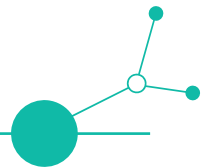


D2.3.1 – Transnational Co- Creation Reports and Methodology



Date of Report: February 01, 2026





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Table of Contents

1	Executive Summary	5
1.1	Project Overview	5
1.2	Scope of the Document and Summary	5
1.3	Audience.....	5
1.4	Change Control	6
1.5	WP 2 Process and Structure	6
1.6	Contribution to A2.3.....	6
1.7	Contribution from Deliverable Description.....	7
2	Methodology	8
2.1	Capitalization of Existing Knowledge	8
2.1.1	First Draft of Private Equity Investment Readiness Tool	9
2.1.2	Integration of Tool in Transnational Open Knowledge Box	9
2.1.3	Finalization of Private Equity Investment Readiness Tool.....	9
3	Transnational Co-Creation Workshops	11
3.1	Relevant Stakeholders	11
3.2	Workshop Execution	11
3.2.1	Guidelines to Organize Co-Creation Workshop with Complementary Projects.....	11
3.2.2	Guidelines to Organize Co-Creation Workshop with SMEs and Researchers	12
3.2.3	Guidelines to Organize Co-Creation Workshop with Start-Ups and Students.....	12
3.2.4	Guidelines to Organize Co-Creation Workshop with Investors.....	13
3.3	Timeline Overview	13
3.4	Feedback during Transnational Co-Creation Workshops.....	14
3.4.1	Co-Creation Workshop with Students and Start-Ups.....	14
3.4.2	Co-Creation Workshop with Complementary Projects.....	14
3.4.3	Co-Creation Workshop with SMEs and Researchers	14
3.4.4	Co-Creation Workshop with Investors.....	14
3.5	Final Compiled Recommendations	15
4	Conclusion.....	16
	Annex 1 Private Equity Investment Readiness Playbook	17
	Annex 2 Private Equity Investment Readiness Glossary.....	18
	Annex 3 Workshop with Students and Start-Ups.....	19
	Annex 4 Workshop with Complementary Projects	20
	Annex 5 Workshop with SMEs and Researchers	21
	Annex 6 Workshop with Investors	22



List of Figures

Figure 1 Project Flow (Source: Project Generated, 2023)..... 6

List of Tables

Table 1 Timeline Overview..... 13



1 Executive Summary

1.1 Project Overview

The GREENE 4.0 project aims at facilitating and supporting small and medium-sized enterprises (SMEs) in the manufacturing sector in the adoption and use of green production methods and digital technologies. User acceptance plays a crucial role in the successful adoption and implementation of these new technologies.

D2.3.1 – Transnational Co-creation Reports works closely with D2.4.1 – Transnational Open Knowledge Box, as it is a fundamental part of the Interactive Digital Toolkit that is part of the Innovation Platform (B2GreenHub):

- To improve SMEs innovation capacity and support the process of smart and green products/service development by developing and integrating open innovation models for business modelling and new innovative value chains generation in CE region.
- The final Private Equity Investment Readiness Tool will be finalized after testing within the four transnational private equity co-creation workshops.

1.2 Scope of the Document and Summary

This document provides guidance and concept definition to enable the PPs to deliver A2.3 in accordance with the AF and consistently across all the PPs, facilitating the capitalization of results. This report is structured to enable each partner to support in organizing the transnational co-creation workshops for the private equity investment readiness tool:

Build a common understanding of the objectives of the private equity investment readiness tool and the co-creation workshops to deliver a final version by August 2025, and the interlinkages with the project (especially within work package (WP) 2).

- Facilitate the joint planning of activities within the consortium to ensure consistency of results and mitigate the risks in terms of quality, impact, and further work building in WP2 (Open Knowledge Box) and WP3 (Testing of Value Chain).
- All PPs work together to build the most comprehensive private equity investment readiness tool that meets the needs of emerging companies and start-ups looking for investments.

1.3 Audience

This document is addressed to all project partnership members as all members of the partnership should participate in the development of the Private Equity Investment Readiness Tool (A2.3):

- (1) Participation in the development of investment readiness tool in close connection with product development process, innovation level, market needs and market traction.
- (2) Participation in online co-working meeting to debate and analyze private equity investment readiness tool draft.
- (3) Participation in integrating the tool in Transnational Open Knowledge Box.
- (4) Participation in 4 transnational co-creation workshops to revise, refine and disseminate private equity investment readiness tool.



1.4 Change Control

FHK/PP3 created this guidance document, and it is subject to the standard project change control where PPs are requested to provide feedback on the stated definition or tools in writing to the deliverable responsible (in this case FHK/PP3) in a timely manner (within 8 working days after each edition). According to the normal procedure, at any time partners feel that the project methodology should be changed, the request should be brought to the Activity leader or Deliverable leader (in this case FHK/PP3, UL/PP4, and UJEP/PP5 and Project Management Lead, PTP/LP) to consolidate feedback from other partners and integrate and disseminate the final agreed changes. A new version of the document should be created and recorded in the 'Document History' table of the document.

1.5 WP 2 Process and Structure

The CE manufacturing industry is challenged by change. Global supply chains are increasingly disrupted, and the green transition requires more sustainable and intelligent value chains. The GREENE 4.0 project supports manufacturing companies in piloting such new value chains. The project also supports the co-design of new products and services through open innovation approaches. To achieve these goals, it brings together the business sector with the education and research sectors and decision-makers. GREENE 4.0 is structured in 4 WPs each with a specific objective.

WP2 is working on developing solutions to address these challenges and linking them to existing solutions. The aim is to create a strong innovation ecosystem to support SMEs in adopting green processes. WP2 will develop and establish the basis for the Transnational Open Knowledge Box solutions collecting tools to support capacity building and innovation processes.

The project flow and the synergies and linkages between the WPs and their deliverables are shown in *Figure 1*.

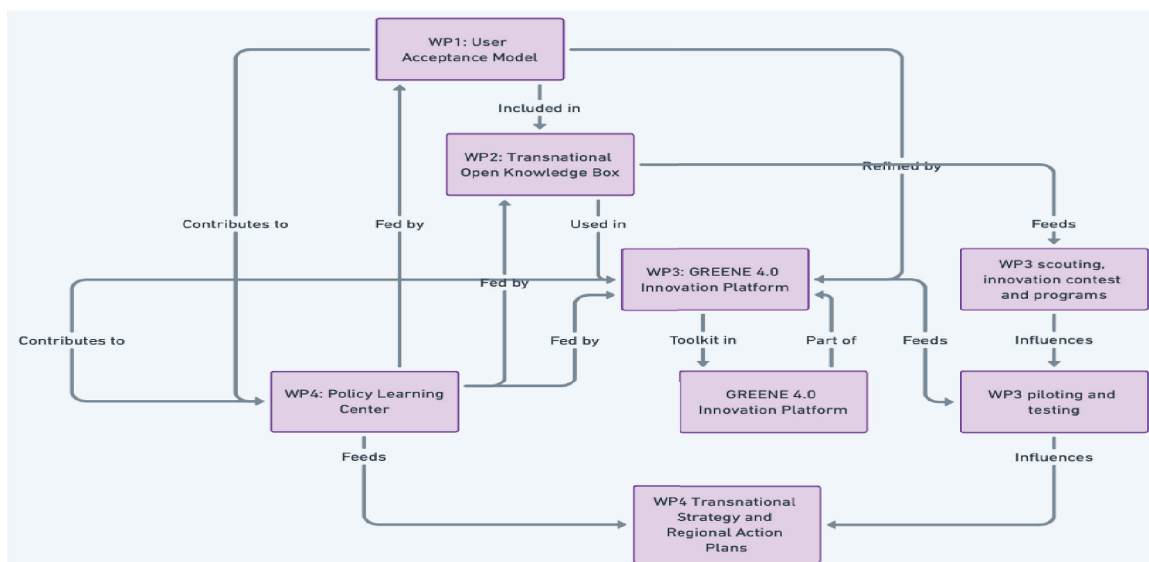


Figure 1 Project Flow (Source: Project Generated, 2023)

1.6 Contribution to A2.3

The objective of A2.3 is to develop, test and digitize the Private Equity Investment Readiness Tool that can be integrated into the Transnational Open Knowledge Box delivered in A2.4.



The activity focuses on developing and testing the Private Equity Investment Readiness Tool and support its integration in the innovation platform under A2.4. Under A2.1 sources of knowledge and innovation assets, like tech companies, testing, simulation and demonstration centers and specialized digital and green experts have been mapped. This cooperation ensures the sustainability of the project results as well as for a joint process to scale-up and exploit GREENE 4.0 results and the B2GreenHub innovation platform. In September 2024, PTP/LP organized the first exchange with FHK/PP3, KPT/PP8 and TGZ/PP2 to start the development process of the private equity investment readiness tool. In March 2025, FHK/PP3 took over the role of main responsible partner for this activity. The tool was finalized with a joint presentation to all project partners in April 2025. As the responsible partner for the development of the overall platform, PTP/LP took over in May 2025 to digitize the private equity investment readiness tool. Thus, the tool is deployed and tested in four transnational co-creation workshops in July and August 2025.

1.7 Contribution from Deliverable Description

D2.3.1 (Period 4 – Lead: FHK/PP3) – Transnational Co-Creation Reports – Technical documents describing the co-creation methodology as well as the results of the transnational co-creation workshops. It resumes the main findings and conclusions of the co-creation process.



2 Methodology

2.1 Capitalization of Existing Knowledge

The development of the Private Equity Investment Readiness Tool builds on the complementary expertise of four project partners, each contributing specific knowledge and experience relevant to investment readiness, business development, and stakeholder engagement. The allocation of responsibilities reflects both institutional competencies and prior practical experience.

PTP/LP is a leading innovation hub and technology park with thematic competencies in digital and green transition, Industry 4.0, technology transfer, start-up and scale-up acceleration, and business model development. It supports SMEs in prototyping, technology adoption, commercialization, mentoring, and investor/industry matchmaking. PTP is an incubator focused on supporting startup companies. One of its core activities is connecting its incubated startups with investors and venture capital funds.

TGZ/PP2 supported the development process of the Private Equity Investment Readiness Tool by taking the lead on writing and designing the Legal module of the platform. Based on previous experiences in working with start-ups and young SMEs, summaries of important European legal frameworks were included on the platform, providing our target group with a good starting-off point for further research. Through contacts to the regional investment scene and our institutional stakeholders, TGZ/PP2 was also able to directly involve investors as feedback providers, giving the project an opportunity to fine-tune the platform based on the practical recommendations of real-world experts.

FHK/PP3 is responsible for the capitalization of existing knowledge related to business planning, entrepreneurship, and investment readiness. This role is grounded in the institution's academic and applied expertise in leadership and business management, as well as its long-standing experience in supporting companies, start-ups, and entrepreneurs throughout their business development journey. FHK/PP3 regularly assists actors in the preparation and refinement of business plans, business models, and financial concepts, which are core elements of private equity investment readiness. Through teaching, applied research, and direct collaboration with enterprises, the partner has extensive experience in analyzing entrepreneurial ideas, structuring viable business models, and translating strategic concepts into investor-oriented documentation. This expertise made FHK/PP3 a natural lead for consolidating existing knowledge and transforming it into structured, practice-oriented templates and guidance within the tool.

KPT/PP8 contributed to the development of the Private Equity Investment Tool by translating investment-readiness practice into a clear, usable structure for SMEs and scale-ups. The experience in startup and scale-up support, mentoring, business model development, and investor matchmaking directly informed the content of the tool. Through repeated contact with founders and investors, KPT/PP8 identified where companies most often fell short—whether in the clarity of the value proposition, the logic of growth and unit economics, the quality of traction proof, or the readiness to answer governance and risk questions. This insight enabled to help design a tool that guided users through the same reasoning process an investor applies when assessing an opportunity.

In particular, KPT/PP8 strengthened two key outputs. First, it supported the creation of a strong investor proposition: a concise explanation of why the company was attractive for investment at that time, how it created value, and why the team could deliver. Second, it helped structure a due diligence-ready pitch deck by ensuring the narrative was backed by measurable evidence, realistic assumptions, and a clear use-of-funds plan. As a result, the Private Equity Investment Tool became a practical bridge between companies and investors, improving the quality of fundraising conversations and increasing the likelihood that promising businesses were assessed on solid, well-presented information.



2.1.1 First Draft of Private Equity Investment Readiness Tool

The development process of the Private Equity Investment Readiness Tool followed a structured, iterative, and transnational co-creation approach. The first coordination meeting among the responsible partners took place on 20 January 2025, during which roles and responsibilities were defined, and the overall structure of the tool was discussed.

Following this meeting, initial templates and content drafts were developed collaboratively. These drafts aimed to translate existing knowledge on business planning, financial preparation, and investor communication into a practical, step-by-step tool suitable for SMEs and start-ups.

The first joint feedback meeting with all project partners was held on 14 March 2025, allowing the GREENE 4.0 consortium to review the initial draft, discuss usability, scope, and alignment with project objectives, and collect suggestions for improvements.

Based on the feedback received, it was jointly agreed that FHK/PP3 would assume the main responsibility for consolidating and refining the tool, due to its extensive experience in business planning and entrepreneurship support. FHK/PP3 revised the structure, refined the templates, and further aligned the content with the needs of potential users and investors.

A second feedback round with project partners took place on 16 April 2025, followed by an additional coordination meeting among responsible partners on 12 May 2025. These steps ensured continuous quality control, coherence across sections, and a shared understanding of the tool's final design.

The refined content was consolidated into the Private Equity Investment Readiness Tool Playbook, which serves as the conceptual and methodological basis for the digital tool implemented on the B2GreenHub platform. After final checks and adjustments, the tool was fully integrated into the platform.

2.1.2 Integration of Tool in Transnational Open Knowledge Box

The B2GreenHub platform, including the Private Equity Investment Readiness Playbook, was officially launched in early November 2025, making the transition from development to practical testing and co-creation with target groups.

The tool was placed under the "Get Funded" section of the B2GreenHub platform, specifically within the 'Funding Help-Center', which is part of the "Resources" section in the main menu. The core content of the Private Equity Investment Readiness Playbook was fully integrated into the online version of the tool. In addition, the Playbook was made available as a downloadable PDF, allowing users to save and use it locally. The same approach was applied to the tool's Glossary, which is accessible both online and as a downloadable document.

Online, the tool was structured in a chapter-based format to align seamlessly with the original Playbook. All supplementary resources and templates were conveniently organized under their respective chapters, with direct links and downloadable files to enhance usability and user experience.

Thus, the tool offers a step-by-step guidance approach, leading users through each chapter to support a structured and intuitive learning journey.

2.1.3 Finalization of Private Equity Investment Readiness Tool

The Private Equity Investment Readiness Tool will be finalized and released as a stable, customer-facing product by the end of the project period. While the current digitized version is already fully functional and usable, the consortium will continue to improve the tool through an iterative refinement process. As more SMEs, start-ups, and other stakeholders use the tool in practice, additional feedback will be collected and integrated on an ongoing basis to strengthen usability, clarity, and relevance. This approach ensures that



the final released version reflects both the structured outcomes of the transnational co-creation workshops and continuous user-driven improvements gained throughout broader adoption.



3 Transnational Co-Creation Workshops

3.1 Relevant Stakeholders

The Private Equity Investment Readiness Tool is designed to help companies – whether they are just starting out or already established – develop strong business and financial plans. These plans can be used to apply for public funding, approach private investors or guide internal strategic decisions. The tool provides a structured process to assess readiness for investment and guides users in identifying gaps or areas that need strengthening. The transnational co-creation workshops are designed to gather comprehensive feedback from a diverse set of stakeholders who represent the full innovation and investment ecosystem relevant to the Private Equity Investment Readiness Tool. Each group brings a unique perspective that is essential to ensure the tool's functionality, relevance, and real-world applicability. The identified stakeholder categories include

- (1) Complementary projects and initiatives, which can give feedback on how the tool could be used in other contexts or linked to existing platforms.
- (2) SMEs and researchers, who can evaluate how well the tool supports more complex business cases and R&D-driven plans.
- (3) Start-ups and students representing future entrepreneurs and early users of the tool who can test if it is clear and accessible for those with little experience.
- (4) Investors assess if the tool delivers the kind of information they need to make investment decisions.

Their input is critical for refining the tool before full deployment via the B2GreenHub platform.

3.2 Workshop Execution

Each of the four co-creation workshops will follow a unified structure to ensure consistency in data collection and experience while tailoring content to each specific stakeholder group. The workshops will be designed to be interactive, practical, and oriented toward real use cases. The format will typically include an introductory session to contextualize the Private Equity Investment Readiness Tool within the GREENE 4.0 framework, a guided demonstration of the tool (digitized version), stakeholder-specific breakout discussions, structured feedback collection via surveys and focus group input, and a concluding session summarizing preliminary insights. Workshops will be held in an online form to ensure transnational collaboration. The workshop held by FHK/PP3 was the only one in an offline format as relevant stakeholders from three different countries were present. The feedback gathered was systematically analyzed. The integration of feedback in the final revised version of the tool is an ongoing process expected to be finalized by February 2026.

3.2.1 Guidelines to Organize Co-Creation Workshop with Complementary Projects

The first workshop involves representatives from complementary projects working on similar tools, platforms or SME support initiatives. Engaging this group first helps ensure the Private Equity Investment Readiness Tool is positioned within the broader innovation and digital ecosystem from the beginning. This allows to identify synergies, overlaps and integration opportunities before refining the tool's content and usability. These projects may also provide access to relevant use cases. The workshop should create space for mutual exchange. After a brief introduction of each participating project, the current version of



the digitized tool should be presented. Gathering feedback early from this group helps position the tool for broader uptake and potential cooperation across EU initiatives.

Key Elements to include:

- Presentation of complementary projects and objectives,
- Walkthrough of the digitized tool version,
- Group discussion on overlaps, connections and collaboration,
- Mapping of shared opportunities and ecosystems,
- Collection of integration feedback via a short form.

3.2.2 Guidelines to Organize Co-Creation Workshop with SMEs and Researchers

The second workshop brings together SMEs and researchers. SMEs offer practical insights into business planning, investment preparation, and the real-world challenges of seeking funding. Researchers contribute a deeper perspective on methodology, innovation readiness and tool structure. Holding this session after the complementary projects workshop ensures that the tool already has a strategic context, making it ready for functional testing and content feedback. The workshop should allow SMEs to work with the tool using real or simulated data, focusing on whether it truly support the creation of a business and financial plan suitable for funding or investor outreach. Researchers can evaluate whether the logic, indicators, and structure are sound and relevant for different technology and innovation maturity levels. This group helps validate the tool's professional usefulness and analytical depth.

Key Elements to include:

- Introduction to the tool's purpose and current format,
- Application to SME cases or innovation scenarios,
- Researcher feedback on logic, relevance and terminology,
- Feedback session on clarity, completeness and adaptability,
- Summary survey for structured input.

3.2.3 Guidelines to Organize Co-Creation Workshop with Start-Ups and Students

The third co-creation session targets students and start-ups. After refining the tool based on expert feedback from complementary projects and SMEs/researchers, it is essential to test it with new users who may have little or no experience with business planning or fundraising. This group will help assess whether the tool is intuitive and educational enough to support users who are at the beginning of their entrepreneurial journey. The session should be interactive and use simple language. Participants can test the tool through role-play or mock start-up scenarios and reflect on how it supports their understanding of what an investor-ready business plan looks like. Their feedback is valuable for improving navigation, terminology, and general user experience.

Key Elements to include:

- Simple walkthrough of the tool's process,
- Group activities using fictional or early-stage start-up ideas,



- Discussion on confusing terms, helpful guidance, and usability,
- Quick feedback at the end.

3.2.4 Guidelines to Organize Co-Creation Workshop with Investors

The final workshop involves investors, who represent the ultimate end-users of the tool's outcomes. Their role is to assess whether the tool provides the kind of structured, relevant, and credible information needed to evaluate a company's investment readiness. Conducting this session last ensures that the tool has already been refined through several stages of feedback and is ready to be judged from a real-world investment perspective. During the workshop, investors will use the tool to analyze sample cases and provide input on its strengths and weaknesses from a decision-making point of view. They will comment on whether the indicators align with their expectations, if red flags are visible, and whether the business plans generated by the tool are investment-grade. Their feedback will support the final tuning of the tool's logic, outputs, and presentation.

Key Elements to include:

- Investor-oriented presentation of the tool's functions and benefits,
- Sample case analysis using the tool,
- Group discussion on output quality and decision-making value,
- Feedback on investment criteria alignment and usability,
- Summary roundtable and final input collection.

3.3 Timeline Overview

The testing phase for the Private Equity Investment Readiness Tool will begin after the digitized version is finalized by the end of October 2025. The co-creation workshops will take place over the summer months in a logical sequence, starting with complementary projects and ending with investors. This order ensures that early feedback from related initiatives shapes the tool's strategic positioning, while later input from core users (SMEs, researchers, start-ups) helps refine usability and content. The final step – validation by investors – confirms that the tool is ready to support real funding decisions. The improved version of the tool, reflecting all insights, will be finalized by the end of February 2026.

Table 1 Timeline Overview

When	What Happens	Who is Responsible
October 2025	Digital tool finalized	PTP/LP
November 2025	Workshop with students and start-ups	FHK/PP3
December 2025	Workshop with Complementary Projects	KPT/PP8 + every PP invites a representative
December 2025	Workshop with SMEs and researchers	TGZ/PP2 + every PP invites a representative
December 2025	Workshop with investors	PTP/LP + every PP invites a representative
Mid of January 2026	Co-creation report	FHK/PP3
End of January 2026	Final version of the tool	PTP/LP



3.4 Feedback during Transnational Co-Creation Workshops

Following the platform launch, four transnational co-creation workshops were organized with different stakeholder groups. Each workshop aimed to test the tool in practice, assess its usability and relevance, and collect structured feedback for further improvement. The full event reports for all workshops are included in the annex of this report.

3.4.1 Co-Creation Workshop with Students and Start-Ups

The co-creation workshop organized by FHK/PP3 took place on 11 November 2025 and involved 31 participants, primarily students with entrepreneurial ambitions and early-stage start-ups. The workshop introduced participants to the GREENE 4.0 project, the B2GreenHub platform, and the Private Equity Investment Readiness Tool.

Participants actively tested the tool and its templates in group settings and provided structured feedback on usability, clarity, and relevance. The feedback highlighted the tool's usefulness in identifying investment-related gaps and supporting structured business development, while also generating concrete suggestions for improving navigation and clarity.

3.4.2 Co-Creation Workshop with Complementary Projects

The workshop organized by KTP/PP8 on 1 December 2025 gathered 18 participants from complementary projects. The focus was on exploring synergies between existing tools and the B2GreenHub platform, with particular attention to the Private Equity Investment Readiness Tool and Playbook.

Participants evaluated the tool very positively, especially its step-by-step guidance and Business Plan Builder. The workshop confirmed strong potential for cross-project collaboration, joint dissemination, and shared pipelines of SMEs.

3.4.3 Co-Creation Workshop with SMEs and Researchers

TGZ/PP2 conducted an online workshop on 3 December 2025 with 16 participants from SMEs and research institutions. After a guided tour of the platform, participants explored the tool independently and shared feedback via a collaborative digital whiteboard.

Overall satisfaction with the tool was high, with participants identifying it as a strong starting point for companies seeking external investment. Suggestions for improvement focused on ESG reporting, streamlined onboarding options, and enhanced visual presentation.

3.4.4 Co-Creation Workshop with Investors

The investor-focused workshop took place online on 11 December 2025 and involved 9 investors and 14 project partners. The session presented the tool from an investor perspective and gathered targeted feedback on structure, content, and practical relevance, organized by PTP/LP.

Investors rated the tool as helpful and well structured, particularly valuing the Business Plan Builder and Financial Plan Builder. Feedback highlighted the need for clearer positioning within the platform, improved guidance on investor connections, and enhanced ESG-related content.



3.5 Final Compiled Recommendations

Based on the consolidated feedback from multiple transnational workshops involving students, SMEs, project partners, and investors, several final recommendations emerge to improve the Private Equity Investment Readiness Tool further.

Overall, the tool is perceived as highly valuable, well-structured, and intuitive. However, the feedback highlights several areas where its strategic impact and user adoption could be enhanced:

- **Clearer positioning and orientation within the B2GreenHub platform**

Participants repeatedly indicated that the location and role of the Private Equity Investment Readiness Tool within the broader platform should be more explicit. This includes a clearly visible entry point, a concise explanation of the target groups, and guidance on when and why the tool should be used. To address different user maturity levels, a shorter onboarding procedure could complement the existing comprehensive structure without reducing its depth.

- **Stronger investor perspective and investment logic**

Feedback from investors emphasized the need for clearer connections between the tool and the actual investment process. Recommended improvements include guidance on how companies can assess whether they need private equity investment in the first place, clearer explanations of return on investment expectations, investment time horizons, and exit options, as well as more explicit support for pitch deck preparation. These elements would help align entrepreneurial planning more closely with investor decision-making criteria.

- **Deeper operationalization of ESG and sustainability aspects**

While sustainability is already embedded as a core principle, several participants highlighted the need for more concrete and investor-relevant guidance. This includes clearer explanations of ESG indicators, practical links to ESG reporting and CSRD-related requirements, and stronger clarification of how sustainability performance translates into investment attractiveness. Strengthening this dimension would reinforce the tool's relevance in the context of green and impact-oriented finance.

- **Improved usability, navigation, and workflow integration**

Although the tool was generally perceived as user-friendly, suggestions were made to enhance the overall user experience. These include adding more visual elements to break up text-heavy sections, improving navigation logic, ensuring that all menu items clearly lead to functional subpages, and strengthening the integration across templates to create a more seamless workflow. Such improvements would reduce repetition and cognitive load, especially for first-time users.

- **Trust-building and platform-level enhancement features**

Participants also raised concerns related to data confidentiality and trust, particularly when sensitive business information is involved. Clear communication on data protection, optional visibility settings, and guidance on what information is shared at which stage would help lower entry barriers. At platform level, additional features such as service ratings, investor or expert matchmaking, or guided navigation support were identified as potential value-adding elements to further increase engagement and credibility.

Taken together, these recommendations aim to evolve the Private Equity Investment Readiness Tool from a strong, structured planning instrument into a more adaptive, investor-oriented, and trust-enhancing pathway. By combining comprehensive content with clearer orientation, stronger investor logic, and improved usability, the tool can more effectively support SMEs and startups in progressing from internal preparation toward concrete private equity investment opportunities.



4 Conclusion

The development and transnational co-creation of the Private Equity Investment Readiness Tool represent a central achievement of the GREENE 4.0 project within WP2. The tool successfully translates complex requirements of private equity investment readiness into a structured, accessible, and practice-oriented digital solution that supports SMEs, start-ups, and emerging ventures in preparing for external financing. Embedded within the B2GreenHub and the Transnational Open Knowledge Box, it strengthens the project's overall objective of fostering green and digital innovation capacity in the manufacturing sector.

The iterative development process, led by FHK/PP3 and supported by the complementary expertise of multiple project partners, ensured that the tool is grounded in both academic rigor and real-world applicability. Continuous feedback loops, joint consolidation rounds, and close alignment with the project's innovation ecosystem allowed the tool to evolve from initial templates into a comprehensive playbook and a first fully digitized version. This process not only enhanced content quality and coherence but also reinforced a shared ownership of results across the partnership.

The four transnational co-creation workshops confirmed the relevance, usability, and robustness of the Private Equity Investment Readiness Tool across diverse stakeholder groups. Students and start-ups validated its educational value and clarity for early-stage users; SMEs and researchers confirmed its methodological soundness and practical usefulness for more complex business cases; complementary projects highlighted strong potential for integration and cross-project synergies; and investors ultimately confirmed that the outputs generated by the tool align well with real-world investment decision criteria. Feedback across all groups consistently emphasized the value of the structured step-by-step approach, the Business Plan Builder, and the Financial Plan Builder as core strengths.

At the same time, the co-creation process provided critical and constructive input for further refinement, particularly with regard to ESG integration, user onboarding, platform positioning, and investor connectivity. While the current version already demonstrates strong practical value, the tool will continue to undergo targeted revisions and enhancements before being released as a final version for customers and other interested users. This finalization phase ensures that the tool not only supports investment readiness in a narrow financial sense, but also reflects broader sustainability, transparency, and market expectations that are increasingly decisive in private equity decisions.

In conclusion, the Private Equity Investment Readiness Tool stands as a validated and high-impact result of the GREENE 4.0 project. Through its transnational co-creation approach and phased development, it provides a solid and adaptable foundation that can be further refined, scaled, and exploited beyond the project's lifetime. Once finalized, the tool is expected to make a meaningful contribution to improving access to finance for green and innovative SMEs, strengthening investor–company dialogue, and reinforcing the long-term sustainability of the B2GreenHub innovation platform.



Annex

Annex 1 Private Equity Investment Readiness Playbook

Private Equity Investment Readiness Playbook

Investment-Readiness Step-by-Step



WELCOME TO YOUR INVESTMENT JOURNEY!

If you are an entrepreneur with the ambition to create a business that is ready for private equity investment and/or public funding, there are several key aspects you should focus on.

Initially, it is crucial to support you in creating your business and financial plan. This includes developing a clear vision of the business model, market opportunities, and financial projections. This information, while of fundamental importance to any business, will also serve as the foundation for attracting potential investors.

Using our **PRIVATE EQUITY INVESTMENT READINESS PLAYBOOK** with instructions and templates can streamline the process. Templates guide the creation of professional business documentation, allowing entrepreneurs to create a comprehensive investment package for a product or service. Additional Resources provide further support and input into your process of creating a thorough business plan.

It is also vitally important to understand the key elements of a successful business presentation. An effective business pitch must present the company's value proposition, its relevance to the market, and its growth potential while addressing potential risks, all concisely and convincingly.

The **PRIVATE EQUITY INVESTMENT READINESS PLAYBOOK** includes:

1 Business Overview

- The Business Overview helps you sketch your **Business Model** with a focus on sustainability.
- It enables you to create a **Virtual Business Card** that captures all the important characteristics of your business.

2 Business Plan Builder

- The **Business Plan Builder** guides you through analyzing the market and defining your value proposition.
- It then leads you to develop operational plans, setting strategic objectives, and designing your organizational structure.
- This ensures that your business plan is comprehensive, coherent, and investment-ready.

3 Financial Plan Builder

- The **Financial Plan Builder** helps you estimate your start-up costs and create a detailed budget.
- It supports you in preparing a strong **Investor Proposition** to attract funding.
- Additionally, it ensures you are ready for financial **Due Diligence** by maintaining transparency.

4 Legal Essentials

- The **Legal Essentials** section provides insights into important EU legal guidelines for businesses.
- It focuses on securing **Intellectual Property rights** and protecting innovations.
- It also ensures that your business complies with **GDPR regulations** from the outset.

5 Executive Summary and Pitch Deck

- The **Executive Summary** section helps you create a strong introduction for your Business and Financial Plan.
- It also guides you in building a compelling **Pitch Deck** that highlights your key business elements. This ensures you are well-prepared for a convincing and professional investor presentation.

How to use the playbook?

- Sign up for the tool on b2greenhub.eu and set up your profile with basic information about your business.
- The playbook guides you through each step of the investment readiness process. Complete tasks, fill out templates, and use additional resources provided by the application.

The **PRIVATE EQUITY INVESTMENT READINESS PLAYBOOK** includes:

- **Templates:** Documents designed for you to fill out based on your specific situation. They guide you step-by-step in creating your business and financial plan.
- **Additional Resources:** Informative materials such as guidelines, checklists or best-practice overviews. These provide support and insights but don't require input.

COMPREHENSIVE TOOLKIT FOR PRIVATE EQUITY SUCCESS

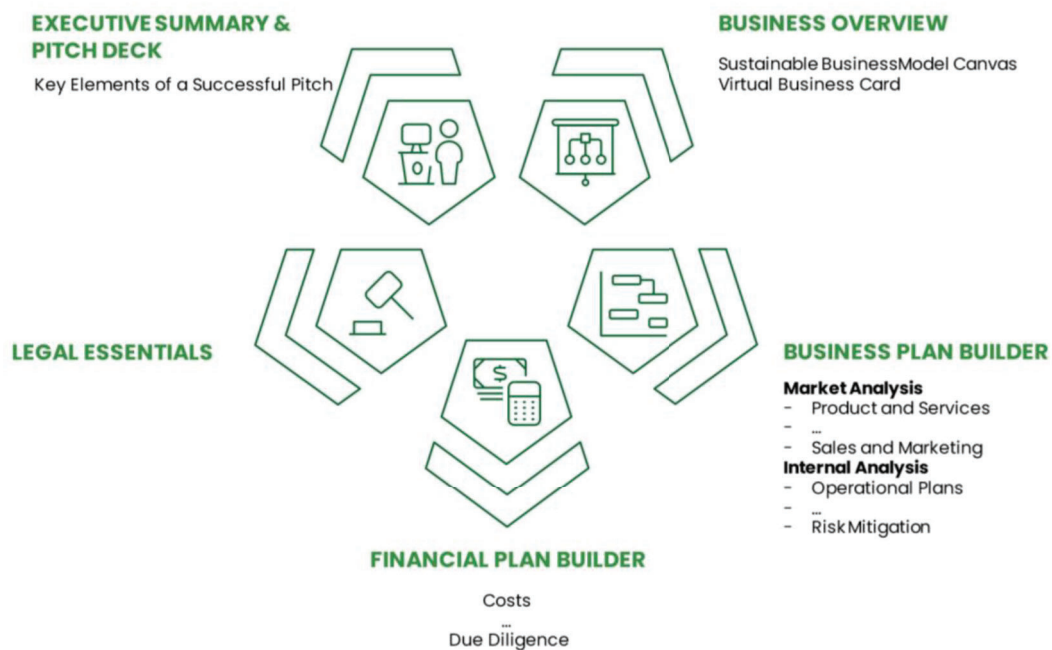


TABLE OF CONTENTS

BUSINESS OVERVIEW.....	5
1 Sustainable Business Model Canvas.....	6
2 Virtual Business Card.....	6
BUSINESS PLAN BUILDER.....	7
Market View	8
3 Products and Services	8
4 Market and Customer Analysis	8
5 Target Group Segmentation	9
6 Sales and Marketing.....	10
Internal View	10
7 Operational Plans	10
8 Organization and Management	11
9 Project Management.....	11
10 Risk Mitigation	11
FINANCIAL PLAN BUILDER	12
11 Financial Overview.....	13
12 Valuation and Price of Company	14
13 Investor Proposition	15
14 Due Diligence	17
LEGAL ESSENTIALS.....	18
EXECUTIVE SUMMARY AND PITCH DECK	19
15 Executive Summary	20
16 Key Elements of a Successful Pitch.....	20
ADDENDUM.....	22
FINAL NOTES	23

BUSINESS OVERVIEW

Creating a successful business plan requires structure, insight, and access to the right resources. This playbook offers a streamlined approach to crafting a comprehensive business plan, combining in-depth templates and additional information in the form of Guidelines and Checklists. By addressing key areas of business planning, this playbook empowers startups and emerging companies to lay a strong foundation for sustainable growth and success.

1 SUSTAINABLE BUSINESS MODEL CANVAS

The Sustainable Business Model Canvas supports you in incorporating sustainability into your business planning. It consists of the key building blocks of any business model but with an added focus on environmental, social, and governance (ESG) aspects.

The canvas encourages you to think beyond profit by considering your impact on society and the planet. By structuring ideas into clear sections such as value propositions, key activities, revenue streams, and environmental factors, you gain a holistic understanding of how you can operate sustainably.

The template can be downloaded and is accompanied by a Step-By-Step Guide that walks users through each section of the canvas, emphasizing the integration of sustainability throughout. Alternatively, you are invited to use the **Business Model Generator** provided on the B2GreenHub Platform.

TEMPLATE 1 *Sustainable Business Model Canvas*

2 VIRTUAL BUSINESS CARD

The Virtual Business Card serves as the foundation of the business plan, providing a snapshot of the company's identity, structure, and purpose. This section ensures a cohesive and aligned approach across all subsequent planning steps. For companies in the early stages of development, some elements of this section may initially be difficult to define. However, the structured templates provided in the later sections of the Business Plan Builder are designed to offer support and clarity, enabling a more complete and informed formulation of the Virtual Business Card.

The Virtual Business Card provides a snapshot of essential information, including:

COMPANY DETAILS Name, tagline, industry, business structure, location, and year established.

MISSION AND VISION STATEMENTS A clear articulation of the company's purpose, objectives, and long-term aspirations.

FOUNDERS AND LEADERSHIP Ownership structure, bios of key team members, and their roles within the organization.

PARTNERSHIPS A summary of cooperating partners and their contributions to the business.

MANAGEMENT STYLE AND CULTURE Core values, leadership approach, company culture, and preferred marketing channels.

ORGANIZATIONAL STRUCTURE AND HISTORY An outline of operational responsibilities and the company's origin story, milestones, or achievements.

The section lays the groundwork for the business plan, aligning internal structures with external goals. It ensures that the plan begins with a clear and cohesive overview of the company, setting the stage for more detailed analysis and strategy.

TEMPLATE 2_ Virtual Business Card

To enhance the section further, the **Virtual Business Card** is extended by features to

- analyze the external environment,
- identify the opportunities and challenges presented by broader social, economic, and technological factors,
- map stakeholders and understand their roles, interests, and influence,
- prioritize and manage relationships that are vital to success.

The following features are included

PESTLE ANALYSIS to analyze external factors that may impact the business.

TEMPLATE 2_ PESTLE Analysis

ORGANIZATIONAL CHART to visually present the company's current structure, clarifying roles and reporting lines within the organization.

TEMPLATE 2_ Organizational Chart

The finished and completed Virtual Business Card will serve as a valuable input for the **Executive Summary**.

BUSINESS PLAN BUILDER

The Business Plan Builder within the Private Equity Investment Readiness Tool offers an extensive suite of templates and additional resources. These supporting materials cover critical aspects of a professional business plan, ensuring a comprehensive and polished result. They are designed to address specific planning needs while allowing for customization based on unique business goals.

By offering extended templates and resources, users are empowered to develop comprehensive strategies, conduct detailed analyses, and prepare for long-term growth. These resources guide businesses through complex planning stages, helping them solidify their competitive edge and confidently present their vision and business model to stakeholders.

MARKET VIEW

3 PRODUCTS AND SERVICES

A fundamental part of a business plan is a comprehensive overview of the company's offerings, detailing the product line, key features, development progress, and plans for future products/services. The value proposition needs to be clearly defined, highlighting the unique benefits and solutions the business delivers to its customers.

This part includes

VALUE PROPOSITION CANVAS to clearly articulate and emphasize the value your product or service creates and what benefits customers have.

TEMPLATE 3_ Value Proposition Canvas

PRODUCT/SERVICE OVERVIEW provides a structured framework to describe the key features, benefits, and purpose of each product or service offered by the business and to ensure that the product/service is positioned around what the customer values and needs.

TEMPLATE 3_ Products Services Overview

UNIQUE SELLING PROPOSITION WORKSHEET to guide you through the process of identifying and articulating the USP (customer needs, benefits, unique features, ...).

TEMPLATE 3_ Unique Selling Proposition

4 MARKET AND CUSTOMER ANALYSIS

Market and Customer Analysis combines foundational market research with deeper insights into customer needs, competitive dynamics, and market potential. This analysis

helps businesses optimize their strategies, validate product-market fit, and identify opportunities for differentiation and growth.

The **Market Potential Assessment** lays the groundwork for more detailed analysis. It involves systematically gathering and interpreting data to evaluate the potential for products or services within a given market. Key aspects include:

These foundational concepts help businesses estimate demand, evaluate competition, and define their positioning in the market.

TEMPLATE 4_*Market Potential Assessment*

Further analysis includes evaluating competitors to assess their strengths and weaknesses, enabling businesses to differentiate effectively. It also examines the macro environment and validates product market fit by ensuring sufficient demand for the solution offered. By understanding competitors' strategies and responses, businesses can identify opportunities for competitive advantage and improve their position in the market.

The analysis includes

COMPETITOR ANALYSIS GRID to compare your business with competitors and identify unique strengths and find out where there are differences.

TEMPLATE 4_*Competitor Analysis Grid*

POSITIONING GRID to locate where the company would position itself and competitors, and how the company differentiates from competitors.

TEMPLATE 4_*Positioning Grid*

CUSTOMER PERSONA TEMPLATE to define ideal customer profiles and tailor products, marketing messages, and sales strategies to meet customer expectations.

TEMPLATE 4_*Customer Persona*

PORTER'S FIVE FORCES to assess competitive forces that shape industry profitability and market entry barriers.

TEMPLATE 4_*Porter's Five Forces*

Databases like Statista can help you find more information.

5 TARGET GROUP SEGMENTATION

Defining the right target audience is critical for success. The Target Group Segmentation Template helps you to categorize customers into meaningful segments based on demographics, geography, psychographics (e.g., interests, attitudes, lifestyle), and behavior. Using this template, you can allocate resources efficiently by offering customized products and services that meet the specific needs and preferences of your target groups. This ensures better customer satisfaction, loyalty, and market impact.

TEMPLATE 5_ Target Group Segmentation

6 SALES AND MARKETING

The Sales and Marketing Strategy Analysis provides a comprehensive framework for promoting the company's products or services and effectively engaging with the target audience. It outlines a clear plan to attract, engage, and retain customers while defining the sales approach, marketing tactics, and pricing strategies that align with the company's goals and audience needs.

This section includes the **MARKETING MIX ANALYSIS** to showcase how the 4Ps of marketing (Product, Price, Place, Promotion) align with business goals.

TEMPLATE 6_ Marketing Mix Analysis

INTERNAL VIEW

7 OPERATIONAL PLANS

Analyzing the value chain is essential for understanding a company's operational and strategic workflow. This process details how your business will deliver its products or services, efficiently manage resources, ensure seamless operations, and where the competitive advantages can be leveraged. It encompasses key components such as operational workflows, supply chain management, and the identification of competitive advantages using tools like Value Chain Analysis, providing a comprehensive view of how the company creates and sustains value. Complementary to the value chain, resource and stakeholder analyses provide deeper insights into internal strengths and external relationships. Assessing capabilities and key players in the ecosystem ensures strategic decisions are both internally sustainable and externally supported.

This section includes:

VALUE CHAIN ANALYSIS to identify areas where value is added, costs are optimized, and competitive advantages can be leveraged.

TEMPLATE 7_ Value Chain Analysis

PROCESS FLOWCHART visualizes key processes to streamline operations.

TEMPLATE 7_ Process Flowchart

VRIO RESOURCE ANALYSIS to assess internal resources and capabilities to determine their value, rarity, imitability, and organization, helping to identify competitive advantages.

TEMPLATE 7_ VRIO Resource Analysis

STAKEHOLDER ANALYSIS to identify and prioritize stakeholders based on their influence and interest, ensuring effective relationship management.

TEMPLATE 7_ Stakeholder Analysis

8 ORGANIZATION AND MANAGEMENT

The Organization and Management section outlines the structure of your business and clarifies who is responsible for its operations and strategic direction. It highlights how the company is organized to achieve its goals efficiently, ensuring that roles and responsibilities are clearly defined. The section also demonstrates how the business is managed, emphasizing the qualifications, experience, and expertise of the team members who are instrumental in driving success. By showcasing the strength and capability of the management team, it reinforces confidence in the company's ability to meet its objectives.

Included tools and templates are:

OWNERSHIP STRUCTURE TEMPLATE outlining equity distribution and the roles of owners, shareholders, or partners.

TEMPLATE 8_ Ownership Structure

STAKEHOLDER MANAGEMENT TEMPLATE to identify, analyze, and manage key stakeholders and develop effective engagement strategies to ensure success and minimize risks.

TEMPLATE 8_ Stakeholder Management

9 PROJECT MANAGEMENT

Effective Project Management is essential for the successful execution of business plans and the achievement of key milestones. This involves identifying significant accomplishments and deadlines that demonstrate progress, along with creating a clear roadmap to guide the implementation of business strategies.

A visual representation of the project timeline and its dependencies is developed to ensure clarity and alignment, enabling efficient tracking and management of project execution.

This section includes

MILESTONE OVERVIEW TEMPLATE to define key project achievements and deliverables over time.

TEMPLATE 9_ Milestone Overview

GANTT CHART TEMPLATE to visualize a project timeline displaying tasks, deadlines and dependencies.

TEMPLATE 9_ GANTT Chart

10 RISK MITIGATION

Risk mitigation is the process of identifying, assessing, and addressing potential risks to minimize their impact on business operations and objectives. It involves proactive planning and strategy development to anticipate challenges and ensure business continuity. Effective risk mitigation enhances decision-making and reduces uncertainty, safeguarding the organization's resources and reputation.

This process includes assessing potential risks and developing tailored strategies to address them, ensuring that vulnerabilities are managed effectively. Additionally, it involves creating exit options for investors, providing them with clear strategies to recover their investments, and reducing financial risk. By integrating these elements, businesses can build resilience and foster confidence among stakeholders.

Using the SWOT analysis, you can identify internal strengths and weaknesses alongside external opportunities and threats, offering a comprehensive view of the company's competitive position and the key factors influencing its success. By analyzing market dynamics with Porter's Five Forces and leveraging scenario planning, you get to prepare for diverse future possibilities and their potential impacts, fostering resilience and adaptability.

RISK ASSESSMENT MATRIX TEMPLATE to identify potential business risks and evaluate their likelihood and impact.

TEMPLATE 10_Risk Assessment Matrix

RISK MITIGATION ACTION PLAN to outline preventive measures and corrective actions for addressing identified risks.

TEMPLATE 10_Risk Mitigation Action Plan

SWOT ANALYSIS to identify internal strengths and weaknesses, along with external opportunities and threats.

TEMPLATE 10_SWOT Analysis

FINANCIAL PLAN BUILDER

The **FINANCIAL PLAN BUILDER** is your comprehensive kit for evaluating and projecting the financial health of your business. Designed for clarity and ease of use, this builder helps you structure key financial information – from historical performance to future projections – through automated templates, intuitive calculators, and dynamic visuals.

Whether you are preparing for investor presentations, strategic planning, or internal assessments, this Financial Plan Builder walks you through every major financial metric. It simplifies complex calculations, supports scenario planning and strengthens decision-making.

11 FINANCIAL OVERVIEW

The **FINANCIAL OVERVIEW** section highlights key performance indicators (KPIs) essential for presenting your company's financial health and potential to investors. It provides templates and resources to help you understand financial data and generate critical metrics, including both historical performance and future projections.

This section includes a calculator for revenue forecasting and break-even analysis, enabling a clear and detailed understanding of your company's financial outlook and strategic planning.

Using the **FINANCIAL PLAN**, you begin by entering a general business description, which can also be retrieved from previous templates of the **BUSINESS PLAN BUILDER**, followed by detailed metric inputs to tailor your financial analysis.

In the second section, you can estimate financial projections, including

- Cash Flow,
- Cash Flow Chart,
- Depreciation,
- Break-Even Analysis,
- Break-Even Table,
- Break-Even Chart,
- Annual Budgeting and Tracking Chart,
- Loss and Profits (First Year),
- Loss and Profits (First 3 Years),
- Balance Statement,
- Monthly Loan Amortization (up to 10 years),
- Quarterly Loan Amortization (up to 10 years).

Each of these calculations serves a specific purpose:

CASH FLOW helps you monitor liquidity and ensure that your business can meet its short-term obligations.

DEPRECIATION provides insight into the declining value of assets over time and is important for tax and reinvestment planning.

BREAK-EVEN ANALYSIS identifies the point where revenues cover costs, a critical marker for financial viability.

BUDGETING, PROFIT AND LOSS PROJECTIONS, AND BALANCE STATEMENTS offer forward-looking and historical views of financial performance.

LOAN ARMORITIZATION SCHEDULES support effective debt management and repayment planning.

The Excel-Based Template is structured with user-friendly input fields, drop-down menus, and automated calculation tables. You begin by completing sheets such as Business Profile, Revenue Assumptions, Cost Structure, and Investment Details. These inputs dynamically feed into the respective financial modules through embedded formulas, generating real-time outputs including charts and summary tables. This integrated workflow enables efficient scenario planning, supports decision-making, and enhances financial visibility across all aspects of business development and sustainability.

TEMPLATE 11 *Financial Plan*

12 VALUATION AND PRICE OF COMPANY

Valuation is the analytical process of determining a business's worth, essential for companies seeking investment, funding, and growth. It can be approached using different methodologies, as value is influenced by management, capital structure, future earnings, and asset market value. A justified valuation helps attract investors, set realistic goals, and improve financial health.

There is no single correct valuation method, so businesses should choose what best fits their needs. For emerging companies, two key approaches stand out. The asset-based valuation method calculates net worth by subtracting liabilities from assets, considering both tangible and intangible factors. This approach, assessed through book value (balance sheet) or liquidation value (potential sale returns), is useful for asset-heavy businesses but may overlook future earnings and brand value. The income-based approach assesses a business's ability to generate future profits, making it ideal for companies with steady revenue. Discounted cash flow (DCF) estimates future earnings adjusted to present value, while capitalization of earnings simplifies this process for businesses with predictable income.

While the valuation estimates a business's worth, price (of the company) refers to the actual amount a buyer or investor is willing to pay. This price plays a crucial role in business sales, attracting investors, raising capital, and forming strategic partnerships or mergers. Unlike in the stock market, where prices fluctuate based on market trends, a maturing company's price is more negotiable and influenced by factors like business potential, competition, and buyer motivation. Since valuation and price are not always the same, understanding both

helps you set realistic expectations, negotiate effectively, and maximize value in transactions. A well-executed valuation provides an accurate measure of worth, supporting strategic growth and investment decisions.

COMPARABLE COMPANY ANALYSIS simplifies the valuation process using a practical, market-based approach. By leveraging industry-specific valuation multiples – based on real-world private company data – it provides a fast and accessible way for you to estimate your company's enterprise value. We chose this method because it balances simplicity, speed, and relevance, especially for maturing companies that may lack detailed forecasts or complex financial models. The template allows you to insert basic financial data and receive an instant value estimate grounded in industry norms, making it ideal for internal planning, early-stage negotiations, or as a first step toward a more detailed valuation.

TEMPLATE *12_Comparable Company Analysis*

13 INVESTOR PROPOSITION

The Investor Proposition should clearly articulate how the investment will be utilized to grow and expand your business. It is important to outline specific areas where the funds will be allocated, such as product development, marketing, or expanding the team, to ensure the investor understands the impact of their investment.

Additionally, the proposition should include detailed explanations of the different exit options available to investors. These could include strategies such as an Initial Public Offering (IPO), acquisition, or merger, with an overview of how each option could provide a return on investment and align with the company's long-term goals.

The investor proposition is a critical aspect for any startup seeking investment – a strategic summary explaining how external capital will accelerate your company's growth and how investors will benefit. It must communicate clearly why investment is needed, how it will be used, and what return mechanisms are in place. Below is a structured guide to help you build a compelling and professional investor proposition.

FUNDING REQUIREMENTS

Outline **the total capital you seek and specify how it will be allocated. Break the amount down into key areas such as:**

- product development
- marketing and sales
- hiring and team expansion
- infrastructure or internationalization

This clarity shows investors that their money will be spent wisely and efficiently, while helping avoid future misunderstandings.

Goal: Show how each funding component directly supports business growth.

SCALABILITY ANALYSIS

Demonstrate your company's **ability to grow without proportionally increasing costs**. Use market data, growth scenarios, or operational capacity models to prove that your business can:

- serve more customers with existing structures
- enter new markets with minimal disruption
- generate higher margins at scale

Goal: convince investors that your business is designed for high growth and efficient expansion.

GROWTH PROJECTIONS

Present realistic and well-founded financial forecasts. Include:

- projected revenue growth
- customer acquisition targets
- market penetration assumptions

Support these figures with industry trends and comparable benchmarks.

Goal: help investors visualize the potential return on investment.

EXPANSION PLANS

Explain how your company plans to **broaden its reach**:

- geographically (e.g. entering new regions or countries)
- through product/service diversification

This shows that you are thinking long-term and understand the broader market opportunities.

Goal: Highlight your ambition and the scalability of your business model.

PLANNING FOR EXIT

Clearly define **how and when investors can expect to exit** and realize their returns. Common strategies include:

- Initial Public Offering (IPO)
- trade sale/acquisition
- merger or secondary buyout

Each option should be briefly assessed in terms of viability and alignment with your growth trajectory.

Goal: reinforce your credibility by showing a well-thought-out path to investor returns.

FINAL NOTE

An effective investor proposition is not just about asking for money – it's about **building trust**. Show investors that:

- You know how to manage capital strategically
- You understand your market and growth levers
- You have a realistic, data-backed roadmap
- You're already thinking about the endgame (exit)

A clear and well-presented proposition can differentiate your business from the competition and make it easier for investors to decide whether to fund your venture. Startups that articulate how they will use the investment to drive growth, manage scalability, and plan for eventual exits are more likely to secure the necessary capital to expand.

14 DUE DILIGENCE

Due Diligence (DD) is a critical stage in the investment decision-making process. It is a comprehensive review conducted by investors before committing to a financial transaction, such as an equity investment, acquisition, or merger.

The objectives of a Due Diligence are to

- Verify the accuracy of information provided by the company,
- Identify and assess risks,
- Understand the viability and potential returns of the investment.

This process helps minimize unforeseen issues and ensures alignment between the investment opportunity and the investor's strategic and financial goals.

Preparing for Due Diligence: What Startups Should Know

Founders and teams preparing for investor due diligence should ensure that all relevant information is well organized and readily accessible. This typically includes:

- Company overview
- Founders and teams
- Product and technology
- Market research and competitive analysis,
- Financial statements
- Legal documents

Transparency is essential. Startups should be ready to answer questions and provide clarifications as part of the process.

What is due diligence, and why is it important for successful mergers and acquisitions? In these animated videos, you'll learn about the due diligence process, where buyers carefully

review all aspects of a target company to make sure it matches their goals. By carefully checking the information, buyers can spot potential risks and make better decisions, increasing the chances of a successful acquisition.

ADDITIONAL RESOURCE *14_Due Diligence Meaning and Importance*

In this video, you will learn how to navigate the due diligence process. We'll guide you through the key steps, from gathering critical information to assessing risks and opportunities. By understanding the key elements of due diligence, you'll be better equipped to make informed decisions and ensure that your merger or acquisition aligns with your business goals.

ADDITIONAL RESOURCE *14_Due Diligence How to Navigate*

We hear the term "due diligence" often, but what does it mean? In 4 short videos, you'll be introduced to due diligence in fundraising, discovering who, what, when, where, and why behind this essential process. Understanding due diligence is crucial for making informed decisions and ensuring successful investments. In Video 2 - The VC Method, you'll learn what venture capitalists look for during due diligence and how they evaluate startups using specific metrics. Video 3 dives into How to Prepare, offering strategies for preparing effectively for the due diligence process. Finally, in Video 4, you'll explore how to organize your data room efficiently. Learn what documents should go in the data room and how to present them in a cohesive and streamlined way to facilitate the process.

ADDITIONAL RESOURCE *14_Due Diligence Video Series*

The **DUE DILIGENCE CHECKLIST** is a structured framework used to review every major aspect of a company in a clear, organized way. Use our checklist, which provides a clear, organized way to gather and review critical information. For investors, this ensures no key area is overlooked. For emerging companies and startups, it demonstrates professionalism, transparency, and readiness – qualities that build trust and accelerate the investment process.

TEMPLATE *14_Due Diligence Checklist*

LEGAL ESSENTIALS

The Legal Essentials section offers a solid foundation of information that's both broadly relevant across different countries and practical for real-world use. To provide this information, this section relies on trusted external sources, such as the European Union and other reputable institutions. While the content provides only a general overview, it highlights key legal considerations that are important throughout the entire European Economic Community. Whether your company is just starting or looking to expand, this module helps you navigate the legal essentials of preparing for an investment more effectively.

While this content does not provide country-specific legal recommendations, it does cover essential cross-border topics, such as Intellectual Property (IP) and General Data Protection Regulation (GDPR) compliance. These topics are particularly important for businesses operating or expanding within the EU and help establish good legal practices early on.

The information contained in this module are of a general nature and can in no way be considered legal advice. For actual legal counselling, please contact institutions familiar with your specific national legal framework, such as local chambers of commerce, help desks, or business advisory firms. For more specific queries regarding European law, you can also get in touch with a local representative of the [Enterprise Europe Network](#).

The **GUIDE TO IP AND CONTRACTS** offers a comprehensive overview of intellectual property rights and their relation to contracts. It helps clarify key concepts and considerations for effective IP management.

ADDITIONAL RESOURCE [Legal_IP and Contracts Guide](#)

This **GUIDE TO COMMERCIALISING IP** covers the essential elements of assignment agreements related to intellectual property. It aims to support the clear and effective transfer of ownership between parties.

ADDITIONAL RESOURCE [Legal_Commercialising IP](#)

The **DATA PROCESSING AGREEMENT TEMPLATE** outlines the terms under which personal data is processed between parties. It helps to ensure compliance with data protection laws and clarifies responsibilities.

TEMPLATE [Legal_Data Processing Agreement](#)

The **GDPR COMPLIANCE CHECKLIST** provides a structured overview of key actions and considerations for meeting GDPR requirements. It helps organizations assess and improve their data protection practices.

ADDITIONAL RESOURCE [Legal_GDPR Compliance Checklist](#)

EXECUTIVE SUMMARY AND PITCH DECK

15 EXECUTIVE SUMMARY

The Executive Summary provides a concise overview of your entire business plan, summarizing the key elements and most important aspects of the business. It highlights the company's mission, goals, target market, products or services, and financial projections. This section is designed to give readers, particularly potential investors, a quick yet comprehensive understanding of the business, its strategy, and the value it offers. It serves as an introduction to the detailed content of the business plan, ensuring that the reader can easily grasp the core components and vision of the company.

An executive summary serves as the first impression of your business and is located at the very beginning of your business plan. It provides an overview of your plan in a clear and precise manner. It mainly serves two purposes:

It helps you explain your idea to the stakeholders of your business in a short time. It helps you convince investors who do not have the time to read your entire business plan.

But what exactly is an executive summary, and how do you write one? In this section, we'll answer these questions and more as we dive into this essential component of a business plan.

The **EXECUTIVE SUMMARY TEMPLATE** will help you to write a well-rounded executive summary for your business plan, project, or memo. An executive summary sums up all the major sections of your business plan but should not exceed one or two pages. Whatever you write in an executive summary should be short, precise, and to the point.

TEMPLATE 15_Executive Summary in a Business Plan

The executive summary defines the goals of a business owner and provides a clear action plan to achieve them. While the full business plan should be comprehensive, the executive summary is often the most crucial section. It condenses the essential points of the plan into a brief, easy-to-understand format. Though some business owners may consult a specialist business consultant before drafting their executive summary, this can be costly and isn't always necessary.

ADDITIONAL RESOURCE 3.6 How to Write a Great Executive Summary

16 KEY ELEMENTS OF A SUCCESSFUL PITCH

A successful pitch for an emerging company to become investment-ready is crucial because it serves as the first impression for potential investors and can significantly impact the likelihood of securing funding. Investors need to quickly understand the business' potential, market opportunity, and how their investment will be used to generate returns.

A well-crafted pitch effectively communicates the company's value proposition, growth strategy, and financial outlook, building investor confidence in the business's ability to succeed. It also helps SMEs stand out in a competitive investment landscape by demonstrating preparedness, professionalism, and a clear roadmap for growth, which ultimately increases the chances of obtaining the necessary capital to scale and succeed.

A pitch is a concise and persuasive presentation designed to showcase a business idea, product, or service to potential investors, partners, or customers. Its primary goal is to grab attention, communicate the value proposition effectively, and create interest in further discussions.

The purpose of a pitch is to generate support for a business project, which can range from securing funding to forming strategic partnerships or attracting new customers. A successful pitch demonstrates the viability, market potential, and unique value of the business.

KEY ELEMENTS OF A PITCH

INTRODUCTION the company name, logo, and a compelling tagline or slogan. This sets the tone for the presentation and establishes brand identity.

BUSINESS PROBLEM describe the market problem that your product or service addresses. Use clear, relatable language to highlight the issue's importance.

SOLUTION introduce your product or service as the solution to the problem. Focus on how it uniquely addresses customer pain points and adds value.

MARKET OPPORTUNITY present data on market size, growth potential, and target customer segments. Show why your business is positioned to succeed in this space.

BUSINESS MODEL explain how your company will generate revenue. Include pricing strategies, distribution channels, and sales approach.

HOW TO ENTER THE MARKET outline how you plan to enter the market, attract customers, and gain a competitive edge. Include marketing and sales tactics.

TEAM showcase the expertise and experience of your team members. Emphasize their roles and contributions to the project's success.

FINANCIAL PROJECTIONS provide key financial metrics such as revenue forecasts, profit margins, and expected growth. Include any historical performance if applicable.

TRACTION investors should know that your solution is gaining momentum. Demonstrating growth and milestones builds confidence in your business potential. Including testimonials adds authenticity

SUMMARY end with a strong summary and a clear call to action, encouraging the audience to engage further, such as scheduling a meeting or providing feedback.

TIPS

TIME absolutely stick to the allotted presentation time. If you fail to do so, the speech may be interrupted, which will leave a bad impression and will not allow you to acquaint the audience with all the relevant information.

AUDIENCE tailor your pitch to address the interests and concerns of your audience, whether they are investors, potential partners, or customers.

SIMPLICITY avoid using jargon or overly technical language. Aim for clarity and ensure that your key points are easily understood.

BENEFITS highlight the benefits your product or service provides, not just its features. Explain how it solves a problem or fulfills a need.

STORYTELLING use storytelling techniques to create an emotional connection. Personal anecdotes or customer success stories can make your pitch more compelling.

PRACTICE rehearse your pitch multiple times to ensure smooth delivery. Be prepared to answer questions confidently and concisely.

VISUALS design your slides with a minimalist approach. Use visuals to support your message without overwhelming the audience with excessive details.

FEEDBACK actively listen to comments and questions. Use feedback to refine your pitch and improve future presentations.

Examples of successful presentations/pitch decks from well-known companies can be found here: <https://www.pitchdeckhunt.com/>. Some of them (Facebook – 2004, Uber – 2008, YouTube – 2005) Some of them are from many years ago (Facebook – 2004, Uber – 2008, YouTube – 2005), and you can use them as an example to see how pitch deck preparation has changed over the years.

The **PRESENTATION TEMPLATE** is a set of slides that, along with comments, is a useful tool for anyone preparing for a pitch deck. It contains all the slides described in the document and shows what content can be filled in. In addition, one of the slides includes a diagram of the team members' presentation.

TEMPLATE 16_Pitch Deck

ADDENDUM

The **ADDENDUM** is the final section of your business plan, it plays a critical role in organizing supporting documentation that reinforces credibility, legality, and readiness of your business model.

Use this section to consolidate all supplementary materials in one place – making your plan complete, investor-ready, and professionally packaged.

Organize the Addendum into clear subsections, based on the type of material you are attaching:

- Certificates and Licenses: Proof of legal compliance, accreditations, industry certifications.
- CVs of Founders and Key Team Members: Highlight qualifications, leadership experience, and relevant skills.
- Permits and Legal Documents: Operating licenses, government permissions, registrations.
- Partnership or Cooperation Agreements: Memoranda of understanding, strategic collaboration documents, supplier contracts.
- NDAs (Non-Disclosure Agreements): Signed NDAs related to partnerships, product development, or funding.
- Letters of Intent/Expressions of Interest: From clients, investors, or partners showing early interest or commitment.
- Professional Networks and Associations: Memberships that demonstrate industry involvement or sector reputation.
- Other Supporting Material: Endorsements, testimonials or IP documentation.

Think of the **ADDENDUM**, as your supporting folder – a place to keep all the extra materials that back up your business plan. Instead of just throwing documents in, organize them so that anyone reviewing your plan can quickly find what they need. Keep it simple by grouping related documents together (e.g. team CVs in one section, licenses in another). Label each file clearly so there is no confusion. Mention key documents in your main plan when it helps to tell the story (e.g. “See Addendum for Certificate of Incorporation”). Keep also in mind to only include sensitive documents if necessary and use redacted versions if you are sharing the plan publicly.

FINAL NOTES

GREAT JOB! You have done the work. You have defined your business model, clarified your visions, explored your market and structured key elements that make your business real. You have gathered insights, completed templates, mapped stakeholders and documented every important detail. You have also learned about the financial side of your business and developed a strong, compelling business pitch.

Now it is time to take that plan and put it into motion. Here is how you can put your business plan to work:

- Share it with the right people – Use it to spark conversations with investors, lenders, grant providers or mentors.
- Use it internally – Guide your team’s decisions, onboard new collaborators, or set short-term goals.
- Revisit it regularly – Your business will evolve, your plan should too. Update it as you grow, learn, and adapt.
- Turn insights into action – Break down your strategies into priorities. Start with what is most feasible, urgent or impactful.

Building a business plan is an achievement – but it is also just the beginning. This playbook was designed to help you think deeply, act intentionally, and move forward with purpose.

As you take the next step, remember:

Progress beats perfection.

You have built the plan. Now, go build the business.



Annex 2 Private Equity Investment Readiness Glossary

GLOSSARY

4 MARKET AND CUSTOMER ANALYSIS

MARKET CAPACITY The maximum potential sales volume or demand in a market, assuming all potential buyers are converted into customers. This metric highlights the market's saturation point and potential growth limits.

MARKET POTENTIAL A forecast of future market demand based on trends, growth rates, and untapped opportunities.

MARKET VOLUME The total sales or demand for a product or service within a defined market over a specific period.

MARKET SHARE The percentage of total market volume controlled by a business or competitor, reflecting its competitive position.

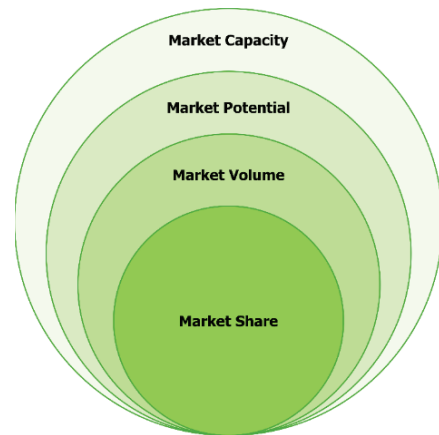


Figure 1: Market Potential Assessment

11 FINANCIAL OVERVIEW

REVENUE AND GROWTH

Revenue is the total income generated from customers or users. Revenue growth is the percentage change in revenue over a set period and reflects product market fit, customer demand, and scalability.

REVENUE Total income from customers

REVENUE GROWTH Percentage change in revenue over time

GROSS MARGIN

Gross margin shows how much a company earns after subtracting the cost of goods sold (COGS) from revenue. It reflects pricing strategy, production efficiency, and overall financial health.

GROSS MARGIN $(\text{Revenue} - \text{COGS}) \div \text{Revenue}$, measuring profitability per sale

BURN RATE AND RUNWAY

Burn rate is the monthly cash outflow needed to run the business. Runway is the number of months a company can operate before depleting its cash.

BURN RATE Monthly spending

RUNWAY How many months cash will last at current burn

CUSTOMER ACQUISITION COST (CAC)

CAC is the cost of acquiring a new customer through marketing and sales. It's crucial for evaluating the efficiency and scalability of growth strategies.

CAC $\text{Total marketing and sales cost} \div \text{number of new customers}$.

CUSTOMER LIFETIME VALUE (CLV)

CLV estimates the total revenue a company expects from a customer over the duration of their relationship. A high CLV relative to CAC indicates profitability and strong retention.

CLV Expected total revenue from a customer minus acquisition cost.

INTERNAL RATE OF RETURN (IRR)

IRR is the annualized return rate that makes the net present value of an investment's cash flows zero. It's used to measure the performance of venture investments.

IRR Annual rate of return where investment's present value of inflows equals outflows.

VALUATION AND EXIT POTENTIAL

Valuation reflects a startup's current and projected worth. Exit potential indicates the attractiveness and feasibility of an acquisition, IPO, or other exit.

VALUATION Estimated worth of a startup

EXIT POTENTIAL Likelihood and appeal of a successful exit.

14 DUE DILIGENCE

DUE DILIGENCE The process of thoroughly investigating and evaluating a potential investment to verify information, assess risks, and determine its viability. It helps investors make informed decisions by confirming financial, legal, operational, and market-related facts. This process is crucial for identifying potential issues and ensuring the investment aligns with the investor's goals.