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EuropeAid/139098/IH/SER/TR

Turkey in Horizon 2020 II

Proposal Writing Training for SMEs: Focus on key aspects of winning content

Grigoris Chatzikostas



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POSITIONING ACCORDING TO EC EXPECTATIONS



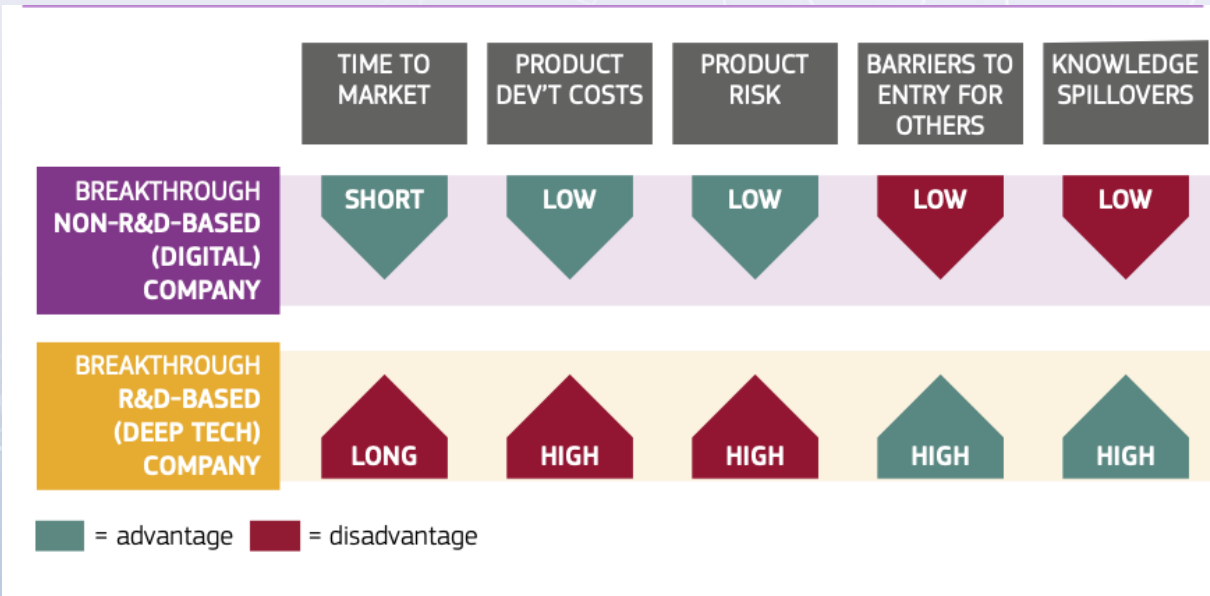


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Deep tech: based on substantial scientific advances and high-tech engineering innovation, such as (indicatively) : advanced materials, artificial intelligence, biotechnology, blockchain, robotics, photonics, electronics, and quantum computing



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NON- BANKABILITY



Image hosted by: WittySparks | Image source: FreePik

1. Funding. — Breakthrough innovation, in particular deep tech, requires large investments, over a significant time period. This is the kind of finance that is missing in Europe and presents a systemic failure: venture capital is too small, fragmented, short term, concentrated on digital, not enough oriented towards deep-tech and lacking critical mass for patient capital. Bank lending, Europe's predominant investment channel and inherently risk averse, is not adept at supporting breakthrough and deep-tech innovation. Public support for innovation – including EU support - is perceived as complex, slow, designed for R&D and fails to bridge the gap to private investment.



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NON-BANKABILITY

RISK vs POTENTIAL

If the level of **risk** is high but **so is the potential**, the project will be deemed non-bankable and therefore can be supported by the EIC Fund.

It is expected that the financing granted by the Enhanced EIC Pilot will **decrease the level of risk**, hence attract co-investors that would otherwise abstain.

WHY IS THE PROJECT NON-BANKABLE?

- Lack of attractiveness from business perspective?
- Present shareholding structure being a constraint?
- Result of a systematic risk capital market gap?



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EXAMPLE 1: BUSINESS PERSPECTIVE

- Technology?
- Innovation?
- Global ambitions?
- Scale-up potential?
- Proprietary technology?

Industrial Automation

- Programmable logic controllers (PLC), Motion Control (servo), Operator Panels and industrial software (SCADA Supervisory Control, Energy Management, Statistical Process Control, Recipe Management, Production Management).
- SIEMENS: Programmable logic controllers (PLC), Motion Control (servo) and Operator Panels.
- MITSUBISHI: Programmable logic controllers (PLC), Motion Control (servo) and Operator Panels.
- OMRON: Programmable logic controllers (PLC), Motion Control (servo) and Operator Panels.
- GE FANUC: Programmable logic controllers (PLC), Motion Control (servo) and Operator Panels.
- SCHNEIDER: Programmable logic controllers (PLC), Motion Control (servo) and Operator Panels.



Services

- Card Repair any PLC card
- Procurement of materials whose production has stopped (is obsolete) and not supplied by the manufacturer due to the large stock of our suppliers.
- Conducting seminars PLC, Operator Panels and Motion Control of any PLC company
- Technical support automation systems
- Study, design and implementation of automation projects and modernization of existing facilities to optimize production.
- Experience in implementing projects in refinery units and gas production in Greece and abroad.



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EXAMPLE 1: BUSINESS PERSPECTIVE

The screenshot shows the SENECIO Robotics website. The navigation menu includes: Home, Company, Monitoring, SIT, Blog, Patents, and Investors. The main content area features a section titled "STATE-OF-THE-ART ROBOTIC SORTING" with the following text: "Compact State-of-The-Art Robotic Sex Sorting module based on deep learning technology to provide an affordable, industrial solution and to support global efforts for fighting mosquito born disease in scale." To the right of the text is an image of the robotic sorting module. Below the text and image is a horizontal line and a set of five dots, with the first dot being filled.

SENECIO AI BASED MOSQUITO SEX SORTING MODULE




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EXAMPLE 2: SHAREHOLDING STRUCTURE

| Position | Ownership % | Explanation |
|--------------------------------|---|---|
| CEO/ co-founder | 20% | He established and runs the company |
| CTO/ co-founder | 20% | He is leading all technical developments |
| Researcher 1 | 10% | They authored altogether with co-founders the scientific papers which led to the establishment of the company – they are supporting the company mentally, but they are very busy with academic duties to work on a day-to-day basis |
| Researcher 2 | 10% | |
| Researcher 3 | 10% | |
| Professor | 15% | |
| Software engineer - freelancer | 10% | He supported in the initial development of the platform and he accepted equity as payment |
| Uncle of the founder |  5% | He hosted the company in his premises for two years and he accepted equity instead of rent |



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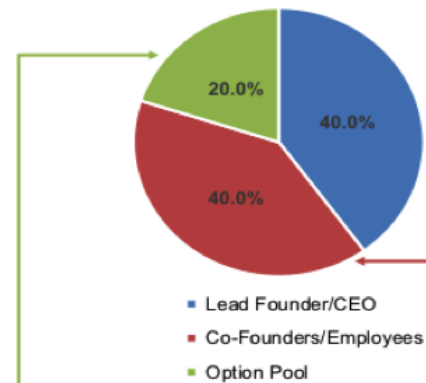


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EXAMPLE 2: SHAREHOLDING STRUCTURE

INITIAL FOUNDER SPLIT

Example Initial Cap Table



- Initial CEOs/Lead Founders typically get the largest chunk of ownership
- These Founders are day-to-day
- Initial Equity ranges from 30-60% of the company
- Co-Founders and key employees includes founding scientists, C-level execs, VP, and any initial employee
- Investors will typically like to see an initial team in place before investing in a company
- Initial option pools are set up to incentivize new hires
- A company typically refreshes their option pool at every financing round and targets 15-25%



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EXAMPLE 3: SYSTEMATIC RISK CAPITAL MARKET GAP

Company: HYDROGENIOUS TECHNOLOGIES GMBH

Project: Hydrogenlogistics: Enabling the hydrogen economy

Total budget: 3.260.269 €

EU Contribution: 2.282.188 €

Start date: 01/02/2017

End date: 30/01/2019

**SOLID TECHNICAL SOLUTION,
REALISTIC BUSINESS MODEL**





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EXAMPLE 3: SYSTEMATIC RISK CAPITAL MARKET GAP

- Hydrogenious' **patented technology** enables safe and cost-efficient high-density hydrogen storage in an easy-to-handle oil, thus eliminating the need for pressurized tanks for hydrogen storage and transportation.
- LOHC will **reduce the operating cost of hydrogen transport by up to 80%** and open up new business opportunities for users.
- **Initially, Hydrogenious plans to focus on the market for hydrogen logistics, followed by the market for mobility refueling solutions** (fuel cell vehicles).
- Hydrogenious' technology has already attracted strong interest from a number of potential customers, including **sales contracts worth ~1.5 Mio. € already signed**.
- The goals of the Phase II project are to (i) develop a highly dynamic, fully automated hydrogen release system (the "ReleaseBOX"), (ii) to reduce price, complexity and delivery time and (iii) to prepare commercial roll-out in key EU countries.
- Hydrogenious is **targeting revenues in excess of €90m, with 235 employees, three years after completion of the project**. The LOHC technology can be an important enabler for a strong European hydrogen economy and has the potential to create many thousands of indirect jobs.



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EXAMPLE 3: SYSTEMATIC RISK CAPITAL MARKET GAP

- WHY VCS FAIL?
- WHY BANKS FAIL?
- WHY GRANT SCHEMES FAIL?





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HOW TO CONVINCe REVIEWERS ON NON-BANKABILITY

- Why it is not possible for your company to raise the required financial resources from private investors or other sources:
Reminder: "Venture capital is too small, fragmented, short term, concentrated on digital, not enough oriented towards deep-tech and lacking critical mass for patient capital. Bank lending, Europe's predominant investment channel and inherently risk averse, is not adept at supporting breakthrough and deep-tech innovation. Public support for innovation – including EU support - is perceived as complex, slow, designed for R&D and fails to bridge the gap to private investment." Use relevant facts and data for Turkey!
- Description of your company's track record and current efforts (to complement the information provided in Table 3 of Annex 4).
Demonstrate that you tried all three above and more. E.g. Corporate investors, other? Use Annexes to provide evidence (and make clear reference)
- What would the impact be if you do not receive financial support from the EIC pilot?

?

FOMO (brain drain)



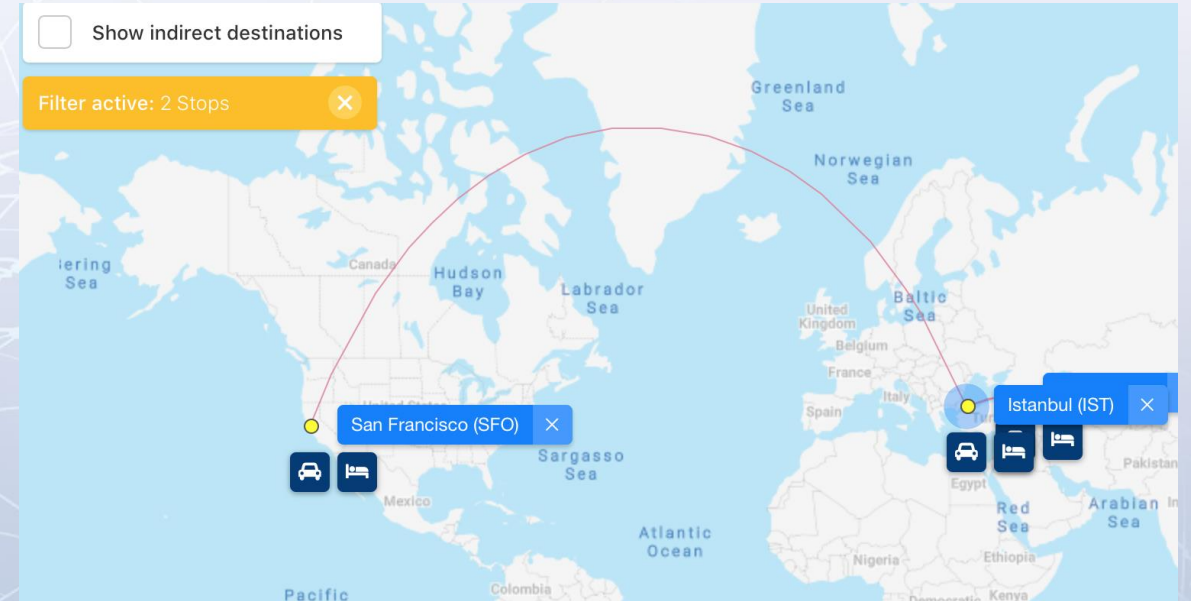
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SCALABILITY

3. Scale. — Europe needs continental scale to compete at global level. It cannot compete with the US or China on the basis of national and local initiatives. European start-ups should not be forced to relocate to the US to access larger financing rounds.





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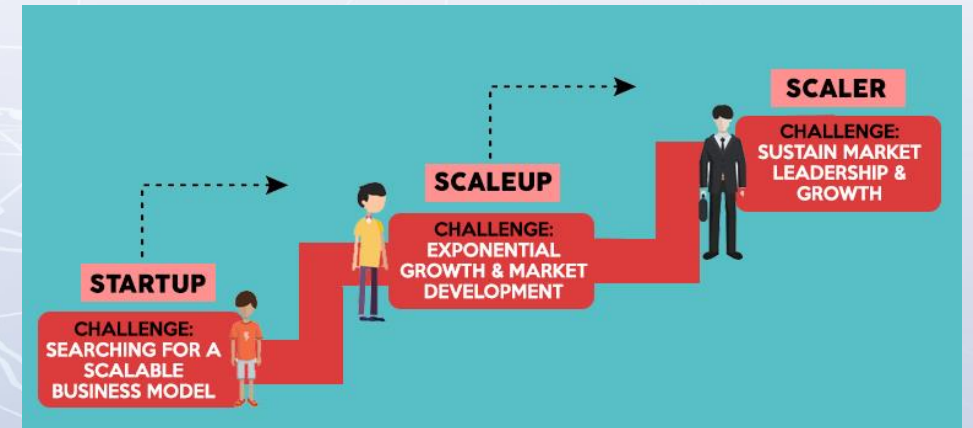
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SCALABILITY

Scalability: A company's ability to maintain or improve **profit margins** while **sales volumes** increase.

HOW TO DEMONSTRATE SCALABILITY?

- Scalable business model
- Motivated and capable team
- Substantial demand
- Favorable market conditions
- Well defined financial needs
- Realistic financial projections



DRIVERS OF SCALING

Light Asset Base

Automated Process

Low-cost labor

Replication potential



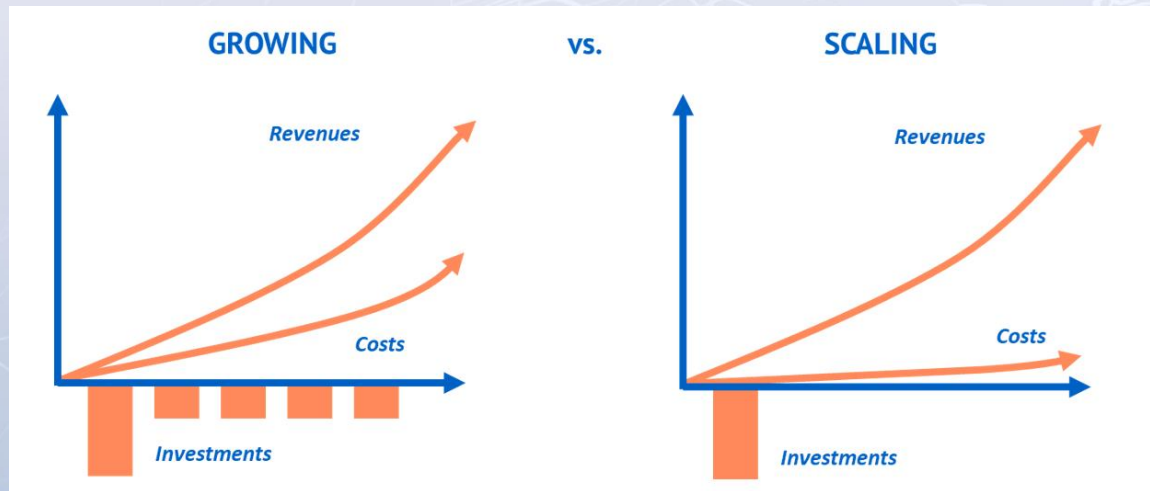
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SCALABILITY

Scalability as such refers to the degree to which revenues can be increased without proportionally increasing investments in production or infrastructure. In other words, scalability is about increasing productivity, **creating more output with the same input.**



Scalability : you get more out than you put in as you grow



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MATURITY: TRLs

Current stage of development) Technology Readiness Levels),

Activities and results achieved so far.

Next steps planned to take this innovation to the market?

MEASURE YOUR TECHNOLOGY READINESS LEVELS - TRL

How technology ready is your service/product?



Technology Readiness Levels as adapted by the CloudWATCH2 project
Find out more about CloudWATCH2 TRL: http://bit.ly/TRL_MRL



www.cloudwatchhub.eu

CloudWATCH2 has received funding from the European Union's Horizon 2020 programme DG CONNECT Software & Services, Cloud, Contract No. 644748



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MATURITY: BRLs

Business Readiness Level (BRL)



Business Conceptualization (0-3)

- Perceived need that your offer can satisfy
- By BRL 3 you may have a potential product/service with evidence from clients and an idea of how you can generate value to you and to them

Business Testing (4-5)

- 'Market' is strongest factor
- Testing your business with potential stakeholders or early adopters
- By BRL5 you should have measured and evolved your business and product to match client's stated needs

Business Deployment (6-9)

- Consolidate product with paying customer needs
- By BRL 9 you become a trusted supplier and your cashflow becomes predictable and increasingly profitable

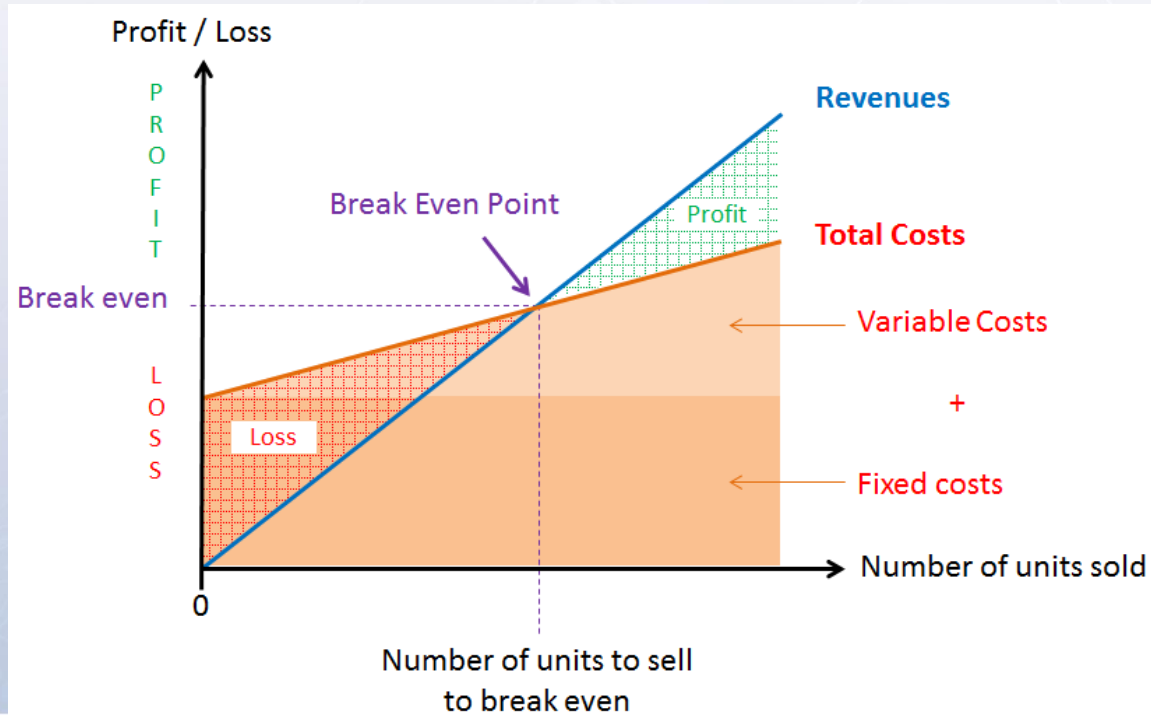


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BREAK EVEN POINT – WHEN?

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Break even – the point you stop loosing money



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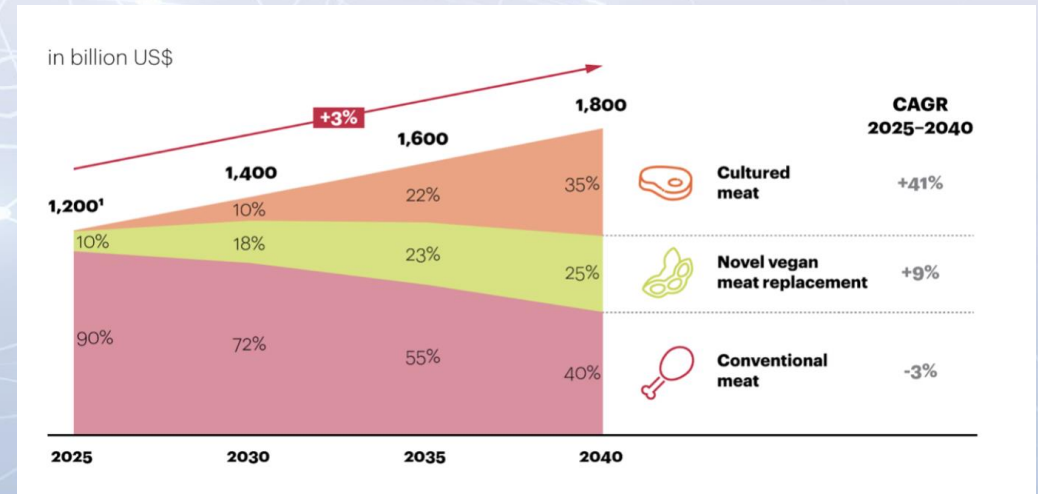


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| | |
|---|---|
| Agriculture land globally: 5,000,000,000ha | Number of farms globally: 570,000,000 |
| Number of farms with more than 10ha: 14,200,000 (1.320.000.000ha) | Smart packaging market in 2022 36.2 billion USD |

MARKET ASSESSMENT: MARKET AND CUSTOMERS

- Market assessment (inc. conditions and growth rate)
- Potential customers
- Unique Selling Points
- Differentiators





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MARKET ASSESSMENT: TAM SAM SOM

TAM: Total Available Market

Focus on: Total market / size

Example: Total Agricultural Robotics Market

SAM: Serviceable Addressable Market

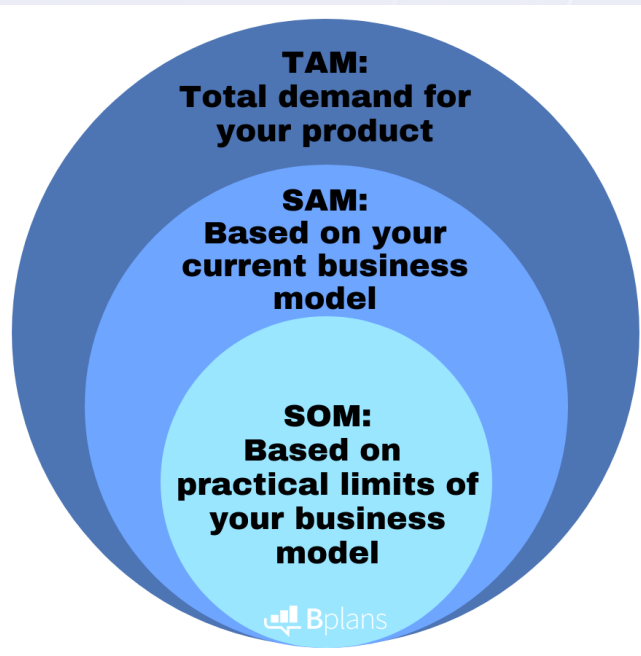
Focus on: Your own technology/ services

Example: Total market for spraying robots (Segment of total agricultural robotics market)

SOM: Serviceable Obtainable Market

Focus on: Which realistic market share can be obtained by myself considering: competition, trends, expected demand/forecast, countries, my sales/distribution channels and other market influences?)

Example: My realistic goal to sell spraying robots to farmers.





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POTENTIAL CUSTOMERS

MARKET SIZE

| | Avg Farm Size | Number of farm holdings | | | Utilised agricultural area in ha | | | Standard output (EUR) | | | Livestock units on holdings with livestock | | |
|-----------------|---------------|-------------------------|--------------------------|-------------|----------------------------------|--------------------------|-------------|-----------------------|--------------------------|-------------|--|--------------------------|-------------|
| | | All Farms | Very small & Small Farms | Large Farms | All Farms | Very small & Small Farms | Large Farms | All Farms | Very small & Small Farms | Large Farms | All Farms | Very small & Small Farms | Large Farms |
| Spain | 24,1 | 965.000 | 758.000 | 52.000 | 23.300.000 | 3.559.000 | 12.939.000 | 35.979.000 | 16.129.000 | 9.049.000 | 14.502.000 | 7.409.000 | 3.051.000 |
| Ireland | 35,5 | 140.000 | 60.000 | 5.000 | 4.959.000 | 658.000 | 1.152.000 | 5.013.000 | 652.000 | 887.000 | 5.929.000 | 899.000 | 795.000 |
| Serbia | 4,5 | 650.000 | | | | | | 5.300.000 | | | 1.800.000 | | |
| France | 58,7 | 472.000 | 202.000 | 98.000 | 27.739.000 | 1.164.000 | 17.170.000 | 56.914.000 | 10.977.000 | 24.481.000 | 21.871.000 | 2.787.000 | 9.741.000 |
| Germany | 58,6 | 285.000 | 128.000 | 35.000 | 16.700.000 | 1.257.000 | 9.514.000 | 46.252.000 | 7.301.000 | 20.440.000 | 18.407.000 | 3.938.000 | 6.802.000 |
| Italy | 12 | 1.010.000 | 880.000 | 15.000 | 12.099.000 | 4.171.000 | 3.259.000 | 43.794.000 | 20.066.000 | 7.608.000 | 9.374.000 | 3.340.000 | 1.991.000 |
| The Netherlands | 27,4 | 67.000 | 38.000 | 2.000 | 1.848.000 | 255.000 | 369.000 | 20.498.000 | 9.216.000 | 2.066.000 | 6.602.000 | 2.983.000 | 446.000 |
| EU-28 | 16 | 10.841.000 | 9.353.000 | 337.000 | 174.614.000 | 32.276.000 | 90.966.000 | 331.105.000 | 107.887.000 | 110.792.000 | 130.174.000 | 40.046.000 | 40.609.000 |

Note: Very small and small farms are defined by a utilised agricultural area <20 ha; large farms are defined by a utilized agricultural area with over 100ha

Figure 5 Market Size Statistics

MARKET SEGMENTATION

| Customer Segment | Solution | Functionality | Pricing Policy | |
|---|-------------------------------------|---|----------------|--------------------------------------|
| CS-A1: small dairy farms | Stand-alone device & IT Platform | Test Milk Quality Instantly & Remotely | Device € 250 | Platform € 100 Yearly Subscription |
| CS-A2: Medium and large-sized farms | Stand-alone device & IT Platform | Test Milk Quality Instantly & Remotely | Device € 250 | Platform € 100 Yearly Subscription |
| CS-A2: Medium and large-sized farms | Live measurement Unit & IT Platform | Integrate to milking system | Device € 350 | Platform € 150 Yearly Subscription |
| CS-B: Dairy industry | Stand-alone device & IT Platform | Test Milk Quality Instantly & Remotely | Device € 250 | Platform € 1.500 Yearly Subscription |
| CS-C: Milking Systems Industry (AMS) | Live measurement Unit & IT Platform | Integrate to their milking systems and resale | Device € 300 | Platform € 100 Yearly Subscription |

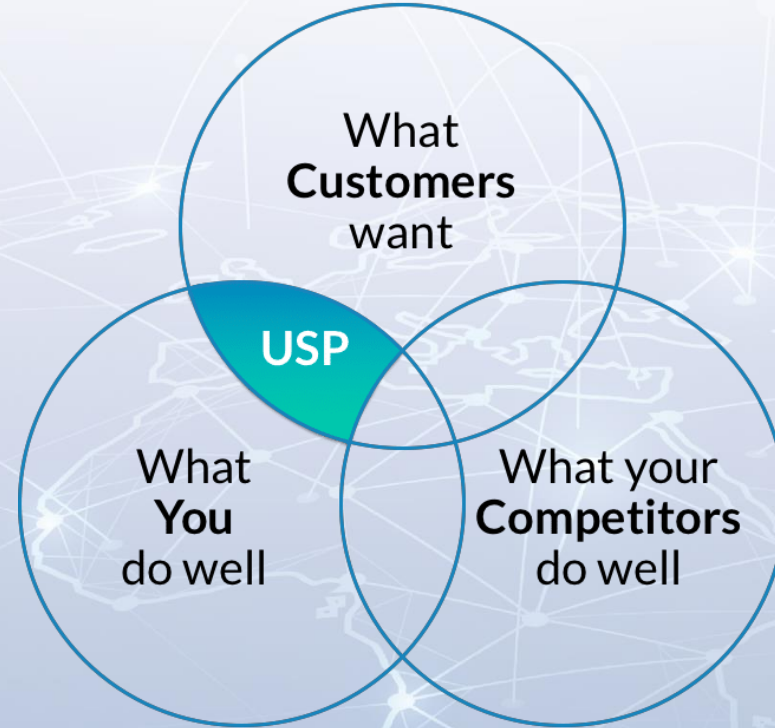


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UNIQUE SELLING POINT

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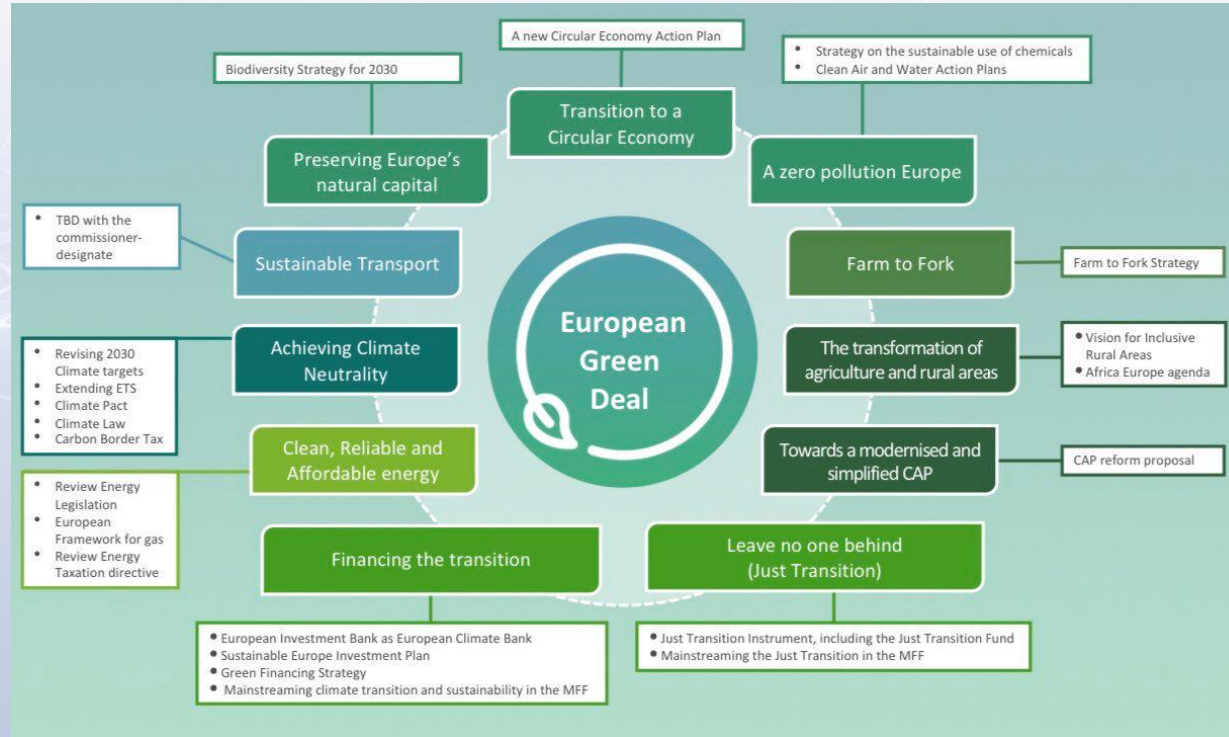


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GREEN DEAL

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DO NO SIGNIFICANT HARM

1. An activity is considered to do significant harm to climate change mitigation if it leads to significant greenhouse gas (GHG) emissions;
2. An activity is considered to do significant harm to climate change adaptation if it leads to an increased adverse impact of the current climate and the expected future climate, on the activity itself or on people, nature or assets;
3. An activity is considered to do significant harm to the sustainable use and protection of water and marine resources if it is detrimental to the good status or the good ecological potential of bodies of water, including surface water and groundwater, or to the good environmental status of marine waters;
4. An activity is considered to do significant harm to the circular economy, including waste prevention and recycling, if it leads to significant inefficiencies in the use of materials or in the direct or indirect use of natural resources, or if it significantly increases the generation, incineration or disposal of waste, or if the long-term disposal of waste may cause significant and long-term environmental harm;
5. An activity is considered to do significant harm to pollution prevention and control if it leads to a significant increase in emissions of pollutants into air, water or land;
6. An activity is considered to do significant harm to the protection and restoration of biodiversity and ecosystems if it is significantly detrimental to the good condition and resilience of ecosystems, or detrimental to the conservation status of habitats and species, including those of Union interest.



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GENDER EQUALITY

- More women participating in research and innovation programmes
Better integration of the gender dimension in the content of research and innovation projects
- More participation of EU widening countries in actions dedicated to gender equality in research and innovation organisations
- Broadening gender equality policies in research and innovation to intersections with other potential grounds for discrimination such as ethnicity, disability and sexual orientation



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GENDER EQUALITY IN H. EUROPE

- The **integration of the gender dimension into research and innovation content** (i.e. sex and gender analysis) **becomes a requirement by default across the whole programme**
- Flagship measures and activities promoting gender equality under the **European Innovation Council (EIC)**, including a target of 40% women-led companies invited to **pitch their projects**, a target of 50% women among members of advisory structures, a prize for women innovators and a dedicated initiative to support women-led start-ups.
- Particular attention will be paid to ensuring **gender balance** in evaluation panels and in other relevant advisory bodies, such as boards and expert groups. Gender balance among researchers involved in projects will be strongly encouraged and will be taken into account for equally ranked proposals.



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EVALUATION EXPERTS: GENERIC ADVICE



For most evaluators,
English is not their
first language.



Evaluators are human!
They can get bored,
tired, ill, confused...



The proposal must
be easy to follow,
even by a non-
expert.



It must be easy for the
evaluators to find the
key points relevant to
the Call and to the
evaluation criteria.



Evaluators might not
have time to read
every word of your
proposal.



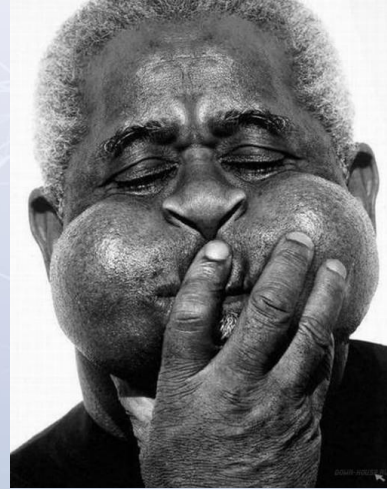
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PRACTICAL TIPS FOR SUBMISSION



It's taken me
all my life to
learn what not
to play.

Dizzy Gillespie

meetville.com

LIMITED SPACE



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



COMPETITIVE
SECTORS
PROGRAMME



TÜBİTAK



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Teşekkür ederim!

Thank you!