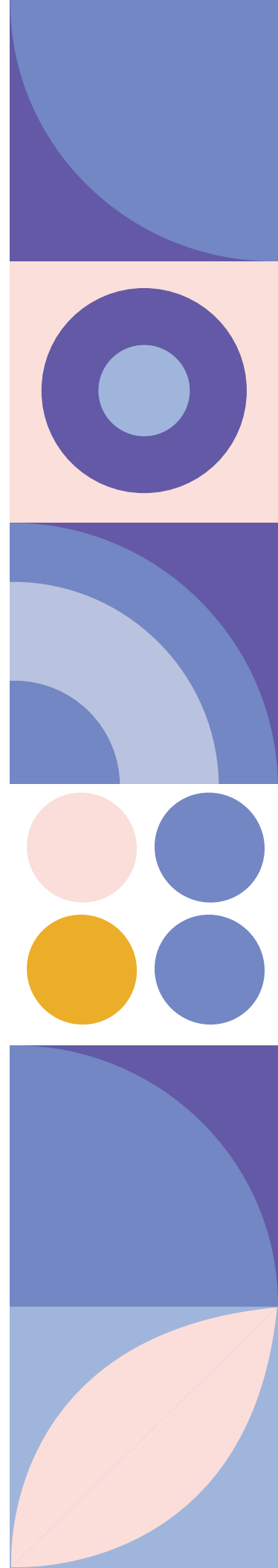




TECHO ACCELERATOR PROGRAM

GUIDELINES

December 2020



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Acronyms and Abbreviations

ACCA	Association of Chartered Certified Accountants
B2B	Business-to-business
B2C	Business-to-Consumer
BMC	Business Model Canvas
CFOs	Chief Financial Officers
CIC	Cambodia Investor Club
KE	Khmer Enterprise
KIT	Kirirom Institute of Technology
MoU	Memorandum of Understanding
MSP	Mekong Strategic Partner
MVP	Minimum Viable Product
NUM	National University of Management
OKRs	Objectives and Key Results
RUPP	Royal University of Phnom Penh
TAP	Techo Accelerator Program
TSC	Techo Startup Center
UI	User Interface
UX	User Experience
YEAC	Young Entrepreneurs Association of Cambodia

Techo Accelerator Program Guidelines

1. Introduction

From business models and management teams, to customer experience and technology platforms, many challenges may trip up entrepreneurs in their long journey. The main challenge is about the skillset. The founders may not understand the language of technology, let alone the latest trends in tools and platforms. Also, they may not grasp the design and financial issues which go into building full-scale customer offerings. Notably, to minimize the problems startup will be encountered as well as to create the vibrant Cambodia's tech startup ecosystem, many support programs were initiated over the last few years by the relevant stakeholders. Still, startups faced constraints on approaches to innovation and product development because of the lack of mentoring support from the expertise in the program (Chan, 2018). Techo Startup Center (TSC) also found out that, 25 programs run in 2019, most of them have sharpened in the ideation stage and focused more on the business oriented training program even though technology plays a key role in product development.

Seeing this challenge, TSC initiates the industry-themed and technology-oriented accelerator program called "Techo Accelerator Program (TAP)". TAP is designed as a first local tech accelerator to co-innovate with entrepreneurs to create their Minimum Viable Product (MVP), gain customer validation and accelerate their path to viability through technology-oriented designed curriculum based on each industry. The program will work together with the relevant stakeholders to assist the startup in minimizing their problems in order to launch their MVP. The program is an equity-free 6 months program for early stage startups based on digital platform in any industry. The startups selected to join our accelerator program are able to get the intensive coaching and mentoring from tech expertise, successful entrepreneurs, and industry professionals. The program also provides the co-working space around the heart of Phnom Penh where mentors and the program team support the startups on all the matter of the businesses. The selected startups are expected to follow the program on location, meaning the physical presence of at least two team members in Phnom Penh for the entire program duration.

Prospective applicants will be offered to follow a pre-accelerator phase to help them validate desirability, feasibility and viability of their proposed business idea and related business model, as well as demonstrate their commitment and proactive participation. The startups are able to experience transformation of their idea into a tangible prototype to test in a market scenario, or further develop and validate their assumption. While doing so, they will enjoy the benefits of ongoing interaction with experts and mentors, including technical mentoring support of relevance to the project.

2. Program Description

2.1 About the Program

Through the startup journey as shown in Figure 1, TAP will assist the startups with shaped business model stage to the demo (product launch). The main objectives of the program are: (i) to assist early-stage startups in creating their MVP through 16 weeks of the technical-oriented mentoring program (ii) to enable startups to access basic necessities provided by our partners to ease startup in working to develop the product (iii) to get the mentoring from local experienced entrepreneurs, industry professional, and investors.

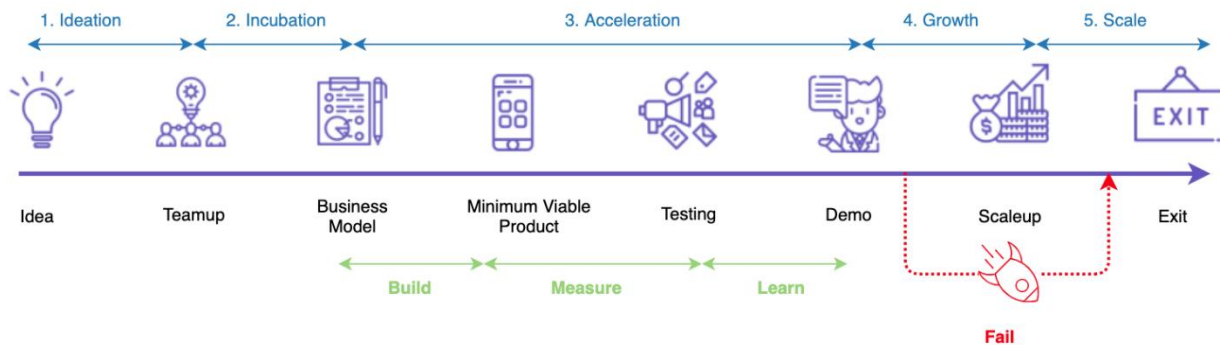


Figure 1 Startup Journey

2.2 Program Process

The program is split into five phases as shown in Figure 2:

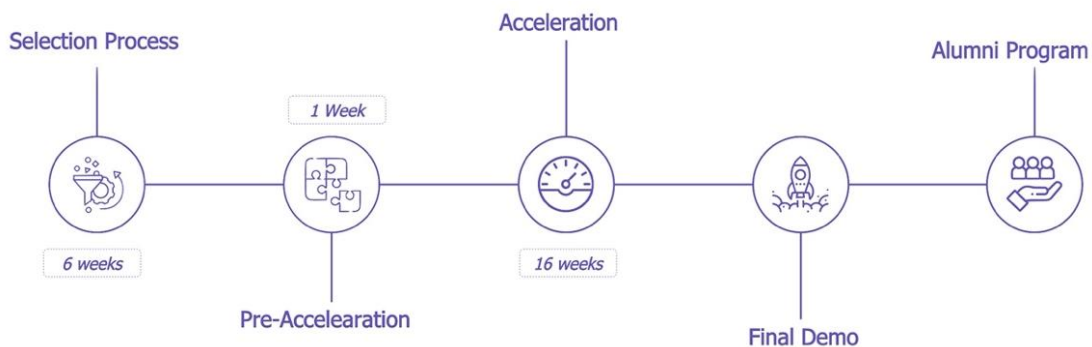


Figure 2 Program Process

(i) Selection Process: the entrepreneurs may apply to the program through TAP official website. All the applications will be shortlisted to approximately 10 to 15 best ideas judged in line with the judging criteria in Annex1. Feedback on the applications submitted will be provided only to the shortlisted startups. TAP does not contemplate any right of appeal regarding grading and selection of the proposal.

(ii) Pre-acceleration: This phase culminates in 7-day workshops and activities. During this phase, TAP will prepare the workshops and activities that include:

- a. Providing feedback to the startup teams regarding their business ideas;
- b. Sharing experiences from successful entrepreneurs;
- c. Drawing the idea in the form of business and map its different aspects in a Business Model Canvas (BMC);
- d. Building Customer Persona for the early adopters and validate the problems;
- e. Making an early-stage prototype that shows what the solution might look like, and what would be the value proposition for the early adopters of their offering. This is where they understand what an MVP is.

The shortlisted teams will participate in the group mentoring for half-day, and they will work on their project in another half-day. After the Pre-Accelerator ending, all the shortlisted teams are invited to pitch to the Selection Commission to win 5,000 USD each for pre-seed funding.

(iii) Acceleration: Besides receiving the grant fund, the selected team need to participate in the Accelerator Program, which covers 16-week (four-month) in-depth training and mentoring as shown in the Annex 7. During this phase,

- a. The teams work mainly on building their MVP by receiving mentoring especially on technical mentoring ranging from User Experience(UX)/User Interface(UI) design to product development;
- b. The teams do more in-depth validation, customer engagement, rapid prototyping, and further testing required to develop or improve the proposed solution;
- c. Each team has two mentors – a technical and a business mentor;
- d. The teams work on their Objectives and Key Results (OKRs), Pirate Metrics, learn about Business-to-consumer (B2C) or Business-to-Business (B2B) sales and marketing, user testing, and research in order to strategize their future growth plans;
- e. The teams test the traction channels for growth, learn to build their brand and about fundraising mechanics, and prepare for the Final Demo Day;
- f. The teams report to the TAP coordinator and their mentors about the status of the tasks and activities in its milestone plan, as well as fulfill all its responsibilities. These include the delivery of a report or a pitch deck or equivalent business document (i.e. a white paper or a marketing strategy). TAP provides feedback and advice and connects the teams to mentor/s with experience and expertise of relevance to the Startup. This process is done through one-to-one meetings and biweekly cohort meetings;
- g. TAP's supporting partners assist the teams in addressing any specific legal, tax, or accounting issue (i.e. shareholders' agreements, Intellectual Property issues, etc.).

(iv) Final Demo: By the end of the accelerator program, the teams will have developed their MVP, and they will showcase their product/service to the public including investors, tech enthusiasts, and community partners on Demo Day.

(v) Alumni Program: After finishing the program, the startups will be recognized as TAP alumni. They will receive continuous support including matchmaking with the partner investors, continuously receiving mentorship, but only upon request.

3. Selection

3.1 Program Outreach Activity Plan

In order to reach out and scout the startups, the outreach activity plan is designed as shown in the table 1:

Table 1 Outreach Activities

A. Online Activities	B. Offline Activities
<ul style="list-style-type: none"> • Program Landing Page 	<ul style="list-style-type: none"> • Run an opening workshop
<ul style="list-style-type: none"> • Application Form 	<ul style="list-style-type: none"> • Reach out to startups through community
<ul style="list-style-type: none"> • Social Media Promotion 	<ul style="list-style-type: none"> • Distribute posters and brochures
<ul style="list-style-type: none"> • Press Release 	<ul style="list-style-type: none"> • MoU with the partners
<ul style="list-style-type: none"> • Emailing 	

3.2 Selection and Evaluation

In order to select a well-balanced cohort of startups and to pick the best among the lot, the program has divided into two sections:

- i. The selection criteria
 - a. The program will call for tech startups within the designed industry and they are at an early stage of growth or in business.
 - b. Startups that have not yet formalized into a business undertaking are expected to do so if selected for the pre-acceleration phase.
 - c. Each startup must avail itself of a team composed of a minimum of two named members with complementary technical, design and business skills of relevance to the business idea.
 - d. All the startup members must have a demonstrable entrepreneurial vision, be ready to learn and experiment using rapid prototyping approaches and be ready to pitch their business idea as part of the selection process.
- ii. The evaluation sheet for screening process could be found in the Annex 1. The team of professional will give the criteria for the startups.

3.3 Program Provision

TAP program aims to provide the support and mentoring necessary for the startups with extra benefits as follows:

- a. **Co-working space:** a creative working environment and free office space in Phnom Penh during the program;
- b. **Technical-oriented mentoring:** the tech mentoring focuses on helping technical breakdowns, MVP's development;
- c. **Access to online payment sandbox:** a testing and online payment development ground from TAP's partner;
- d. **Free 6-month accounting software:** a tool to keep better track of business finance;
- e. **Facilitate Connection:** introduction to industry experts as well as potential early adopters.

4. Resources

4.1 Networks and Partners

In order to run the accelerator program smoothly and efficiently, TAP works with other related stakeholders as shown in *Figure 5* through the Memorandum of Understanding (MoU).

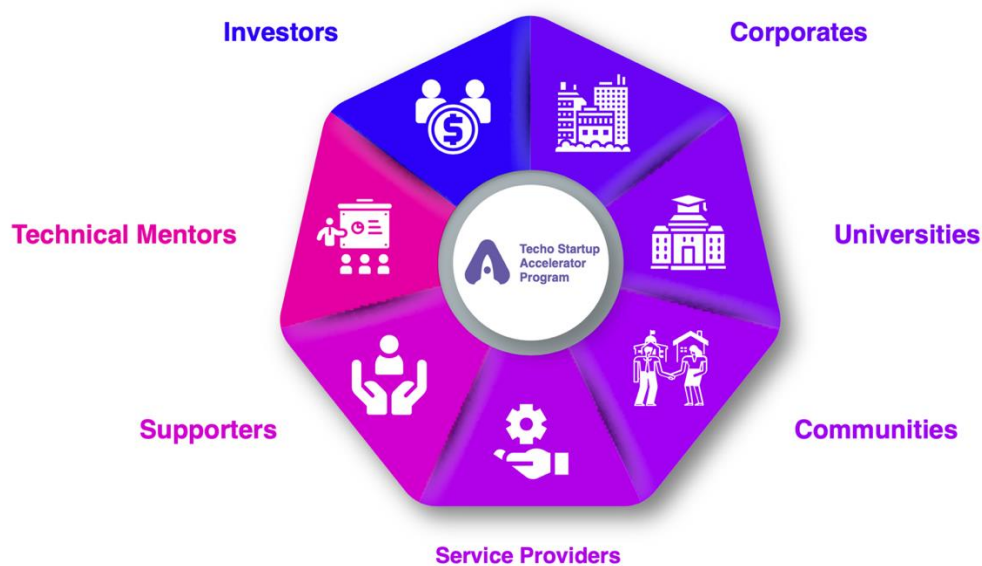


Figure 3 TAP's Network and Partner

1. **Universities:** Kirirom of Institute (KIT), Royal University of Phnom Penh (RUPP) and other potential universities (i.e. National University of Management (NUM) or Paragon University) could be a source for scouting the young entrepreneurs as well as the talents.

2. **Technical Mentors:** they play an important role in assisting the team to develop a well-functioning product. Besides external experts, TSC’s technical staff will also be the internal mentors for the program.
3. **Supporters:** The development partners are the main supporters who make the program possible with their financing and coordination.
4. **Service Providers:** they are co-working spaces, accountants, recruiters, marketing consultants, lawyers, and contract CFOs who could assist the team in many ways. Some of these service providers are companies; others are individual consultants.
5. **Communities:** the pool of resources (i.e. associations such as Association of Chartered Certified Accountants (ACCA), Young Entrepreneurs Association of Cambodia (YEAC), Cambodia Investor Club (CIC)) to connect and match the team with the industry experts for the mentorship and experience sharing. Startups can form meaningful connections, gain inspiration, share their startup journey, and learn from each other. The existing associations are ACCA, YEAC, CIC, etc.
6. **Corporates:** they act as an enabler, also a helper of the team. For example, banks can provide a digital payment sandbox for team to test. They also can provide experienced staff to be the mentors as well.
7. **Investors:** they are the feeder to teams. In the Demo Day, the program can connect the potential investors with the teams. The investors can be also a useful source of advice and connections for the startups involved. The potential investors that the program can partner with are Khmer Enterprise (KE), Mekong Strategic Partners (MSP), OOCTANE, etc.

4.2 Mentorship

The main key to the success of TAP resides in the program of continuous mentorship. In the pre-accelerator phase as shown in figure 4, the program team members conduct the diagnose of each startup, and the startup’s pre-assessment also needs to be done in order to create the diagnose reports for the mentors. The mentors should be the investors, successful entrepreneurs, relevant topic expertise, and director-level up of big companies who are TSC’s partners. The invited mentors shall give a short feedback with short memo provided by the program team. Meanwhile, in the accelerator phase as shown in figure 5, there will be two group mentoring sessions a week – one for technical and another for the business.

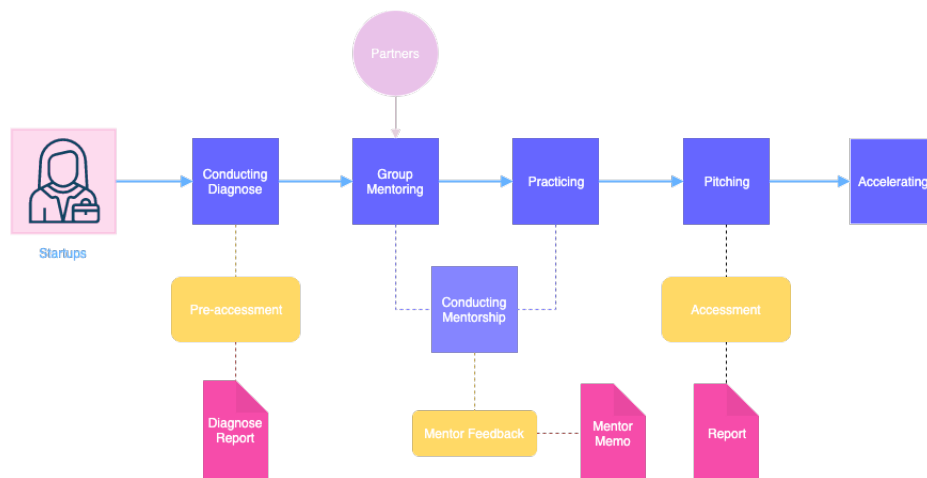


Figure 4 Pre-accelerator's Mentorship Process

The team is also provided with the one-to-one mentoring two times a week upon the request and suggestion from TAP team members using the mentor memo based on their nature of business. The mentors should be the investors, successful entrepreneurs, industry/relevant topic expertise, and director-level up of big companies from TSC’s partners.

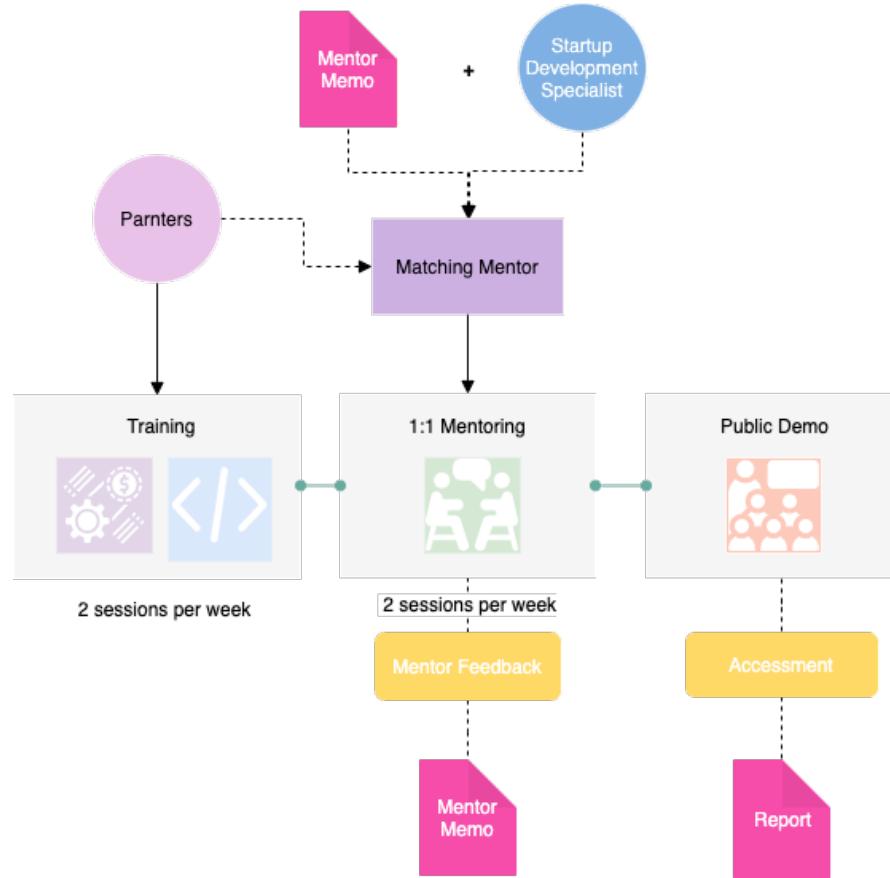


Figure 5 The Accelerator Mentorship Process

4.3 Program Management Cost

The whole program covers a variety of activities, starting from calling for applications, to providing training, mentoring, site visits, and other important events; thus, it will incur expenses as mentioned in ANNEX 6.

Annex 1: Judging Criteria

All applications will be judged in line with the judging criteria. This will be carried out by Techo Startup Center with the assistance of one or more external evaluators. The following five sets of criteria will be applied to each submitted submission.

Screening Process for Pre-Accelerator

- a. **Team Credibility** – the composition of the startup, the potential for good team dynamics, complementary and multi-disciplinarily of skills and/or resources available to the team; their ability to deliver a fairly polished product that will constitute the basis of its declared business goals.
- b. **Product/market fit** – the clarity and insightfulness with which the team has researched, defined and validated the problem that they intend to resolve (cite any references to surveys, interviews, case studies and any other relevant secondary sources); the appeal of the proposed solution to the identified customers, and the value to be delivered; what pains will be solved, and what gains will be achieved by the customer.
- c. **Business viability** – the degree of financial alignment between the proposed product and the declared business goals; market testability of the product and the startup’s vision to scale up and internationalize; the inputs and effort needed to realize the product weighed against the benefits and future financial returns.
- d. **Feasibility** – the attainability of the solution that will address the defined problem using the available resources within the stipulated time frame; the team should be able to provide a preview of the anticipated features, functionalities and any relevant data usage; innovativeness and human-centered design of the proposed solution will be a key criterion; a wireframe or design snippets of the proposed main features should be provided.
- e. **Innovativeness** – a combination of one or more of the following factors that are likely to translate into an unfair advantage of the proposed solution: the degree of newness of the solution or business model to the market, the potential superiority over existent solutions, and the emerging or high impact nature of the technology used.
- f. **Gut Feeling**

The submission will be ranked according to the score achieved for each judging criterion. The submission with the highest score will be selected for funding. Submissions that fail to attain one or more of the threshold scores (see below) will not be selected for funding.

For each award criteria, a score from 0 to 5 will be assigned:

- 0** - the submission does not meet the relevant criterion or cannot be judged due to missing or incomplete information.
- 1 - Very poor:** The criterion is inadequately addressed or includes serious weaknesses.
- 2 - Not satisfactory:** Although the submission broadly addresses the criterion, there still are significant weaknesses.
- 3 - Good:** The submission addresses the criterion well, although improvements would be needed.

4 - Very Good: The submission meets the criterion very well, but certain improvements are still possible.

5 - Excellent: The submission successfully meets all relevant aspects of the criterion in question. Any shortcomings are minor.

The respective thresholds for the criteria are:

Table 2 Scoring Criteria

Criteria	Scores
a	3
b	3
c	3
d	3
e	3
f	3

Based on the scores of the individual award criteria, a total score will be calculated for each submission.

Pitch During the End of Pre-Accelerator

1. Start-up Pitch Judging Criteria **(85%)**
2. Progress has been made so far **(15%)**

Startup Pitch Judging Criteria

The Pitch Deck is developed to explain what the company is doing, what customer problem it's going to solve and present the team that can do it. Idea of the pitch deck is to give enough information to get the reader interested in your idea and make him wish to know more about you. Pitch deck is not presentation, but rather visual and textual form of presenting a summary of your idea and business behind it. Pitch deck requires planning, ability to summarize the core content and skill to tell a good story to the reader, but also keep the focus on the main issues. Small details can (and will) be asked later on.

Formal criteria

Language – English

Maximum 15 slides (or less - not more) + Front cover. Any appendices must be included within the 15 slides. (The 15 slides exclude the Front Cover).

The Front Cover should include:

- Company Name and University/Universities
- Year of Operation
- Name of Adviser(s)
- Contact Details (Email and Phone Number) for the company member
- Front cover is not considered as part of the pitch deck. It only helps organizers and judges to find the right decks.

Content criteria

We have provided an empty Pitch Deck – template and one example from a real company as an example of the Pitch Deck. Good Pitch Deck usually has the following content (not necessary in the same order) and these are the key criteria judges are looking for.

1. ***Elevator Pitch:*** One liner of your product or service
2. ***Momentum, Traction, Expertise:*** Your key numbers
3. ***Market Opportunity:*** Define market size & your customer base
4. ***Problem & Current Solutions***
5. ***Product or Service:*** Your solution
6. ***Business Model:*** Key Revenue Streams
7. ***Market Approach & Strategy:*** How you grow your business
8. ***Team & Key Stakeholders*** (Advisors, Partners)
9. ***Financials***
10. ***Competition***
11. ***Investment:*** Your 'Ask' (funding, mentoring, market access etc.) + short use of resources.

Annex 2: Scoring Sheet

Team name: _____

Table 3 Judges Scoring Sheet

CRITERIA	POINTS
<p>Elevator Pitch A quick one-liner summary that combines your vision/product and the mission of your company</p>	
<p>Market opportunity Define Your Market: What business/space you are in. Total Market Size: Customers: Clearly define exactly who you serve, Possible Macro Trends & Insights that define market. How well the market is defined?</p>	
<p>The Problem & Solution What customer need do you fill? Define the real problem you are solving and how it's solved now.</p>	
<p>Product or Service: How good is your solution, is the solution doable and realistic? Does it solve the problem?</p>	
<p>Business Model: How well the key revenue streams are presented, do they feel realistic?</p>	
<p>Market Approach & Strategy: How you grow your business</p>	
<p>Team & Key Stakeholders (Advisors, Partners) Is the team balanced, have the managed to recruit advisers and supporters?</p>	
<p>Financials How solid are the financials, are the any proof of income?</p>	

CRITERIA	POINTS
Competition How is the problem currently solved? Who are the ones solving it? Where are you positioned in overall market?	
Investment: Your 'Ask' (funding, mentoring, market access, etc) + short use of resources.	
Overall feel You can give +10 to -10 points depending the Feel of the proposal	

Overview of Points

1-3 points	For the insecure, insufficient and non-satisfactory performance
4-5 points:	For the good performance
6 -9 points	For the excellent performance with none or few inessential shortcomings

Annex 3: TAP Participation Agreement

This TAP Participation Agreement (this “Agreement”) applies to the Services (as defined below) offered to the company participating in Techo Startup Center (TSC)’s programs (“Participant”). (“TSC” and together with Participant, the “Parties”).

WHEREAS, TSC organizes a schedule of events and workshops with various members of the Cambodia tech community, including but not limited to investors, startup founders, community organizers, and service providers (collectively “Workshop”) and provides advice and guidance regarding successfully accessing and accelerating into the Cambodia market (“Services”) and;

WHEREAS, Participant wishes to retain TSC for such Services and Events;

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the Parties hereby agree as follows:

1. Term

The term of this Agreement shall commence as of the date Participant ticks “agree” on a form mentioning these Terms and Conditions and submits the form (the “Effective Date”) and shall remain in force until terminated by either party pursuant to the provisions of Section 7.

2. Participant Obligations and License Grant

2.1. All officers, employees, consultants or agents of the Participant, while attending the Events, shall comply with the following rules (the “Rules”):

- follow instructions, directions, procedures and policies of TSC;
- attend and arrive promptly to all Events;
- behave in a respectful manner to not poorly reflect on TSC;
- remain fully engaged and attentively participate in all Events;
- obtain prior approval from TSC prior to any absence from an Event; and
- have fun!

2.2. TSC reserves the right to exclude Participant from any Events if Participant breaches any provision of this Agreement.

2.3. Participant hereby grants TSC a non-exclusive, perpetual, license to use Participant’s documentation, logos, marks and trademarks (“Participant Materials”) to create documentation, promotional material, pitches to sponsors, and any other promotional materials, including but not limited to the web and social media, (“Event Materials”). TSC shall have the right to photograph and record video and/or audio of the employees of Participant attending the Events and make commercial use of such photographs and recordings.

3. Participant’s Representations and Warranties

3.1. Participant represents, warrants and covenants that there exists no agreement or restriction which would interfere with or prevent Participant from entering this Agreement.

3.2. Participant represents, warrants and covenants that the Participant Materials, and their receipt and use by TSC will not infringe upon, misappropriate or violate any patent, copyright, trademark (and any goodwill associated therewith), trade secret, moral rights or other proprietary right of any third party.

4. Indemnification in Connection with Injuries to Persons or Damage to Property

4.1. Participant party shall indemnify and hold harmless TSC, its affiliates, directors, officers, employees and agents (collectively, the “Indemnitee”) against and from any and all suits, actions, proceedings at law or in equity, claims (groundless or otherwise), demands, liabilities, losses, damages, judgments, payments, deficiencies, settlements, penalties, fines, fees, economic losses, costs and any other expenses, (including, but not limited to, fees and disbursements of counsel selected by TSC) (whether incurred in a third party action, or in an action brought by either party against the other to enforce its rights under this Agreement), (collectively, “Liabilities”) arising out of or incurred in connection with bodily injury (including death) to any person, damage to the property, or interest of any person, firm, or corporation to the extent that such injury or damage shall have been occasioned by, shall have resulted from, or shall in any way be attributable to the willful or negligent acts or omissions of Participant, its affiliates, officers, directors, employees, agents or subcontractors in any way related to this Agreement.

4.2. Notwithstanding anything in this Agreement to the contrary, Participant hereby agrees to indemnify, defend and hold harmless TSC, its affiliates, and its and their respective officers, directors, employees, and agents from and against any and all Liabilities which are asserted against, incurred or suffered by TSC and which arise directly or indirectly out of, or in connection with:

- the violation of any applicable law by Participant, and/or its officers, directors, employees, agents and/or other representatives;
- the breach by TSC, and/or its officers, directors, employees, agents and/or other representatives of any covenant, condition, warranty, or representation contained in this Agreement; or
- the gross negligence, or willful or wanton misconduct of Participant, and/or its officers, directors, employees, agents and/or other representatives.

5. Confidentiality

5.1. “Confidential Information” means the terms and conditions of this Agreement and any information conveyed to Participant, orally or in writing, by TSC, pursuant hereto, but shall not include information which becomes generally available to the public through no act or omission by Participant. Participant acknowledges the confidential and proprietary nature of the Confidential Information and agrees that it shall not discuss, reveal, or disclose the Confidential Information to any other person or entity, or use any Confidential Information for any purpose other than as contemplated hereby, in each case, without the prior written consent of TSC. Participant agrees to use best efforts (and in no event less rigorous than Participant takes with respect to its own proprietary and confidential information) to prevent unauthorized or inadvertent disclosure of the Confidential Information.

- 5.2. Participant will, at the request of TSC, during the term of this Agreement or thereafter, promptly return all Confidential Information held or used by Participant in whatever form or promptly destroy all such Confidential Information, including all copies thereof, and those portions of all documents that incorporate such Confidential Information.

6. Privacy

- 6.1. TSC is committed to safeguarding the privacy of TSC's Participants, sponsors and partners.
- 6.2. TSC's Privacy Policy applies where the company is acting as a data controller with respect to the personal data of TSC's aforementioned peoples; in other words, where TSC determines the purposes and means of the processing of that personal data. The Privacy Policy can be found at <https://techstartup.center/privacy-policy>
- 6.3. TSC may disclose Participant's data to one or more selected third-party suppliers of goods and services identified as its partners for the purpose of enabling them to contact Participants so that they can offer, market and sell to them relevant goods and/or services. Each such third party will act as a data controller in relation to the enquiry data that TSC supplies to it; and upon contacting Participants, each such third party will have a corresponding privacy policy.
- 6.4. TSC is granted permission and consent to the rights of the Participant's image, likeness and sound of voice as recorded on audio or video tape without payment or any other consideration. Participant understands that its image may be edited, copied, exhibited, published or distributed and waives the right to inspect or approve the finished product wherein their likeness appears. Additionally, Participant waives any right to royalties or other compensation arising or related to the use of their image or recording. Participants also understand that this material may be used in diverse educational settings within an unrestricted geographic area.

Photographic, audio or video recordings may be used for the following purposes:

- marketing material
- promotional or educational videos
- online promotion on the program website including TSC's website www.techstartup.center, Facebook, Instagram, and other websites

By agreeing to this release, the Participant understands this permission signifies that photographic or video recordings of them may be electronically displayed via the Internet or in the public educational setting.

There is no time limit on the validity of this release nor is there any geographic limitation on where these materials may be distributed.

This release applies to photographic, audio or video recordings collected as part of the TSC activity Participant signed up and/or participated in. This authorization is revocable under the laws of GDPR.

7. Termination

- 7.1. TSC may terminate this Agreement at any time upon three (3) days' notice.

7.2. TSC may terminate this Agreement (i) upon Participant's breach of this Agreement and failure to cure such breach upon five (5) business days prior written notice by TSC, or (ii) upon Participant's material breach of this Agreement which cannot reasonably be cured.

7.3. The Participant may terminate this agreement at any time upon three (3) days' notice.

8. Limitation of Liability

EXCEPT AS SET FORTH IN SECTIONS 4 AND 5, IN NO EVENT WILL EITHER PARTY BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES; OR DAMAGES FOR LOSS OF PROFITS, REVENUE, BUSINESS, SAVINGS, USE, OR COST OF SUBSTITUTE SERVICE OR PROCUREMENT, WHETHER IN AN ACTION IN CONTRACT OR TORT, AND EVEN IF THE PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR IF SUCH DAMAGES ARE FORESEEABLE.

9. General

9.1. Relationship Between the Parties. Participant is an independent contractor; there is no joint venture, partnership, agency or fiduciary relationship existing between the Parties and the Parties do not intend to create any such relationship by this Agreement. Neither Party shall have the power or authority to bind or obligate the other in any manner not expressly set forth herein.

9.2. Use of Name. Participant and its employees, agents and representatives will not, without TSC's prior written consent in each instance, use in advertising, publicity or other promotional endeavor, the name of TSC or any of TSC's affiliates, or any officer or employee of TSC, or any trade name, trademark, trade device, service mark, symbol or any abbreviation, contraction or simulation thereof used by TSC or its affiliates; or represent, directly or indirectly, that any product or service provided by Participant has been approved or endorsed by Participant, or refer to the existence of this Agreement in press releases, advertising or materials distributed to Participant's prospective customers.

9.3. Force Majeure. TSC shall not be held responsible nor be deemed to be in default under this Agreement for any delay in performance or failure in performance of any of its obligations hereunder if such delay or failure is the result of causes beyond the control of TSC.

9.4. Governing Law. This Agreement, its subject matter and the parties' respective rights and obligations hereunder shall be governed by and construed in accordance with the laws of the Kingdom of Cambodia, without giving effect to principles regarding conflicts of law.

9.5. Modification, Amendment and Waiver; Benefit. There are no understandings, agreements or representations, express or implied, with respect to the subject matter hereof not specified herein. This Agreement shall not be deemed or construed to be modified, amended, rescinded, canceled or waived in whole or in part, except by a writing executed by both parties.

9.6. Assignment. TSC may assign this Agreement, and/or any rights and/or obligations hereunder upon written notice and without the consent of Participant to any (i) subsidiary or affiliate of TSC, or (ii) successor pursuant to a merger, consolidation, sale of all or substantially all of its assets. Participant shall not assign this Agreement, and/or any rights and/or obligations hereunder without TSC's prior written consent. Any attempted assignment in violation of this Section 8.6 shall be void ab initio.

9.7. Authority. Both TSC and Participant have full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each has been properly authorized and empowered to enter into this Agreement. EACH PARTY FURTHER ACKNOWLEDGES THAT IT HAS READ THIS AGREEMENT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY IT.

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the Effective Date.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized representatives on the date(s) shown below.

TECHO STARTUP CENTER

[PARTICIPANTS]

Signature

Name

Position

Date

Signature

Name

Position

Date

Annex 4: Pre-Accelerator Curriculum

Table 4 Pre-Accelerator Curriculum

Pre-Accelerator			
Goals	Day	Time	Events & Tasks
Welcome Day	Day 1	8:30 am -10:00 am	Welcome Day - Program Review
		10:30 am -12:00 pm	Introduction to the Industry
		1:30 pm- 3:00 pm	Experience Sharing from Entrepreneurs
		3:10 pm- 6:00 pm	Reflection + Meet Your Mentors
Design the Business Model	Day 2	8:30 am -10:00 am	Workshop (WS) on Innovation Methodologies
		10:30 am -12:00 pm	Business Model Canvas Introduction
		1:30 pm- 3:00 pm	Working on with the team members to design the BMC and Lean Canvas
		3:10 pm- 6:00 pm	
Think About Customers	Day 3	8:30 am -10:00 am	WS on Buyer Persona Development
		10:30 am -12:00 pm	WS on Blue Ocean Strategy and Value Proposition
		1:30 pm- 3:00 pm	Preparing the Buying Personas

Goals	Day	Time	Events & Tasks
		3:10 pm- 6:00 pm	Preparing the Blue Ocean Strategy and Value Proposition
Hypothesis Creation and Prototyping	Day 4	8:30 am -10:00 am	WS on Revenue Model and Financing
		10:30 am -12:00 pm	WS on Minimum Viable Product
		1:30 pm- 3:00 pm	Creating the list of Customers to Talk to
		3:10 pm- 6:00 pm	Creating user stories and relate to personas and the customer journey map
Learn to Pitch Talk to Customers	Day 5	8:30 am -10:00 am	Pitching and Storytelling
		10:30 am -12:00 pm	Go out and talk to customers and users
		1:30 pm- 3:00 pm	
		3:10 pm- 6:00 pm	
Answer the Hypothesis and Define the MVP	Day 6	8:30 am -10:00 am	Learn from the interview
		10:30 am -12:00 pm	Talk to customers more if needed
		1:30 pm- 3:00 pm	Define the MVP
		3:10 pm- 6:00 pm	

Goals	Day	Time	Events & Tasks
Design and Practice the Pitch	Day 7	8:30 am -10:00 am	Preparing the pitch deck and practicing
		10:30 am -12:00 pm	
		1:30 pm- 3:00 pm	
		3:10 pm- 6:00 pm	
Select the team for the Accelerator	Day 8	2:00-5:00pm	Pitch Day

Annex 5: Accelerator Curriculum

Table 5 Accelerator Curriculum

Accelerator Curriculum			
Week	Day	Topic	
		Courses	Type
Week 1	Mon	Orientation	Welcome Day
	Tue	Software Development Planning & Continuous Deployment & TDD	Technical class
	Wed	Product Roadmap	Business Class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 2	Mon	Industry Topic	Business Class
	Tue	Information Architecture and UX & UI	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 3	Mon	Industry Topics	Business Class
	Tue	Tech Stacks and Data Architecture	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 4	Mon	Company formation, NDA, SHA, and IP	Business Class
	Tue	API Development	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Site Visit			
Week 5	Mon	Financial Projection and Business Modeling	Business Class
	Tue	API Security	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 6	Mon	1. Brand Development 2. Marketing Plan & Strategies	Business Class
	Tue	API Management	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 7	Mon	Pricing Strategies	Business Class
	Tue	Cloud Deployment	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 8	Mon	Digital Marketing	Business Class
	Tue	SEO	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting

Site Visit			
Week 9	Mon	Conversion Rate Optimization A/B Testing	Business Class
	Tue	Analytic	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 10	Mon	Managing sales, Operation, and People	Business Class
	Tue	Tag management & Adwords	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 11	Mon	Raising the capital	Business Class
	Tue	Cloud Deployment	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 12	Mon	Executive Coaching & Talent Acquisition	Business Class
	Tue	Adwords	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Site Visit			
Week 13	Mon	How to Pitch and Story Telling	Business Class
	Tue	Landing Page and CTA	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 14	Mon	Customer Acquisition & Customer Support	Business Class
	Tue	How to Integration Guidelines	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 15	Mon	P&L Statement & Cash Flow Statement	Business Class
	Tue	Review the system	Technical class
	Fri	Follow-up with mentors and coordinators	Meeting
Week 16	Mon	Private Mentor Review	Mentoring
	Fri	Program Debrief and Cohort Feedback	Meeting
Demo Day (Public)			

Annex 6: Budget

Table 6 Accelerator Program Budget

No	Description	Unit Type	Qty	Unit Price (Riels)	Total
I. Promoting the program					
1	Making introductory video	Video	1	12,300,000	12,300,000
2	Printing X stand banner	Set	1	225,500	225,500
3	Printing leaflet	Sheet	1,000	4,100	4,100,000
4	Promoting application online	Month	6	1,025,000	6,150,000
5	Preparing insight report	Sheet	2,500	4,100	10,250,000
II. Preparing Introductory Workshop					
1	Preparing invitation letter	Person	40	50,000	2,000,000
2	Renting the conference Hall	Person	100	82,000	8,200,000
3	Preparing the backdrop	Set	1	820,000	820,000
III. Preparing Pre-Accelerator					
1	Committees budget	Person	3	820,000	2,460,000
2	Preparing snack	Person	40	196,800	7,872,000
3	Buying office supplies for 15 groups	Group	15	54,000	810,000
IV. Preparing Accelerator Program for 16 Weeks					
1	Buying office supplies for 5 groups	Month	4	102,500	410,000
3	Funding pre-seed	Group	5	20,500,000	102,500,000
V. Preparing Public Demo					
1	Committees budget	Person	3	820,000	2,460,000
2	Renting the conference Hall	Person	50	82,000	4,100,000
3	Hiring photo and video services	Service	1	1,230,000	1,230,000
4	Preparing highlight video	Video	1	8,200,000	8,200,000
5	Preparing standee	Sheet	3	225,500	676,500
6	Preparing backdrop	Sheet	1	820,000	820,000
7	Prizing to winning team	Group	1	20,500,000	20,500,000
				Total (Riels)	196,084,000
				Total (\$)	47,825.37

Annex 7: Mentor Memo

Date of Mentoring:

Mentor Name: _____

Startup Team:

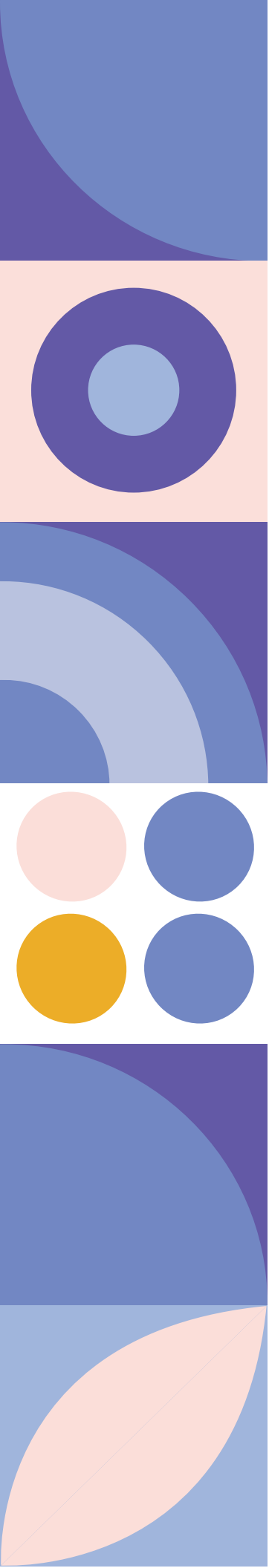
Mentor Type: _____

Topics	Comments

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