

To whom it may concern,

## Julio Marco

I confirm that Julio Marco has worked successfully as coach during the FP7 COMMERCIALISE project (CT-SME-2013.4-COMMERCIALISE-604739), during the lifetime of the Spanish pilot taken place from February 2014 to May 2014.

In this process, Julio has conducted a set of coaching sessions with 6 SMEs focused on:

- ✗ Taking consciousness of the SME strengths and weakness to achieve growth through innovation,
- ✗ Visualizing how the SME success would look like in terms of a business model canvas,
- ✗ Defining a 360º action plan to reach this success state objective,
  - Delivering actions in the first stages of this action plan to:
    - ✗ Increase the SME management team leadership abilities,
      - Improve the SME skills in valorization of Intellectual Properties assets,
      - Validate the SME business model in real market scenarios with clients
    - ✗ Define the SME innovative product/process route-to-market,
    - ✗ Enhance the SME investment readiness understanding.

**I can confidently recommend Julio Marco as a suitable COACH to accompany the beneficiaries for the H2020 SME instrument.**

Yours faithfully,



PhD Luis J. Guerra Casanova  
H2020 SME Spanish Delegate  
Responsible for FP7 COMMERCIALISE pilot in Spain

Madrid, July 2014