

# EPICENTRE ACADEMY

**D4.1 “Developed portfolio of services regarding reskilling and upskilling offered by cluster organisations to SMEs”**



**EmPowering Industrial eCosystems to boost cluster facilitated green and digital transition in Europe**

# Contents

## 1. INTRODUCTION

## 2. OBJECTIVES, SCOPE AND KPIS

## 3. EPICENTRE ACADEMY PROGRAM

## 4. REFERENCES



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EmPowering Industrial eCosystems to boost cluster facilitated green and digital transition in Europe-EPICENTRE is a project funded by the Single Market Programme (SMP), call Joint Cluster Initiatives (Euroclusters) for Europe's recovery, from the European Commission.

EPICENTRE project envisions to create new cross-sectoral/border value chains by establishing a SMEs – Clusters – Mid-Caps and Corporates in the following areas: ICT, Fintech, Health and Agri-food. It is a program of accompaniment, acceleration, validation, and transfer to the market innovative solutions between SMEs and Mid-Cap and Big Companies (corporates) in 2 calls.

**This document describes a developed portfolio of services regarding reskilling and upskilling offered by cluster organisations to SMEs to develop the EPICENTRE Academy which is englobed in the Work Package (WP) 4 of EPICENTRE Project:** Education, training and business support to Start Ups and SMEs consortia.

**This work package, which is coordinated by CLDI, will be carried out with the collaboration of WORSLEY Acceleration Services.**

## THE TRAINING AND MENTORING PROGRAM IS STRUCTURED IN 2 CALLS OF SMES



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## 2. Objectives and scope of the proposal

### Objectives

- Lead and manage the EPICENTRE Academy Program through:
  - Supporting SMEs during the application process through training webinars
  - Supporting the selected SMEs that have applied to the EPICENTRE Project throughout their lifecycle through end-to-end business support services through tailored training activities, webinars, bootcamps and mentorships
- Coordination of the EPICENTRE Academy Program
- Monitoring of EPICENTRE Academy Program to ensure the achievement of the set KPIs

### Tasks to be done

- 2 training webinar to support SMEs during the application process
- Development and coordination of the training and mentoring sessions during A) Launch, B) Sustain and C) Drive Phases
- Business support management of the portfolio of consortia
- Perform monitoring meetings and reporting to the project consortia

# Expectations and KPIs

WP No.	Task No.	Leader	KPI	Target
WP4	4.2	CLDI	No. of SMEs participated in the Webinar	>500 (to be achieved by M13)
WP4	4.2	CLDI	No. of women participated in the women-entrepreneurship and leadership workshop	>100 (to be achieved by M13)
★ WP4	4.3	CLDI	Number of SMEs supported during LAUNCH phase for both calls	>50 (M19)
★ WP4	4.3	CLDI	Number of value pitches presented to corporates 12 (1st group of supported sub-projects) + 13 (2nd group of supported sub-projects)	25 (M13 for the 1st group and M19 for the 2nd group)
★ WP4	4.3	CLDI	Number of SMEs supported during SUSTAIN phase	>50 (M28).
★ WP4	4.3	CLDI	Number of mentors engaged in the EPICENTRE support program	>20
★ WP4	4.3	CLDI	Number of SMEs supported during DRIVE phase	> 24 (M34)
★ WP4	4.3	CLDI	No. of industrial and business experts available to provide support to SMEs	> 30
WP4	4.3	CLDI	Number of investment forums	2. 1 for each call (M33)
★ WP4	4.4	CLDI	Number of monitoring meetings	8
WP4	4.4	CLDI	Number of customer surveys done to each SME sub-project	2 (one intermediate and one at the end of the program)

★ KPIs supported by WORSLEY Acceleration Services



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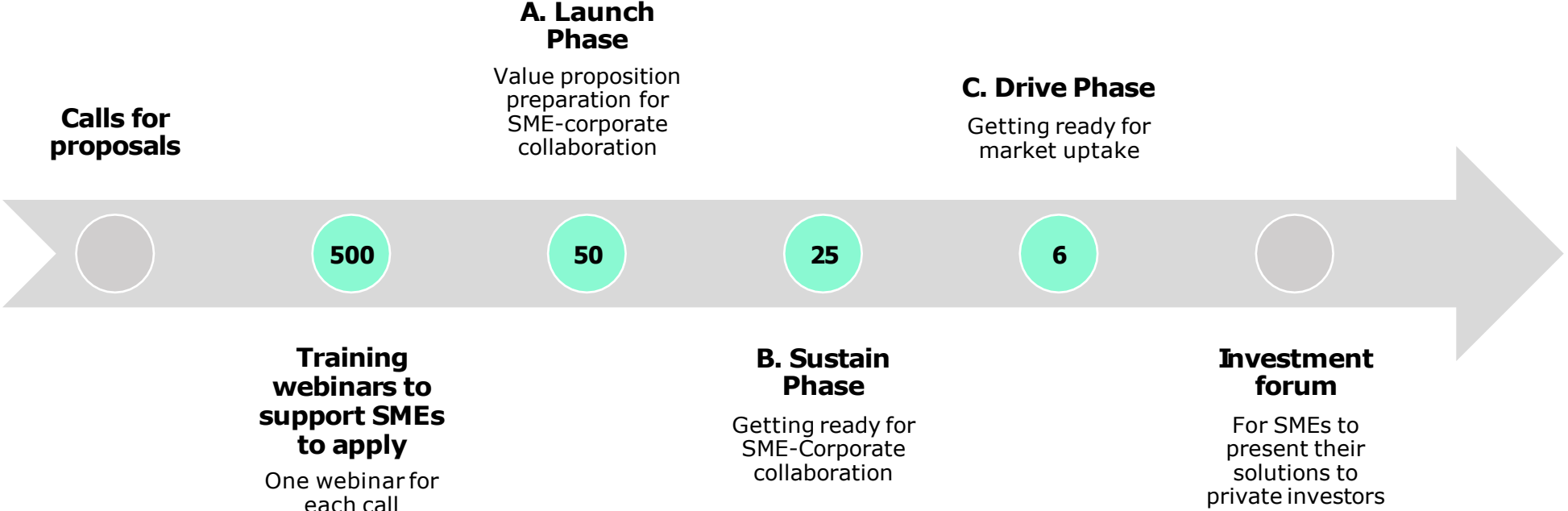


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# 3. Structure of the EPICENTRE Academy Program



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# Training webinars to support SMEs to apply

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**Duration:** One webinar per call

**Objectives:** Perform two webinars to support SMEs during the application process

## Webinaís

Call 1 Jan 23

Call 2 Jun 23

### 2 Webinars, one for each SME call

- 2.5h session
  - Business model
  - Woman entrepreneurship and leadership
  - Legal & IP

**Key speaker:** Iolanda Marchueta

**Iolanda Marchueta, Ph.D.**

**Senior Advisor and Professor:** [www.iolandamarchueta.com](http://www.iolandamarchueta.com)

Doing the Right things Right, Transversal Leadership, High-Performance Teams, Making Things happen, Open-Closed Innovation

**Professor; bachelor's programmes, master's degrees, credit courses**

- Corporate Innovation
- Strategic Management and Business Environment
- Scientific Project Management
- Introduction to the Biomedical Enterprise
- Project Management in the Digital Era

**Speaker, teacher, mentor, tutor, expert and jury member:** academic courses, master classes, lectures, workshops, micro-trainings, peer-review

**Universities, Business Schools, Institutions:** IE, EAE, ESADE, IESE, BIST, UIC, CESIF, IQS, UB, UdG, UPF, CaixaResearch, EIT Health, The Collider ...

**In-company training:** tailor-made programs

**Co-authored** two books on Digital and Innovation

### Work experience

More than 25 years international experience in the Biopharma Industry & Health Care sector covering R&D, product launches and business models

More than 11 years leading cross-functional, cross-cultural, transversal, in-person and remote teams

More than 150 launches worldwide, on time, in full, every time

More than 18 awards including: Teaching Excellence, CEO Awards, Team Hero, Return to Growth, Exceptional Leadership, Outstanding NPI Success

Developed and led multiple High Performance Teams (HPT), on-site and remote

Lean Lead in business environment, Lean-agile mindset

### Educational Background

**Ph.D.** in Organic Chemistry, Universidad de Barcelona / Program for Management Development Executive Education,

**PMD** - ESADE Business School / Digital Business Executive Program, **DIBEX** - ISDI



## ACTIVITIES

### 15h - Webinar: Woman entrepreneurship and leadership

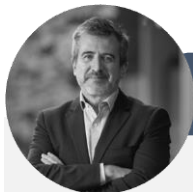
Leaders are Made, Not Born. A true-life experience.

[Servant-leadership with humility and authenticity]



# Training webinars to support SMEs to apply

**Key speakers:** Marc Milian & Albert Rivero



Marc Milian



- Expert in Corporate Venturing and entrepreneurship.
- More than 15 years in international Management Consulting.
- Entrepreneurship Manager and Corporate Venturing Director in Esade Creapolis for 8 years.
- Long track in disruptive innovation projects and investments analysis for top corporations.
- Former HP and Grupo Planeta Manager.
- Industrial Engineer and MBA IESE.



Albert Rivero



- Expert in business development, strategic planning and company valuations in the life science sector.
- Focus on business plan reviews and business modelling for spinoffs, startups and regional governments in collaboration with tech transfer offices and accelerators: BIC Guipuzkoa and SILO Company.
- Former lecturer in Biocat 'Claus per Bioemprendre'.
- Double Bachelor Degree in Chemistry and Business Administration & Management.

## **ACTIVITIES**

### **0.5h - Webinar: Business model**

Why startups fail? Introduction to Lean Startup and Lean Experiment Map

### **0.5h - Webinar: Legal & IP**

Fundamentals of corporate-SME collaboration strategy

**Duration:** 2 months per call

**Objectives:** Support the SME to prepare the value proposition for SME-corporate collaboration.

**Participants:** 50 SMEs (25 projects in Call 1, 25 projects in Call 2)

Bootcamps: 3 hours per call

Call 1 May 23

Call 2 Oct 23

**2 Bootcamps of 3 hours each, one per each call of SMEs**

- Introduction to Lean Startup
- Introduction to Lean Experiment Map
- Pitch Deck preparation

Mentoring: 16 hours of mentoring per project

Call 1 May-Jul 23

Call 2 Oct-Dec 23

**Application of bootcamp learnings through mentorings**

▪ **Lean Startup (8h)**

- Bermuda Triangle
- Elevator Pitch
- Value Proposition Canvas
- Business Model Canvas
- Lean Experiment Map
- Experiment loop

▪ **Pitch deck (6h)**

▪ **Review Strategic and Technical development plan of the prototype (2h)**

## Key speakers and mentors: Bootcamp and Lean Startup



Noèlia Hurtado



- Specialist in business creation, business development and implementation of expansion strategies and consolidation of businesses and franchises.
- Director of Topten Expansión and co-founder of Human Leadership.
- Collaborating consultant at ESADE Business Park in Open Innovation and entrepreneurship projects.
- Trainer in creation and strategic growth of business, leadership and management skills.
- Tutor of the Master "Digital Marketing" of the UOC and trainer in the PDD of the EUNCET business school.



Urs Rothmayr



- Expert in digital transformation, corporate innovation, intrapreneurship and lean startup.
- Director of the Barcelona and Andalucía Chapter of The Founder Institute.
- Program Director and Mentor of the Academy for Corporate Entrepreneurship.
- Country Manager and Business Development for several corporations.
- Managing Partner COREangels Barcelona.
- Master's degree in Economics by the University of Zurich, several programs in ESADE and IESE.

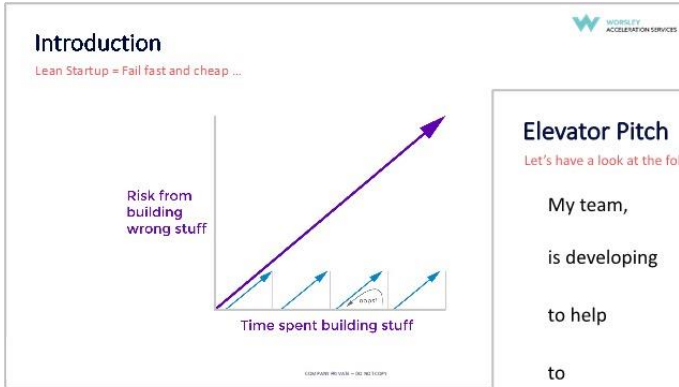
### ACTIVITIES

#### **2h - Lean Startup bootcamp**

- Bermuda Triangle
- Elevator Pitch
- Value Proposition Canvas
- Business Model Canvas
- Lean Experiment Map
- Experiment loop

#### **8h per SME - Lean startup mentorship**

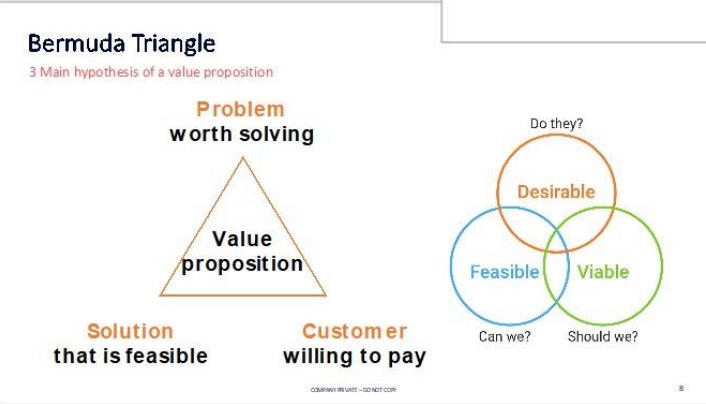
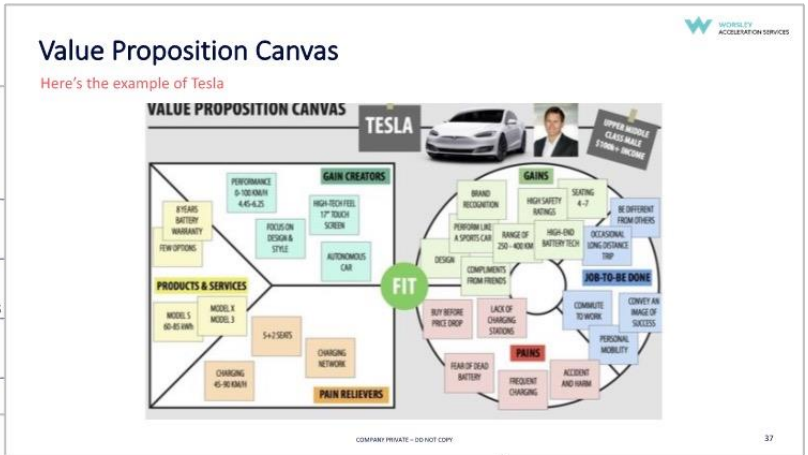
# A. Launch Phase - Examples of training material



### Elevator Pitch

Let's have a look at the following example

My team,	<b>Zanon</b>
is developing	(name of product / project)
to help	<b>an Ecommerce website</b>
to	(a defined solution)
with / by	<b>owners of Real Estate companies</b>
	(a defined customer)
	close deals
	(solve a problem)



### Early Adopters

Who will help us learn and validate?

We will learn most from:

- Problem interviews
- Experiments
- Solution interviews
- Co-Developments

The adoption curve graph shows a bell-shaped curve for 'Startup founders'. The 'Start' point is at the beginning of the curve, and the 'Victory' point is at the peak. Below the curve is a table with columns for 'Early Adopters', 'Early Majority', 'Late Majority', and 'Laggards'.

	Early Adopters	Early Majority	Late Majority	Laggards
Problem				
Have the problem	✓	✓	✓	✗
Know they have it	✓	✓	✗	✗
"Paying" to solve it	✓	✗	✗	✗
Behaviors	↓			

Note: "Not sure how to apply Lean Startup" is written across the table.



Sílvia Bueso



- I am a lecturer, trainer and coach, an expert in 'The art of asking'. I teach you to ask with confidence and assertiveness so that you can achieve your goals.
- Co-founder and partner of Fundraising Leadership which focuses on nonprofit leader advancement, growth, and development. Our purpose in creating and sustaining this partnership is to help nonprofit leaders flourish and thrive. We do this through executive coaching, as well as online courses, on-site workshops, and off-site retreats.
- Former responsible of fundraising for Esade and EADA.

## ACTIVITIES

### **2h in groups –Pitch deck preparation (Bootcamp)**

#### **How to Come Up with a Winning Pitch**

“Knowing how to be captivating is fundamental to achieving your goals.”

### **6h per SME – Pitch deck (Mentoring)**



## B. Sustain Phase

**Duration:** 11 months per call

**Objectives:** Support the SME maximize the success ratio when implementing the strategic plans on collaborating with corporates. SMEs will develop the prototypes and perform the agreed technical tasks aiming to achieve TRL8 at the end of the phase. The results will be presented in two EPICENTRE Events (Sustain Gala) where 3 winner projects will be selected per call.

**Participants:** 25 SMEs (12 projects in Call 1, 13 projects in Call 2)

Mentoring: 32 hours of mentoring per project. Some sessions may be conducted in groups

Call 1 Sep 23-May 24

Call 2 Jan 24-Sep 24

- **Training on critical topics**
- **Coaching with selected expert mentors**
- **Agile project management of the development plan**

**Duration:** 4 months per call

**Objectives:** Achieve market ready stage for SME's solutions developed in cooperation with corporates. Pitch in the investment forum.

**Participants:** 12 SMEs (6 projects in Call 1, 6 projects in Call 2)

SME competence due diligence and training:  
4 sessions of 2 hours per project

Call 1 Sep 24

Call 2 Jan 25

### SME competence due diligence (2h)

- To identify missing competences (soft/hard)

### Training to fulfill the competence gaps to maximize each consortia success factor (6h)

- Tailor-made business support services 3x2h sessions per project to fulfill the competence gaps to maximize each consortia success factor. For example:
  - Advisory and development of IP strategy
  - Redefining business model
  - Sales strategy
  - Scaling strategy
  - Fundraising additional investment and funding

## B. Sustain Phase: Examples of groupal training sessions

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### Partners' agreement

Different models of partner agreements and critical legal aspects to consider. Points to be clear about the entry of new partners.

Speaker: Expert of Roca Junyent

### Marketing and sales

How to position yourself in front of a company, Awareness of the shortcomings of the company, Typology of roles in large companies, Sales methodology, B2B in the industry.

Speaker: Oscar Torres, Lecturer in ESADE

### Entrepreneurial teams

Personal profiles and combinations, High performance entrepreneurial teams.

Speaker: Mercè Rius, Lecturer in ESADE

### Negotiating with corporates

Structuring the Agreement and Contractual Instruments to maximize returns, minimize financial risk, and provide coverage against any conflicts of interest.

Speakers: Juan Roure, Professor in IESE

### Business model

Business model canvas, revenue and expense forecast, market prospecting, customer acquisition and loyalty.

Speaker: Oscar Vayreda, Mentor de startups

### Elevator pitch

Exercises of communication and discourse in public. Methodology for the elevator pitch and construction of a seductive discourse.

Speaker: Silvia Bueso, Coach

### Customer development

The mentor will help the consortia ensure they are pursuing a scalable business that is responding to a clear and actionable problem. Mentors will also give tips on how to validate key assumptions, interview potential customers, and help interpret the feedback.

### Revenue and business model

SMEs will present their refined pitch and revenue model to mentors in order to receive feedback and make further improvements. Additionally, attendees will receive guidance on how to maintain their startup without relying on financing or revenue, such as identifying the most profitable revenue streams for their business, experimenting with various revenue sources with their target audience, and other useful tips.

### Go-to-market strategy

Mentors will provide with feedback on the existing go-to-market strategies and track their progress. They will also discuss various topics, such as crafting effective marketing messages, unit economics, customer acquisition, and other related subjects.

### Product development

Session regarding SME's current product or product roadmap. Additionally, product development experts will share best practices in product management, including effective roadmapping techniques, managing product teams, and other relevant topics.

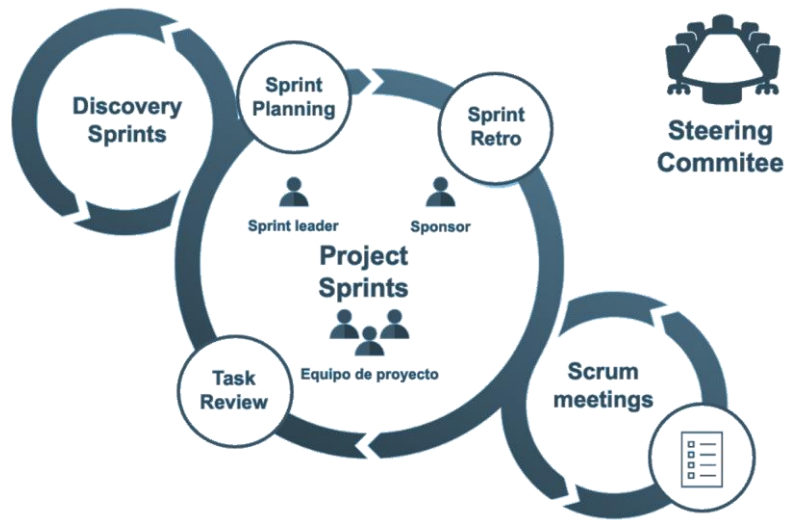
### Marketing and growth strategy

Mentor will give feedback on their current growth, branding, metrics, and overall strategy of the SMEs. The mentors will also discuss a range of growth tactics, such as setting growth goals and milestones, effectively communicating progress and setbacks with stakeholders and advisors, and other related topics.

### Equity and fundraising

Mentors will share insights and techniques for securing funding for your startup within your specific region and the current market conditions. They will also delve into various topics related to fundraising, such as exploring different funding options and strategies, and provide guidance on how to effectively raise funds for their venture.

# B. Sustain Phase: Examples of agile methodologies for Project management during mentorings



Mentorings will provide Agile methodologies for project management on a "learning by doing" approach, which emphasizes practical experience and continuous improvement, which can lead to more efficient and effective project management, higher quality products or services, and greater customer satisfaction.

## C. Drive Phase

**Duration:** 4 months per call

**Objectives:** Achieve market ready stage for SME's solutions developed in cooperation with corporates. Pitch in the investment forum.

**Participants:** 12 SMEs (6 projects in Call 1, 6 projects in Call 2)

### Pitch training: 8 hours per project

Call 1 Jan 2025

Call 2 May 2025

Training to pitch in front of investors

Part of the training may be conducted in groups

### Steering meetings

Call 1 Jan 2025

Call 2 May 2025

Sessions with corporates. SMEs and project officers

- Conditioned to the project needs and availability of the participants

## C. Drive Phase

### Customer development

The mentor will help the consortia ensure they are pursuing a scalable business that is responding to a clear and actionable problem. Mentors will also give tips on how to validate key assumptions, interview potential customers, and help interpret the feedback.

### Revenue and business model

SMEs will present their refined pitch and revenue model to Mentors in order to receive feedback and make further improvements. Additionally, attendees will receive guidance on how to maintain their startup without relying on financing or revenue, such as identifying the most profitable revenue streams for their business, experimenting with various revenue sources with their target audience, and other useful tips.

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# Pool of mentors

## Team building

Expert mentors in the creation of technology-based startups who will help identify the strengths and needs of the startup's team, and evaluate if it is well balanced.

## Examples of possible mentors:

- Richard Lagrand, Startup Bootcamp
- Sergio Colado, Nechi Group
- Alex Navarro, Talentify
- Fernando Zallo, ESADE BAN
- Francesc Civit, Between Technology

## Business model

How to develop a solid business model, marketing and sales plan, and build founded growth projections.

- Roberto Camarero, Zobebe
- Manu Carricano, ESADE
- Jordi Nin, ESADE
- Sergio Romero, The Vollrath Company
- Xavier Òdena

## Financials

Deep dive into the startup's financing plan, the burn rate, the fundraising strategy and the different tools to capitalize.

## Other

- Pitching
- Generating traction
- Product development
- Legal & IP Dilligence
- Inversor dilligence
- Advisory board
- ...

- Sergi Trilla, Trifermed
- Pau Virgili, Tracklander
- Rosendo Garganta, entrepreneur
- Argelia García, ToGrowfy
- Carles Agustí, ODS Manager



# Epicentre Academy Program: Program breakdown

Task		Dedication	Total hours
Training webinars to support SMEs to apply		2.5 hours per call	5 hours
Launch Phase	Bootcamps	3 hours per call	6 hours
	Mentorings	16 hours per project (50 SMEs)	800 hours
Sustain Phase	Mentorings	32 hours per project (25 SMEs)	800 hours
Drive Phase	SME competence due diligence and training	8 hours per project (12 SMEs)	96 hours
	Pitch training	8 hours per project (12 SMEs)	96 hours
		<b>SUBTOTAL</b>	<b>1,803 hours</b>

Task		Dedication	Total hours
Project Management	Business support manager	As required on a weekly basis	778 hours
	Monitoring meetings	16 hours (8 meetings)	16 hours
		<b>SUBTOTAL</b>	<b>794 hours</b>



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# Calendar (subject to variations)

ACTIVITY / DELIVERABLE	Resp	2022			2023			2024			2025			2026													
		SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO		
<b>WP4: Education, training, and business support to Start Ups and SMEs consortia</b>	CLDI																										
<b>Task 4.1 - Generation of a new concept: innovative business model for SMEs...</b>	CLDI																										
<b>Task 4.2 - EPICENTRE Webinar: Support SMEs to apply to the EPICENTRE... (M6-M11)</b> 2 webinars of 2.5 hours each - Business Model - Woman entrepreneurship and leadership - IP	CLDI				X*						X*																
<b>Task 4.3 - EPICENTRE Academy</b> Business support services provided under tailored training activities, a mentorship program, and networking activities including a contest event. A business support manager to manage portfolio (head mentor and a liaison person between the beneficiary consortia, those corporates involved in the project and those internal and external service providers and environment stakeholders. He/she will evaluate consortia work on a weekly basis, work closely in collaboration with the project officers, facilitate the work and engagement with corporates, and analyze consortia assistance needs and requirements over the duration of the business support process, including business skills development, mentorship, networking and brokerage needs ) + PO for each project	CLDI																										
<b>EPICENTRE Academy - LAUNCH: Value proposition preparation for a SME-corporate collaboration environment</b> - Bootcamps: 3 hour per call . - Mentoring (16 hours per project) Introduction to Lean Startup. Lean Experiment Map and Pitch Deck preparation																											
<b>EPICENTRE Academy - SUSTAIN: getting ready for SME-Corporate collaboration</b> - Mentoring: 48 hours of mentoring per project. - Some sessions may be conducted in groups EPICENTRE Sustain Gala (M25-M30)																											
<b>EPICENTRE Academy - DRIVE: getting ready for the market uptake:</b> - SME competence due diligence and training: 4 sessions of 2 hours per project - Pitch training: 1 day of 8 hours per project. Part of the training may be conducted in groups EPICENTRE Investment Forum																											
<b>Task 4.4 - Monitoring of the EPICENTRE Academy program: set up the set of monitoring KPIs for the supporting program – separately for each phase (Launch, Sustain, Drive). Number of monitoring meetings= 8</b>	CLDI																										



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## 4. References: Empenta

Empenta was an **acceleration and incubation program developed by Worsley team** for technology-based startups up to 3 years old, promoted with the support and collaboration of Sant Cugat City Council.

It was born in 2011 with the support of Generalitat de Catalunya, with the aim of contributing to the creation of new business adventures based on knowledge and differential technologies generated in the Catalan research system.

After ten editions, this program offers specific training, personalized support and access to financing through mentors, Esade faculty, investors and corporations present in the innovative ecosystem.



# Startups that have gone through Empenta program



Co-funded by the European Union

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# Corporate Acceleration Program

**Corporate Acceleration Program** helps companies establish an action plan to collaborate with startups as a tool for disruptive innovation through plenary sessions and personalized accompaniment workshops.

The program already has 4 editions, in which large renowned companies have passed, such as:



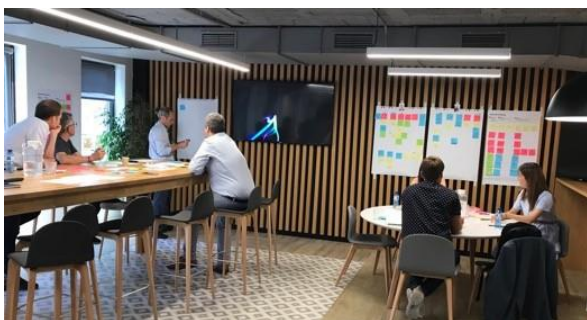
# Other references



Conversation with Prof. H. Chesbrough



Leading the Barcelona chapter of the Founder Institute



Running the Health & Smart City workshop of SUEZ in ASICS



Presenting Port Challenge Barcelona



Speaker in 4YFN

