

GovTech Connect

Transforming Government, Together

GovTech Connect Boot camps Learning Kits

Key insights for startups from the training
sessions



How to use the learning kit



Each slide of the learning kit is designed to provide startups with hands-on and actionable information.

Each section starts with an **"I want to..."** statement, followed by resources to help startups guide their learning journey.

This Presentation is derived from the activities of the DG CONNECT GovTech Connect project "Fostering digitisation of public sector and green transition in Europe through the use of an innovative European GovTech platform".

The project was implemented by the consortium partners Intellera Consulting – part of Accenture, Public, Politecnico di Milano and The Lisbon Council, between December 2022 and January 2025.

I want to... pitch to the public sector



Objective

To build a compelling public sector pitch, you will have to shift the focus on a big national problem, and then emphasize how what your company is helping the citizens, parts of society or key national institutions involved.

Main insights

To put together a public sector pitch, consider the following:

- **Don't be salesy** – Government buyers don't like to be sold at
- **Start with problem** – Ensure you always start with a problem and show you deeply care about solving it
- **Show a nuanced understanding of customer** – What's their remit, priorities and budget
- **Don't over promise** – Be realistic, balanced and evidence based
- **Show impact** – Tangible evidence and impact from old projects is key, and case studies of gov partnerships are super valuable. Make sure to highlight relevant experience of the problem that your team has.
- **Build a compelling business case** – Taking into account the strategic, economic, commercial, financial and management dimension

How do I do this?

Follow the examples below.

Patchwork is a digital recruitment tool that allows NHS hospitals to find and recruit part-time shift staff.

Example #1: An investor pitch – Patchwork uses a smart two-sided marketplace platform to match supply and demand for hospitals looking to hire locum doctors.

Example #2: A sales pitch (to a government buyer) – Patchwork helps hospital HR teams find more locum staff for vacant shifts faster and cheaper than traditional agency providers.

Example #3: A policy narrative – The NHS has a national problem of staff retention, and is paying millions annually to intermediary agencies to get shifts filled. Patchwork provides a solution that gives doctors greater flexibility and satisfaction in their working lives and saves hospital Trusts money.

Patchwork

I want to...

build an Innovation Business Model & pricing strategy



Objective

Government is a unique type of buyer, with a unique set of challenges. To best work with Government you must ensure you strategically plan both your business model and pricing strategy. Ensuring to incorporate an understanding of frameworks, procurement pathways and your value proposition.

Main insights

To build an **innovative business model**, consider the following:

- Frameworks to think about business model innovation, relating to P&L: Value generation and value capture
- Different levers for value generation (e.g. creating a network effect, profile building through thought leadership, delivering through a prime to increase TAM)

To build an **innovative pricing strategy**, consider the following:

- Understand your value proposition and how this effects strategy
- Consider how your product/service aligns with different procurement pathways for governments
- Explore different levers (e.g. Think about costs that get you under procurement thresholds, with the opportunity for extension)

How do I do this?

Follow the examples below of Levers that you have at disposal for value generation

It's important to think about how you're able to use these in your own strategy.

1. **Creating a network effect**
2. **Technology-enabled business model**
3. **Profile-building through thought leadership**
4. **Delivering through a prime to increase TAM**
5. **Delivering with service delivery wrapper**
6. **Co-designing services with governments**

I want to...

identify public sector funding opportunities



Objective

Learn how to identify and apply for different EU public sector funding opportunities available, including grants and funded services provisions, such as Horizon Europe.

Main public funding sources

1. European Public Procurement

Aim: Reaching the EU goals

How to participate: Alone OR in partnerships with other entities

How to succeed: Understand each bid's requirements and be familiar with the general structures of European tenders, as well as gather a team with complementary skills and appropriate backgrounds

2. Horizon Europe

Aim: Strengthening the EU's scientific and technological foundations and improving innovative capacity and competitiveness

How to participate: In a consortium with other legal entities

Types of project funded:

- Research and Innovation Actions
- Innovation Actions (IA)
- Coordination and Support Actions (CSA)

3. Digital Europe Programme (DEP)

Aim: Fostering digital transformation, supporting evolving technology sectors, economy and society

How to participate: Be a legal entity, established in an EU member state or a non-European country considered eligible.

Main thematic areas:

- High performance computing
- Cloud, Data & Artificial Intelligence
- Cybersecurity
- Advanced digital skills
- Accelerating best use of technologies

I want to...

approach private sources of funding



Objective

Identify the right investors for my business, negotiate the best deal and identify key aspects to consider when putting together an investor pitch.

How do I do this?

The guidelines provided will support you in the process of approaching private sources of funding.

Why is the GovTech market an opportunity?

- **Governments understanding** the need for digitalisation, accelerated by the COVID pandemic and the strain it placed on non-digital public services
- **A favourable demography**, bringing in younger and more **tech-savvy** government officials
- **The tightening of public accounts**, cost constraints and looming budget deficits, forcing public agencies to rethink how to make better use of public resources, to improve the **efficiency, agility and scalability** of government operations
- **Stability in times of turbulence**, although acquisition costs may be higher than the average B2B and B2C business, the **retention** rate is high and churn is very low. Once you're in, it's hard to get out.
- **A shift towards impact investing**, with a growing understanding that impact and profits or returns are not mutually exclusive

How to choose the right investors

- Partner with investors that **understand your business model**, ideally teams with previous experience in your field
- Consider partnering with **strategic investors**, which can accelerate your go-to-market
- Identify investors with **high influence** in your industry (Government, other investors, media channels)
- Select a **diverse group of investors**, with different portfolios

How to negotiate the best deal

- Come in prepared – do your research
- Keep communications clear – state your goals off the bat
- Ask lots of questions – build an exchange of valuable information
- Establish trust – build credibility, be transparent about your business's vulnerabilities

What to include in your pitch

- Build a solid B2G narrative
Benefits of selling into government, such as **high retention rate and increasing demand**
- How you are tackling big **policy problems** and transforming **user experience**
- Show potential to **scale** massively
Mission driven, complementary, problem solving founders
Demonstrating **10x improvement** on services provided

I want to... craft an effective communications strategy

Objective

Communicating with the public sector requires a nuanced approach, focusing on **collaboration rather than sales**.

How do I do this?

To effectively reach and resonate with the public sector, a tailored and strategic communications plan will allow you to:

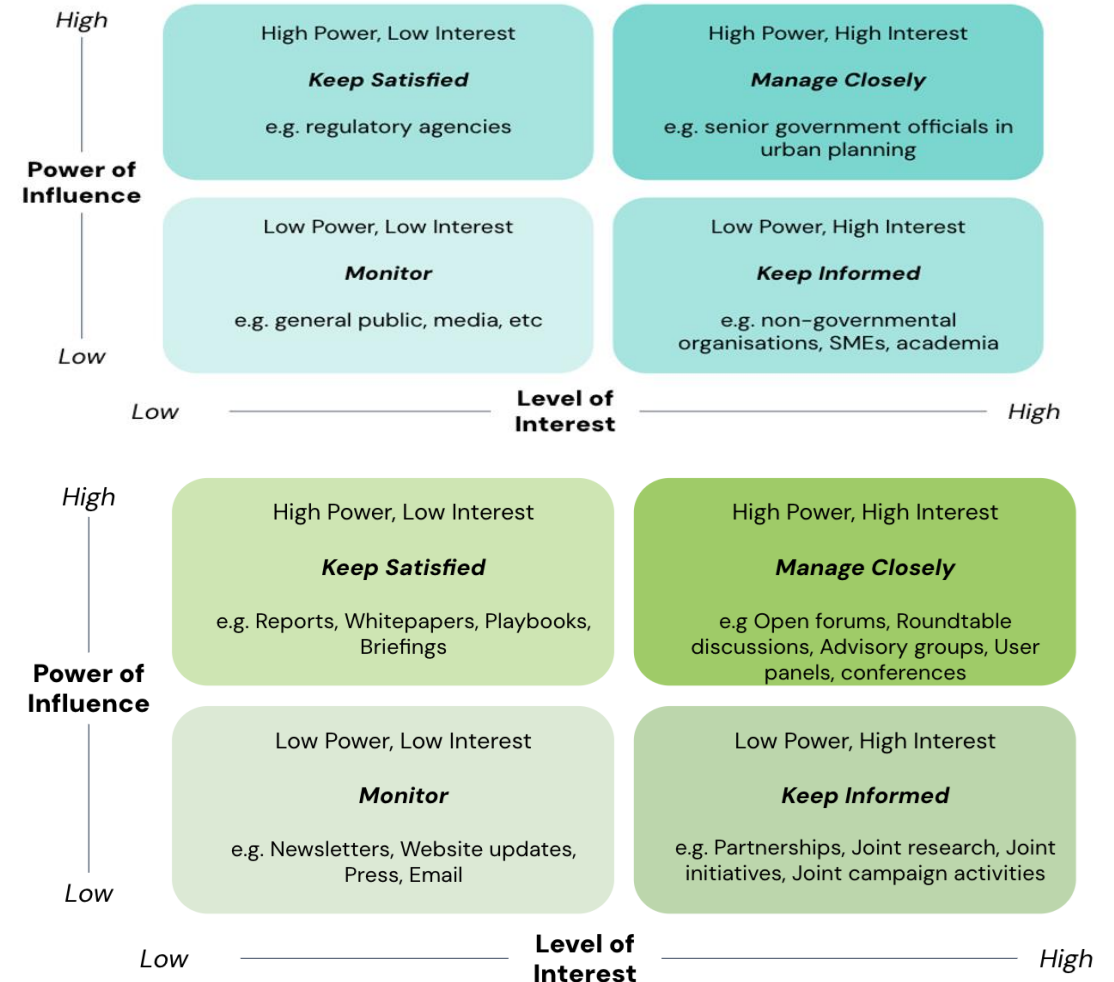
- Credentialise your business
- Educate & empower your audience
- Build trust & authority
- Showcase your impact

The Gains:

- **Embed strategic comms frameworks** to guide your strategy to deeply resonate with public sector audiences.
- **Craft a service offering** that mirrors public sector perspectives, values, and needs for a more precise and outcome-driven narrative that drives buy-in.
- **Enhance stakeholder understanding**, improve strategic decision-making, and increase efficiency while boosting visibility.

Power-Interest Stakeholder Matrix

Mapping public stakeholders with a power-interest matrix allows you to identify where key public sector and broader stakeholders fall when **prioritising your engagement efforts**.



I want to... run a focus group to improve my GovTech solution



What is it?

A focus group is a research method that brings together a small group of people to answer questions in a moderated setting.

Objective

To draw upon respondents' attitudes, feelings, beliefs, experiences and reactions in a way in which would not be feasible using other methods, for example observation, one-to-one interviewing, or questionnaire surveys

How do I do this?

- 1. Define the Purpose:** Clearly define the objectives of the focus group. Determine what specific information or data you aim to collect from the end users and how it will contribute to the development and improvement of your GovTech solution.
- 2. Identify Target Participants:** Identify the specific group of end users who will provide valuable insights for your focus group. Consider factors such as demographics, roles, expertise, and their relevance to your GovTech solution.
- 3. Invite your users:** Craft a concise and compelling invitation to communicate the purpose, benefits, and logistics of the focus group. Clearly state the date, time, location (if in-person), and duration. Provide instructions for RSVP or registration.
- 4. Select an Appropriate Venue:** Determine whether the focus group will be conducted in-person or virtually. Choose a venue or platform that is convenient and accessible for the participants. Ensure a comfortable and conducive environment for open discussions.

5. Prepare Discussion Guide: Develop a structured discussion guide with a series of questions (structured or semi-structured) to guide the conversation during the focus group. The questions should address the specific aspects of your GovTech solution that you want to explore and gather feedback on.

6. Facilitate the Session: Assign a facilitator who can create a safe and inclusive space for participants to share their opinions and experiences. Ensure the facilitator maintains a neutral stance, encourages active participation, and manages time effectively.

7. Promote Interactive Discussions: Encourage participants to provide detailed feedback and engage in group discussions. Use techniques like brainstorming, role-playing, or scenario-based activities to stimulate critical thinking and gather diverse perspectives.

8. Record and Document: Use appropriate methods to record the focus group session, such as audio or video recording (with consent!!). Take detailed notes on key insights, participant feedback, and any emerging themes or patterns that may arise during the discussion.

9. Respect Privacy and Confidentiality: Prioritize the privacy and confidentiality of the participants. Obtain their consent for data collection, ensuring anonymity or pseudonymity if necessary. Adhere to data protection regulations and secure the data collected.

10. Analyse and Act on Feedback: Analyse the data and feedback collected from the focus group. Identify common themes, patterns, and actionable insights that can inform the improvement and refinement of your GovTech solution. Use the feedback to drive iterative development and enhancement.

11. Communicate Findings and Follow-Up: Share the findings and outcomes of the focus group with the participants, acknowledging their contributions. Provide updates on how their feedback has influenced the development of your GovTech solution. Maintain open communication channels for ongoing engagement and future collaborations.

I want to... plan activities for an effective focus group

What is it?

An effective focus group for citizen/user/stakeholder engagement in the GovTech domain should include participants which can meaningfully contribute to the development of an innovative and more desirable solution. The group of participants should bring in the focus group multiple perspectives.

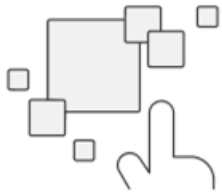
Activities to include can be interactive/facilitated discussions, brainstorming sessions, feedback collection on prototyped solutions, their testing and assessment.

Objective

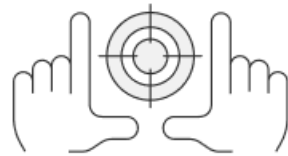
The focus group should allow startups to:

- gather insights and feedback from end-users and stakeholders regarding their needs and challenges
- foster collaboration
- identify areas for improvement
- enhance user experience
- ensure that GovTech solutions align with users' expectations and contribute to effective governance.

How do I do this?



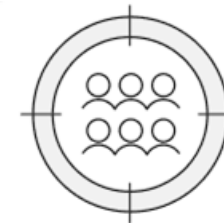
What is the topic?



What is the scope?



What are the activities?



Who do you engage?



What do you obtain?