your first clients, you will obtain insight into their problems, and find the suitable, sustainable, and scalable solution, including revenue model, that you will present to those end users as a solution to their problem.

Core content meetings occur Mondays and Wednesdays. Each core PreXLR meeting is split into two parts - in the morning you and the group, guided by a coach, discuss experimental design, execution, and results, and in the afternoon, you will have team and individual coaching sessions to grow a well-rounded team into entrepreneurs throughout the process. Ensuring you have the right team and team dynamics is, additionally, integral to your startup success. You will be provided with feedback on your research process by Brightlands and our mentors as well as by the group - always knowing that until an idea has been validated, it remains an assumption and that it is your job as a founder to draw the truth out of the market and only then build a solution. Auxiliary content, (free for PreXLR participants) are delivered during Monday, Tuesday, and Wednesday weeknights and during the day on Thursdays and Fridays.

Turnover & Investor Readiness

Making your first turnover is the key to success within any startup, we would rather see you continue bootstrapped, without investments, by front-loading the customer development process rather than figuring it out as you build a solution. In order to prepare startups with the tools and mindsets necessary for their first external funding, we include access to early-stage investors, investor readiness content built into the PreXLR, and access to masterclasses on everything you will need on your journey. We want to prevent startups from succumbing to the 'valley of death' that occurs so often in the fast-moving-tech world - situations where, for example, a founder has spent all budget on solution development, over two years, and is left realizing that they never bothered to properly investigate the addressable market and problem. To that end we have close ties to various internal and external funding mechanisms to safeguard the financial health of your venture. At Brightlands we feel that to do otherwise is a socially irresponsible misallocation of resources and your time, and that if we as a species are going to build well-designed solutions for the future, then we must first understand the problem, and those who have it, as accurately as possible.



How it Works – At a Glance

0-1

Within our 10-week program we will help you from 0 to 1. We will help you validate your idea and create the basis of a scalable and durable business model during peer to peer and mentoring sessions to help keep you accountable and to maximize learnings and knowledge transfer.



Every Monday morning and Wednesday morning you *need* to be physically present at Brightlands Smart Services Campus for the in-person sessions. The Slack community will provide our communication tool for the rest of the week. You should be prepared to commit to the equivalent of a full-time job for the rest of the week.



We will help you validate your idea without wasting time and money on creating products or services nobody wants. We do this by using customer validation techniques and methods so you will learn and create growth from week one.



You will work with tools like the Experiment Board, Lean Canvas, Business Model Canvas in a structured process to create a value proposition that sells. Additional content is provided for free to you and includes modules preparing you for financial communication, pitching, Value Proposition Canvas, GDPR, KVK registration and shareholder agreements, subsidy and grant access, investor readiness, etc.

The Results

During our PreXLR program you will get into the *heads* of your users and customers. You'll learn what problem you will solve for them, what the perfect solution will be and how you will build an economically sustainable company. We know that if the PreXLR is followed properly by a founder that they can expect the following outcomes:

- A validated value proposition gained by making small pivots rather than large ones when it is too late;
- Contact with (corporate) pilot prospects as well as validated buyer and user personas;
- First LOI's and indicators of a validated business model in the form of, for example, pre-sales or contracts;
- A structured process to build and scale your startup with room to grow within the Brightlands HIVE ecosystem and a chance to participate in future Brightlands HIVE programs if certain criteria are met;
- Confidence that you can move forward and make well-informed decisions for your startup and avoid long periods of commercial non-viability.

All before building the solution.

The Conditions

Startups of all industries are welcome within our PreXLR program, although we expect that they are aiming to scale their venture to positive affect the condition of a large percentage of their market – we are looking for ventures that aim to solve major problems for large amounts of people. We are focused on the validation process and not on a specific industry, and because the market will dictate the solution, we do not require that any specific technology is used and are tech agnostic across the board until the market calls for a specific functionality. Our selection is based on your team, vision, passion, and scope.

The PreXLR is developed for startups that:

- Want to find their first paying customers and had difficulties doing so;
- Who need an investment or had difficulties finding an investment;
- Cannot find the right acceleration program or came out and didn't have any success;
- Wish to create a solid revenue model and mitigate risk.

As well as startups which:

- Are bringing a new product into an existing market;
- Are bringing a new product into a new market;
- Are bringing a product into an existing market and want to position their product to undercut the competition;
- Are bringing a new product into an existing market and trying to position it as a niche entrant in a niche part of that market.

The Brightlands HIVE PreXLR Program Will Deliver the Following:

- Core PreXLR content of 10 weeks based on the highest standards of global best practices in tech startup-to-scaleup methodology;
- Personal, business, marketing, entrepreneurial, and team coaching and mentoring, as well as peer counseling to aide you and your cofounders in growing within the ecosystem;
- Financial projection tools to communicate your venture properly to investors;
- Access to the Brightlands network and the networks of our ecosystem partners, delivering value in the form of, for example, market access and talent development;
- Auxiliary content beginning in the second half of the program focusing on pitching, finance, deal making, etc.;
- Early access to local and national seed investors and subsidies to understand what they are looking for;
- Granular analysis of the entrepreneurial traits and drawbacks of you, your team members, and your team overall with the Cognesis entrepreneurial profiler – letting you know what team capacities could be improved or need to be onboarded;
- Resources to scale everything.

We Expect the Following from Founders:

- 95% on-site availability during the PreXLR;
- Signed indication (MOU) that the founder understands the value of the program and that the founder has read and understands the terms and conditions of the contract, as well as the costs associated with participation. This helps us qualify you as a candidate for participation;
- Establishment of a B.V. in Limburg;
- A signed contract no less than one month before the start of the program;
- Completion, prior to the start date, of the Cognesis personal entrepreneurial profiler;
- Laser focus & ready to work in teams – both in your own and within in the group.

A Note on Meritocracy:

Brightlands HIVE provides for further resources to get your startup to scale without succumbing to the 'valley of death' which befalls so many great founders. While it is important that startups know this exists, it is also important to know that there are no guarantees and only those startups who have shown the highest standard of performance during the PreXLR internally, as well as provable, external demand for what the team will provide as a solution to the well-defined problem. We have a well-defined evaluation process for making decisions such as these, and the best way to gain access to follow-on resources is to perform to your maximum capability during the PreXLR.

Costs:

Because we feel strongly that the program which we have set up and that the people running it are the best in the world, and because we need to keep enabling other early-stage startups to continue cycling through the PreXLR, there are costs associated with the PreXLR phase of HIVE and for its in-kind services.

Total Cost for the Program: **€25.000**

Start-ups are presented with two options to cover these costs:

- 1) Pay the full price of the cost of the PreXLR program up front, in case, no less than six days before the end of the 10-week PreXLR program.

OR

- 2) Enter into an EPOS (European version of a SAFE agreement) with the Brightlands Smart Services Campus (legally represented as CM&D B.V.) which we will convert into 10% equity (I) should your startup move forward into the HIVE BizXLR or DevXLR program, or (II) in case of an investment round larger than € 50.000, or (III) after 2 years, in case the previously described events have not occurred.

Please feel free to contact Ivar.Moberts@brightlands.com for more detail and a 15 minute conversation.

With regards to spending money: no spending money is provided in the PreXLR stage. The philosophy of the best-practices we pursue relies heavily on you making sales and build a business as early as possible to self-fund all activities.

Any other questions can be directed to Christopher L. Sparks, Director of Brightlands HIVE and all of its programs, including the PreXLR.

The Brightlands Ecosystem

Our network extends over four distributed campuses in total and includes, but is not limited to, the following players:

Brightlands Smart Services Campus (BSSC)

- CZ
- TNO
- APG/ ABP
- Accenture
- APG
- BNY Mellon
- Brightlands
- CZ Zorgverzekering
- De Volksbank (voorheen SNS)
- Eneco
- IBM
- Kamer van Koophandel
- KPN
- Maastricht University
- Open Universiteit
- PGGM
- Provincie Limburg
- Rabobank
- TNO
- Zuyderland Medisch Centrum
- Zuyd Hogeschool
- Dutch Blockchain Coalition
- Dutchchain
- Startup Delta

Brightlands Maastricht Health Campus (BMHC)

- 4BlueCells
- 4WEB Medical
- Aachen-Maastricht Institute for Biobased Materials (AMIBM)
- AdJuTec
- AntiBodyChain
- AOMB
- Applied Biomedical

Systems

- Bandito Espresso
- Bayer Healthcare
- BeterVee
- BiBo Innovations
- BioActor
- BioMedbooster
- Bloonics
- Boston Scientific
- Brain Innovation
- Brightlands China Center
- Brightlands Innovation Factory
- CAPHRI
- CARIM
- Cell2Tissue
- Centrum voor Integrale Gezondheidszorg
- Chondropeptix
- CiMaas
- Cinoptics
- Co-eur
- Coagulation Profile
- Consense Data Exchange
- Corporis Medical
- CRB Benelux
- Cristal Therapeutics
- CTCM
- CyTuVax
- De Maastricht Studie
- Digitale Dermatoloog
- DNAmito
- DoseVue
- Dr. van Montfort Laboratories BV
- Dr. van Montfort Laboratories Holding BV
- Dr. van Montfort Laboratories online BV
- DualTPharma

- Ease Health Care
- Ease Travel Clinic & Health Support
- eLearning4Health
- EM-Trac
- EmoSys
- Enabling Technologies B.V.
- EPP
- Ericsson
- Esaote Europe
- Fited
- FlowChamber
- GlycoCheck
- GROW
- Hanssen Footcare
- Health Value Creation
- Knowledge Transfer Funds
- KyvoBio
- LAB Maastricht UMC+
- Labchain
- Lonza Netherlands
- Lonza Netherlands
- LunaMed
- M-BIC
- M3 New Business Creation
- M4I
- Maastricht Convention Bureau
- Maastricht Instruments
- Maastricht School of Management
- Maastricht UMC+
- Maastricht University Faculty of Health, Medicine & Life Sciences
- Maastricht University Faculty of Psychology and Neuroscience

- MAASTRO Clinic
- MaCSBio
- Maison van den Boer
- Materiomics
- Mateum
- MDxHealth
- MECC Maastricht
- Medtronic
- MERLN
- Mevion Medical Systems
- MHeNs
- MicroSure
- Mirabilis
- MosaMeat
- MyBasePair
- MyDiagnostick
- Nestegg Biotech
- Neuroplast
- Nieuw bedrijf
- NP & PP
- NUTRIM
- NxtMed
- Oncoradiomics
- Onderzoek Newco
- Opnostics
- PathoFinder
- PathoNostics
- PharmaCell
- PharmaTarget
- Pie Medical Imaging
- PlenSat B.V.
- PS-Medtech
- piTheragnostic
- Qorium
- Regus
- Scannexus
- SHE
- SmART Scientific Solutions
- Synapse
- Synmabtix
- The Maastricht Forensic Institute
- ToxGenSolutions B.V.
- Triplemed
- TX Innovations
- UM Holding
- Univentures
- Vacis
- VCC Medical
- VitaK
- WSP
- YourRhythmics

- ZON-PTC
- Zuyd University of Applied Sciences

Greenport Venlo - Agrifood & Supply Chain

- Arvalis
- Bio Treat Center
- Blue Engineering
- Bluehub
- Botany B.V.
- BrightBox
- Brightlabs
- Circular Design Group
- Compas Agro
- Cultus Agro Advies
- Eijdens
- Ger Driessen Advies
- Greenport Venlo Development Company
- HAS University of Applied Sciences
- Innoveins
- Invent Personeel en Organisatie
- ITSN
- Kokkerelli & Kids University for Cooking Foundation
- KORUND
- Maastricht University Campus Venlo
- MiFood
- Mito Medical Products BV
- N.V. Industriebank LIOF
- Philips Lighting
- Probotics AGV Systems
- Ramboll
- Smart Transactions
- Spirare Valley
- Spring Bedrijfsopvolging
- Stichting Citaverde College
- Stichting Parkmanagement Venlo

- Twan Heetkamp Trucks B.V./THT New Cool B.V.
- Vereniging Ondernemend Venlo
- VIA Academy
- VIA Recruitment
- VIA Solutions
- Volantis
- Weemen
- Yookr

Chemelot Campus - Chemistry & Smart Materials

- Aachen-Maastricht Institute for Biobased Materials (AMIBM)
- Allied Reliability Group
- Arbo Support, a DEKRA company
- ARLANXEO
- Basic Pharma
- Bisping Medizintechnik GmbH
- Boostani
- BraidSec
- Brightlands Innovation Factory
- Brightlands Materials Center
- Chemelot
- Chemelot Innovation and Learning Labs
- Chemelot InSciTe
- Chemelot Ventures
- Convoi
- CURGOAL Digital Marketing
- Da Vinci Laboratory Solutions
- Dedicated Business Information Services
- Delfin Corporate Services
- DSM ACES
- DSM Advanced Solar
- DSM Biomedical
- DSM Dyneema

- DSM Engineering Plastics
- DSM FIT | Worklife Center
- DSM Innovation Center
- DSM-Niaga
- Enabling Technologies B.V.
- Enzyep
- Fauske
- Fibrant
- FORTIO-bedrijfsopleidingen
- GFBiochemicals
- Gispem
- Glasinstrumentmakeri j DSM
- Hutten
- InnoSyn
- Interdos
- IPecunia Patents
- IPecunia Patents
- Isobionics
- Knowfort Technologies
- Kriya Materials
- Lonza Netherlands
- LPS
- Maastricht University - Department of Biobased Materials
- Maastricht University - Maastricht Science Programme
- Maastricht University - Master Biobased Materials
- Matisse Pharmaceuticals
- MetGen
- MH Roadstyling
- Mitsubishi Engineering-Plastics
- Neuroplast
- NIKK Nederlands Instituut voor Kunststofkennis
- PNO Consultants
- Pronovem
- QuinLyte Material Technology
- Rabobank Westelijke Mijnstreek
- Reverdia
- SABIC
- Sappi Europe
- Sekisui S-Lec
- Shap3d Up
- Sitech Services
- Smezo Handelsonderneming
- STAR
- Stork
- Syngip
- Synvina
- Syromould
- Technoforce
- The Compound Company
- Tianhe Resin European Innovation Center
- TNO
- TopologX
- TRIAS
- USG Engineering Professionals
- Vertoro
- VIRO
- Volantis
- White Mountain Business Legal
- Xilloc
- Zuyd University of Applied Sciences



Brightlands Smart Services Campus

Christopher.Sparks@brightlands.com

www.brightlands.com

Schedule a 15 minute meeting via:

<https://calendly.com/christopher-sparks>



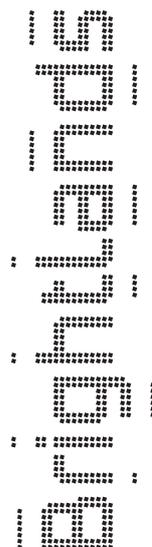
BrightlandsSS



C BL_SSC



Brightlands-Smart-Services-Campus



Knowledge crossing borders