



## ABOUT ME: Valerie Soulier, Ph.D

<https://www.linkedin.com/in/vphealthcare/>

**Former Executive Danaher, Siemens Healthineers, Abbott**

Consultant / Coach  
Startups

EIC Business Coach  
+ WIL Program  
(23 + Startups)  
+EIT Health

European  
Innovation  
Council



Executive / Leadership  
Coach

Advisory Board Member  
Non Exec. Board Member

# How to choose your business coach (BC)?

- Select max. 4 (6? New?) coaches from the EIC database according to your needs
- Talk to EACH of them before you make a decision (responsiveness is key)

- A BC is not a consultant
- A BC is not an evaluator
- A BC will ask many questions to make you think differently and see things from different perspectives
- A BC will challenge you and support you at the same time
- YOU are in charge and make the decisions
- TRUST AND FUN are key

- Confirm your BC in the system
- Finalize with the BC a coaching plan (30 mins) that will be sent to EIC by the BC
- EIC approves business plan (2 days)
- EIC sends contract to BC, BC signs contract, EIC signs contract
- You can start your 24 hours of coaching

# Coaching sessions

- You choose the frequency and who is attending
  - Flexibility and respect are important (on both sides)
- Coordinate with consultant and application specialist, if any
  - Summarize feedback of small application
  - Accept to be challenged
  - Move away from the application template 😊 so that you can really think!
  - Do not be too technical
  - Storytelling
  - English is more effective
  - Ensure consistency between application and PITCH deck
- Understand the resources you have and the resources you will need in the future
  - Competition, GTM, Partnerships, LOIs, Value Proposition and USP, Use of funding
  - Answer the questions in the application immediately and then detail (not the opposite)
  - Remember evaluators are tired: CRISP & SHARP, consistency is key
  - Work packages aligned with funding request
  - Diversity is very important, do not fake it
  - Put yourself in the evaluators' shoes



# Points of Failure

- People not ready to be challenged, coached
- Team not working on topics during the session
- No clarity on who is doing what
- No coordination with consulting company if any

- Timeline not realistic
- No proof of real innovation
- Funding request not realistic
- Poor understanding of regulatory requirements
- Discrepancies
- Poor description of WPs
- Poor GTM strategy and revenues expectation (no clear business model)
- Fake diversity
- Poor understanding of resources needed
- Too optimistic on internationalization and scale up
- Poor understanding of competition (innovation or not??) and USP

## And then...

- BC is tracking hours (alone from home or video calls)
- At the end, coachee signs the form
- BC sends feedback about the coaching
- BC get paid

- The coaching sessions do not stop after the submission of the full application
- If hours are still available, they can be used afterwards
- Prepare for the interview
- Anticipate questions that could be asked to you

- Success rate 5%
- Have other options
- Everything you work on for that application will help you in the future
- Stay optimistic, you can resubmit!