EIC Scaling Club

# European Deep-Tech Scaleups: **Investment Thesis**

Scaleup Series | Roadmap 3 out of 10 – Challenges

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# Bibliographic record


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# Executive summary

An **investment thesis** outlines the underlying assumptions, anticipated risks, and expected returns associated with an investment, providing a strategic framework for evaluating the investment's potential performance. Although it is crucial for companies seeking investors, only 10-20% of firms participating in major pitching competitions secure funding due to weak or confusing investment theses, according to a recent BCG survey. This report aims to shed some light on how European deep-tech companies can better craft a compelling investment narrative.

Our findings reveal that in this process, the analyzed sample often considers five core development areas: **solution, customer, team, financial,** and **risk**. The study segments each area into the four most relevant priorities that companies implement to tackle these areas to identify the most frequent initiatives, transitions in time, and existing misalignments.

To identify transitions in time, priority actions were ranked by relevance based on both the past –what companies did during the last 12 months– and the future –what they aim to prioritize during the next 12 months. Then, for identifying misalignments, the analysis has compared two perspectives: the companies as well as expert stakeholders including investors, corporations, mentors, and policymakers. Moreover, 30 principles of do's and don'ts are provided, jointly with several examples.

Within the investment thesis, the results showcase:

- The **most relevant actions** are securing pilots running, optimizing the customer acquisition cost, ensuring the team shares the company's goals, estimating how long your company can operate before it runs out of money, and protecting intellectual property.
- The **most pivotal temporal shifts** are moving from a decrease in exploring the feasibility, scalability, and potential impact of the technology solution to an increase in assessing the technology's use cases. Moreover, there are increases in evaluating the customer's long-term retention and securing responsible management of financial resources through accountability and transparency.
- The **most significant misalignments in priorities** are that stakeholders value more than companies the evaluation of the technology's use cases, the customer acquisition cost as well as its long-term retention, the design of a team with complementary expertise, and the evaluation of the company's performance.

This document also provides a **self-assessment** to benchmark your company (or your portfolio's) against the sample, and then showcase some possible objectives and results as well as key performance indicators for each core development area to support you in developing a 6-month improvement plan.

The **conclusions are based** on a literature review, expert interviews, online and onsite workshops, and surveys –involving 35 international experts– as well as the analysis of primary data from a subset of the 48 companies of the EIC Scaling Club at the time of this publication. Currently, they have an average valuation of €57.8M and an average fundraised amount of €34.8M.



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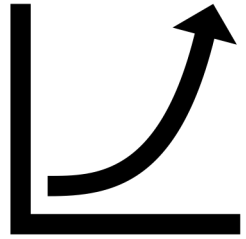
# Who this is for

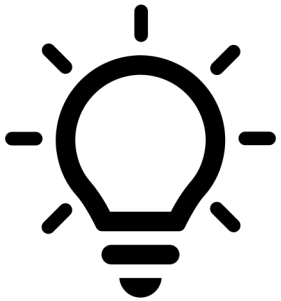
### 1. European deep-tech scaleups

Empowering your scaleup journey, receiving actionable strategies for an exponential growth.



### 2. Deep-tech scaleup mentors

Enhancing your mentoring capabilities in supporting EU deep-tech scaleups, based on primary data and peer insights.



### 3. Deep-tech experts

Elevate your expertise on this challenge about the most relevant pains and solutions for European deep-tech scaleups.

**Note 1**. 'Deep tech' is "a group of emerging technologies based on scientific discoveries or meaningful engineering innovations, seeking to tackle some of the world's fundamental challenges". For example: artificial intelligence, advanced materials, blockchain, photonics, etc. (IESE Business School, 2022).
**Note 2**. 'Scaleups' or 'scaling companies' refers to a subset of high-growth firms that have successfully navigated the early startup phase and entered a period of rapid growth. (Journal of Business Venturing, 2003) (Organisation for Economic Co-operation and Development, 2021). They have an average annualized growth rate of more than 40% for at least two out of three years and have at least 10 employees at the beginning of this period. Moreover, they are 10 years old or younger. 'Scaling' is the organizational and strategic routines by which firms grow exponentially through the expansion, replication, and synchronization of resources and practices over time. (Journal of Management Studies, 2023).



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# Foreword

"Deep tech is key to a brighter future. To fully harness this potential, we need to empower the scaleup companies that will help innovation flourish in Europe."

**Iliana Ivanova**

European Commission | Commissioner for Innovation, Research, Culture, Education and Youth.

**Source**: EIC Scaling Club's Ignition Forum in Brussels, April 2024.

"In Europe, we need to attract private investors in the later growth stage of companies for rapid scaling up, especially in deep tech. […] When we launched this initiative, the EIC Scaling Club, the objective was to create a community with the relevant stakeholders on the sides of technology, investment, and advising to provide additional means to the most promising innovative companies, […] the ambitious scaleups that will drive Europe's technological leadership."

**Jean-David Malo**

European Commission | Director of European Innovation Council (EIC) and SMEs Executive Agency (EISMEA).

**Source**: EIC Scaling Club's online interview, April 2024.

**Note**. The European Innovation Council's Scaling Club is a curated community where more than a hundred European deep-tech scaleups, with the potential to build world-class businesses and solve major global challenges, come together with investors, corporate innovators, and other industry stakeholders to spur growth.



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**Scaleup Series – Roadmaps of 10 Challenges**

1. Go-To-Market Strategy
2. Strong Board
3. Investment Thesis
4. Lead Investor
5. Corporate Partnerships
6. Leadership and Talent Development
7. Gender and Diversity Balance
8. European and Institutional Partnerships
9. Building an Ecosystem
10. Policy and Regulatory Framework

**Note:** These are the most frequent challenges that European deep-tech scaleups face, according to the previous edition of this initiative and the European Innovation Agenda announced in July 2022. Please, keep in mind that some of the challenges are related. Moreover, the ten publications are complementary.



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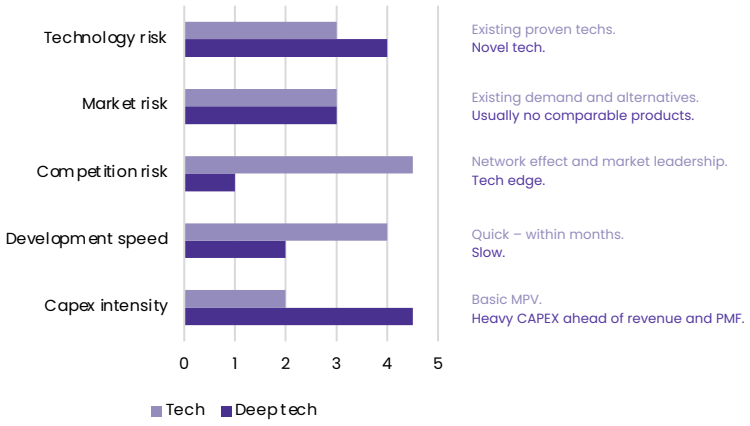
## Deep-tech startups are different

*They need longer time-horizons, higher CAPEX, with higher tech and market risks associated.*

Figure 1. Comparison of deep-tech vs. non-deep-tech startup characteristics

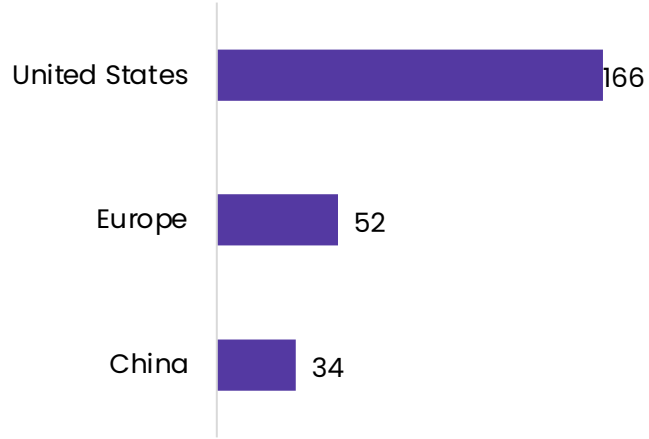



**Source**: IESE (2021) and McKinsey (2022). **Note**: CAPEX is capital expenditure. MPV is minimum viable product. PMF is product-market fit.

## Growth opportunity in Europe

*Europe has the potential to grow its venture capital (VC) investment in deep-tech startups.*

Figure 2. Global VC investment ($ billion) in deep-tech startups by headquarters (2020-2022)




**Source**: Dealroom (2022). **Note**: China investment is partially representative due to limited visibility. In this measurement, Europe also considers the UK.

## Investment thesis effectiveness

*An investment thesis strategy is crucial for companies. Yet, most of them don't implement it effectively.*

**Only 10-20% of startups** participating in major pitching competitions secure funding due to weak or confusing investment theses.

However, an effective and magnetic thesis attracts resources, ignites awareness, converts leads to loyalists, and dominates markets, fueling exponential growth.

*An 'investment thesis' outlines the underlying assumptions, anticipated risks, and expected returns associated with an investment, providing a framework for evaluating the investment's potential performance.*

**Source**: BCG (2022) and Journal of Financial Economics (2011).



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# 2. Core development areas

Solution | Customer | Team | Financial | Risk

| | | Core development area | Actions | Description |
|---|---|---|---|---|
| 1. |  | **Solution:** Product and market fit | **Technology's feasibility** | Explore the feasibility, scalability, and potential impact of the technology solution |
| | | | **Technology's use case** | Assess technology effectiveness and functionality in the real world |
| | | | **Pilots** for testing | Conduct pilots, trials, or proof-of-concepts to validate the fit and potential business models |
| | | | **Feedback-driven improvements** | Improve the product while effectively communicating its value |
| 2. |  | **Customer:** Funnel optimization | **Customer acquisition** efficiency | Measure and optimize the cost of acquiring new customers |
| | | | **Customer long-term retention** | Evaluate the customer retention: e.g., churn rate |
| | | | **Customer lifetime value** | Assess the customer value over their entire engagement |
| | | | **Customer feedback** processes | Improve the customer feedback process: e.g., collection, analysis, and adoption |
| 3. |  | **Team:** Leadership and talent | **Skillset complementarity** | Design a multidisciplinary team with complementary expertise and networks |
| | | | **Team alignment** | Ensure the team shares the company's goals |
| | | | **Leadership development** | Enhance leadership skills across the team |
| | | | **Talent development** | Optimize talent acquisition, training, and retention processes |
| 4. |  | **Financial:** Future oversight | **Future oversight** evaluation | Predict the revenue stream using the monthly recurring revenue |
| | | | **Runway** calculation | Estimate how long your company can operate before it runs out of money |
| | | | **Fundraising strategy** | Design how are you going to raise the required funds for your next growth phase |
| | | | **Financial stewardship** | Secure responsible management of financial resources: e.g., accountability, transparency |
| 5. |  | **Risk:** Assessment | **Regulatory compliance** | Verify compliance with regulatory requirements |
| | | | **Intellectual property** protection | Safeguard intellectual property: e.g., patents, trademarks, confidentiality agreements |
| | | | **Performance** evaluation | Assess the performance via due diligence |
| | | | **Data protection** and management | Protect the company's and clients' data |



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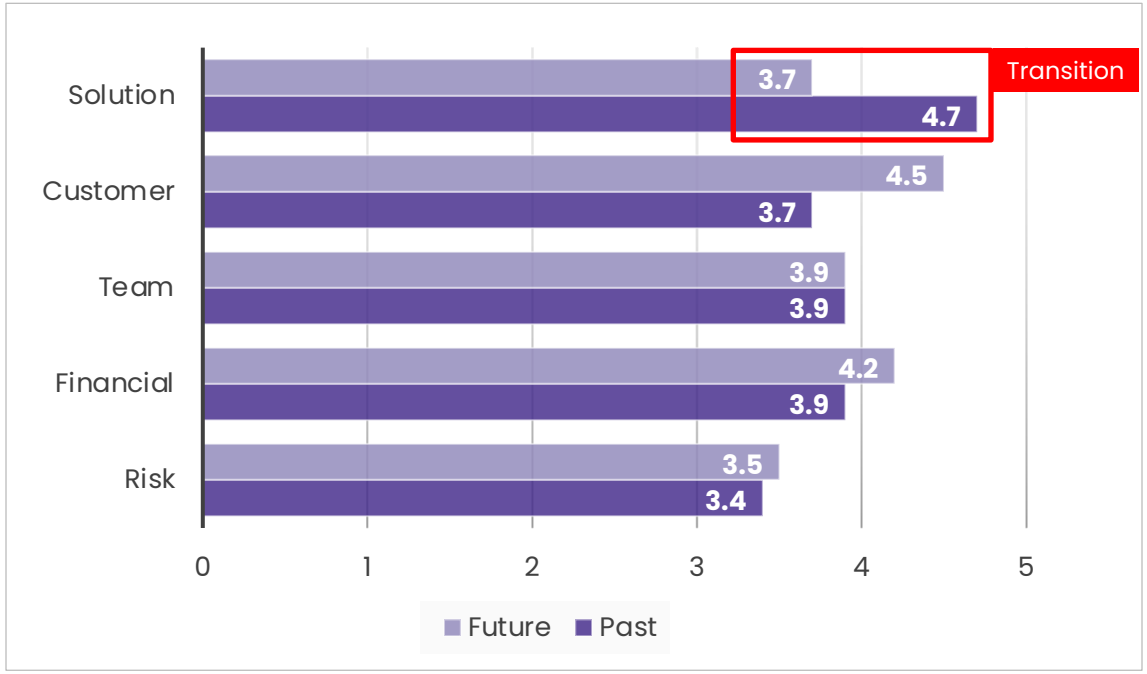
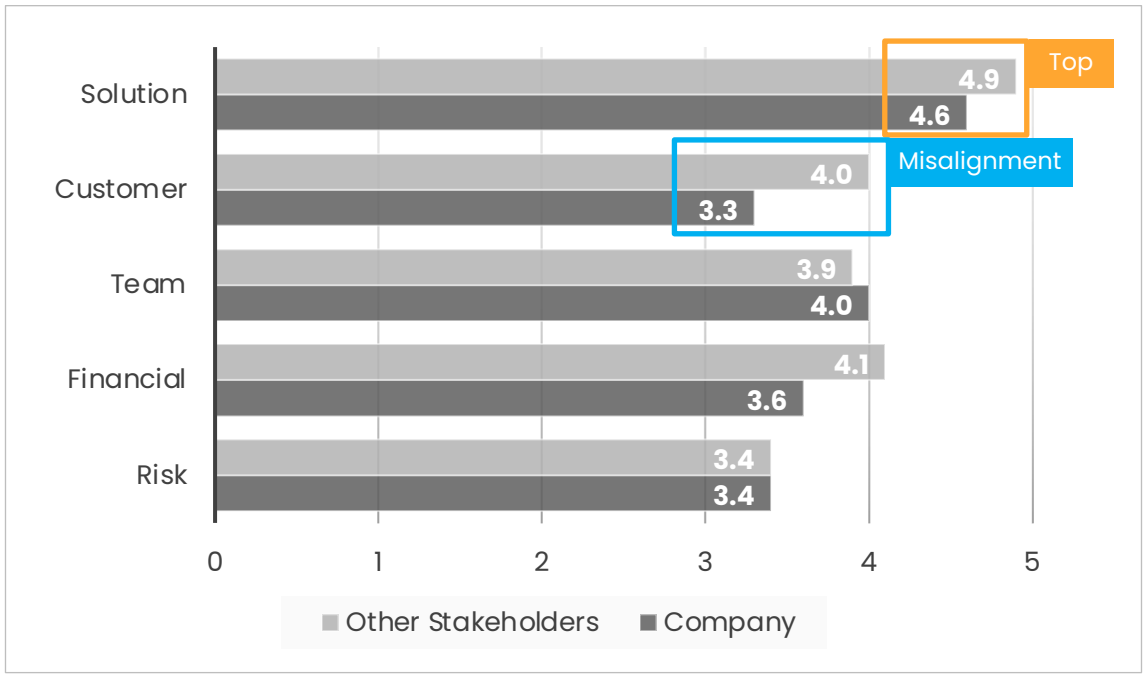
## Most relevant areas

During past vs. future (year)




For companies vs. other stakeholders




**Notes**: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year.
**Source**: Prepared by the authors (see Annex 3: Methodology). N = 18 (55% are companies and 45% are expert stakeholders including investors, corporations, mentors, and policy makers).



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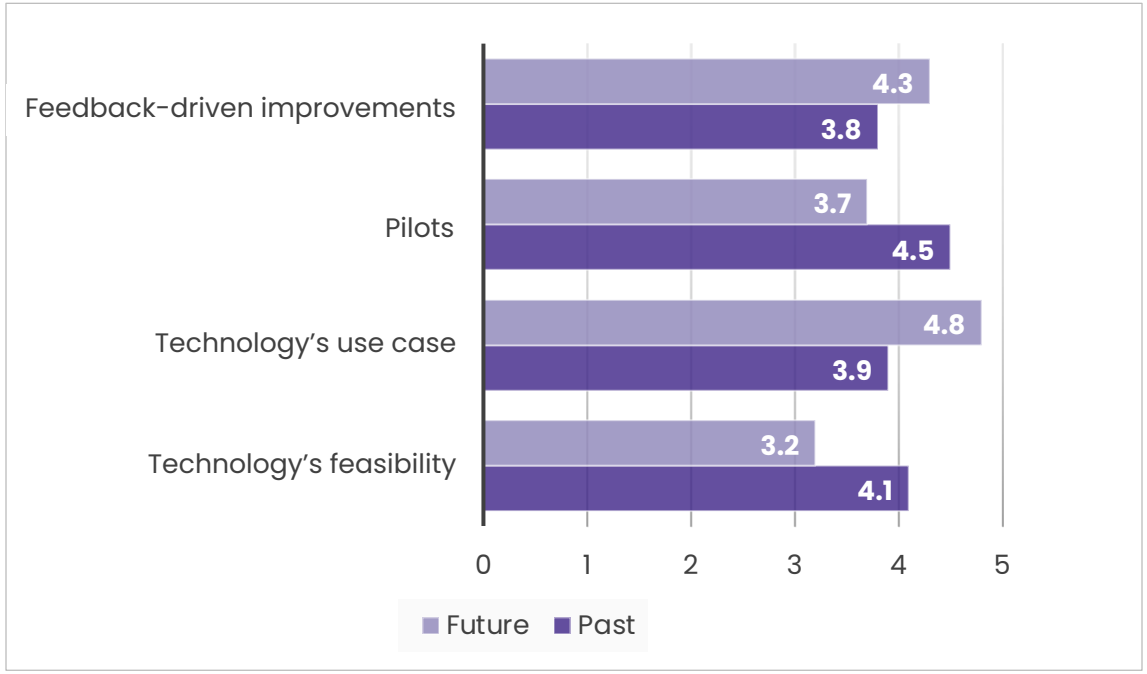
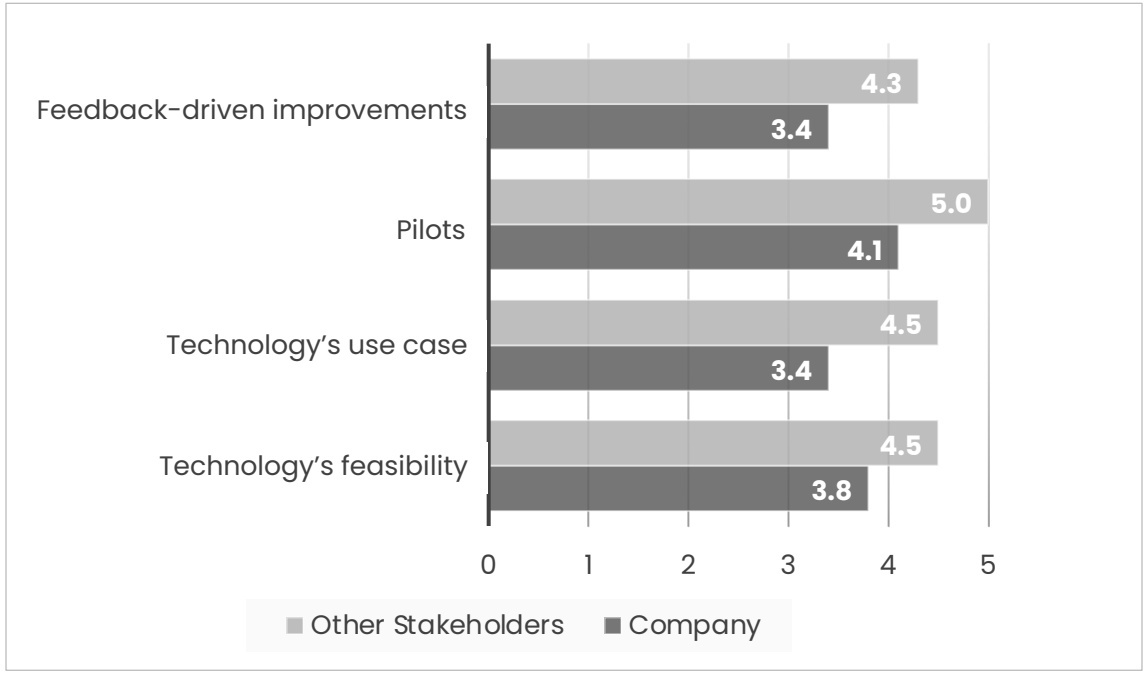
## Most relevant actions

During past vs. future (year)




For companies vs. other stakeholders

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# 3. Priority actions



## Do's and Don'ts

| DO's | DON'ts |
|---|---|
| **Map out a clear path** from tech development to market application, highlighting the competitive advantage. | Avoid "technologies looking for challenges" but challenges seeking solutions. |
| **Develop pilots** to demonstrate technological viability and competitiveness early on. | Don't assume that initial validation will be enough for long-term success. Ensure tech robustness and uniqueness. |
| **Validate your solution** addresses a significant market need. | Avoid vague claims by showcasing key customer metrics such as acquisition and retention rates as well as revenue growth. |

**Source**: Expert workshops.

## Assessing priorities

- **Top relevant aspects**: Conduct pilot projects, trials, or proof-of-concepts (above 3.7/5.0 in most cases).
- **Top transitions:** From decreasing the technology's evaluation (-0.9/5.0) to increasing the technology's use case (+0.9/5.0).
- **Top misalignments**: Companies place less emphasis (-1.1/5.0) on technology's use cases than stakeholders do.

## Insights

| | |
|---|---|
| "Before achieving a product-market fit, understand the problems being solved, and ensure a distinctive approach." | Michal Tresner |
| "Regularly validate your product and team retention while maintaining transparent and understandable financials. This shows a clear growth and exit roadmap to investors." | Alexander Lapshin |

## Case in point

wandelbots

Focusing on the production of industrial robots, this scaleup assess potential risks, optimize robot performance, and ensure successful integration into production lines by simulating robot movements and tasks in a virtual environment before real-world implementation.

**Source**: Wandelbots.



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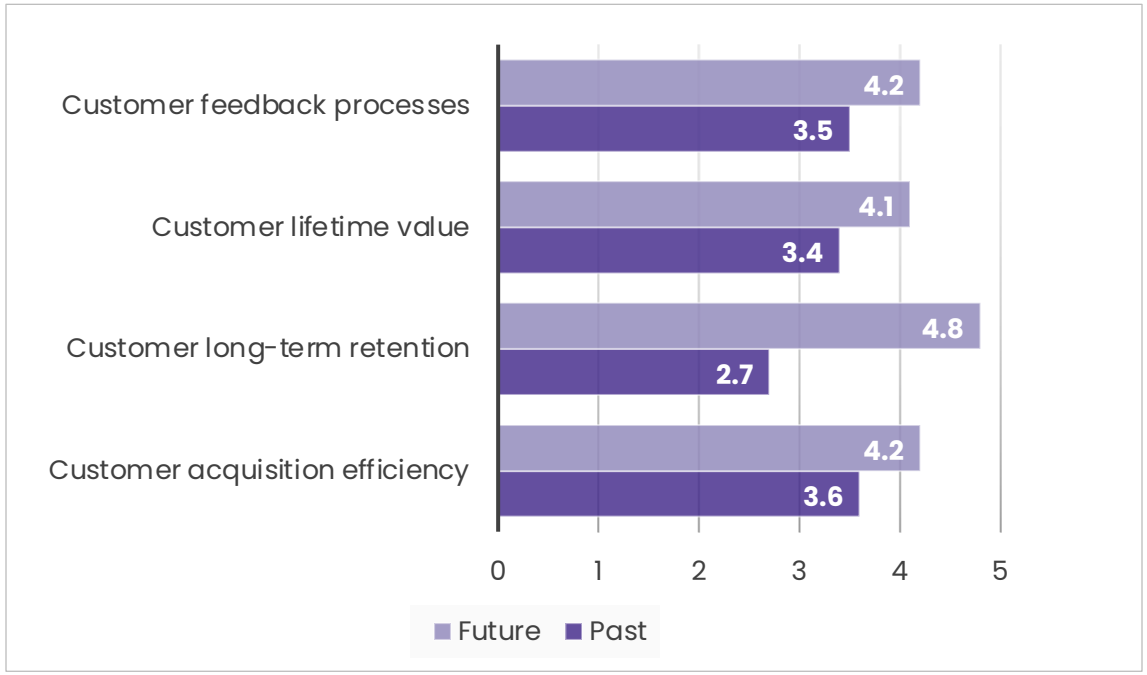
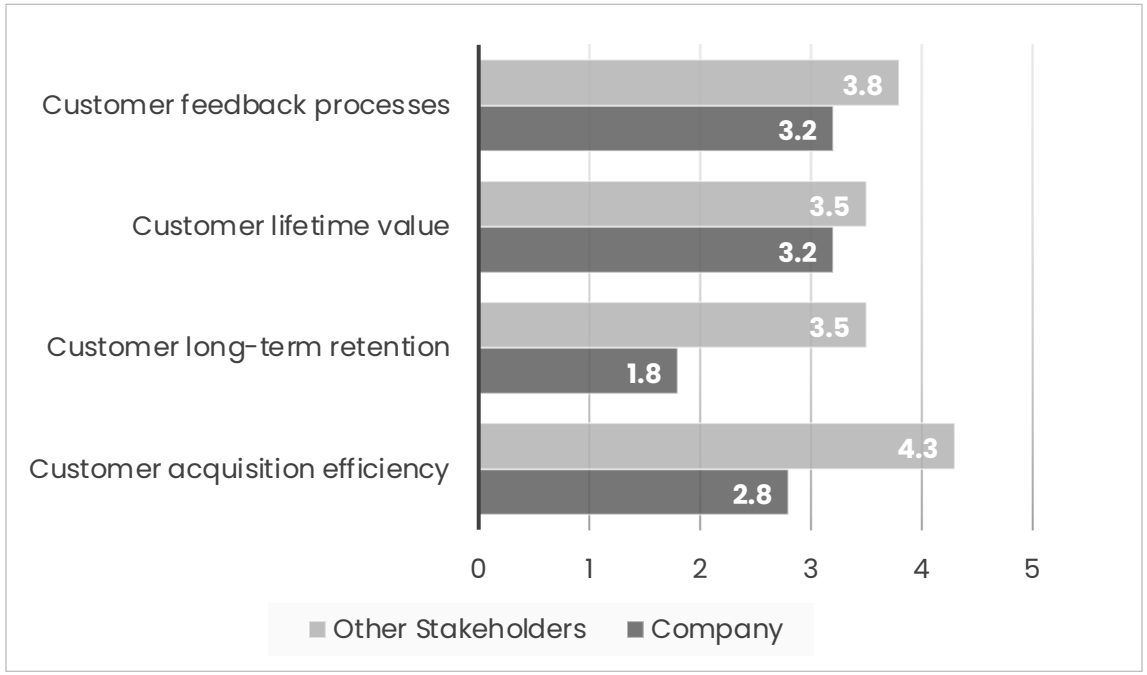
## Most relevant actions

During past vs. future (year)




For companies vs. other stakeholders

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## Do's and Don'ts

| DO's | DON'ts |
|---|---|
| **Enhance customers' willingness to pay** by a benchmark of competitors and in what you are better than them. | Avoid vague or overly technical value propositions. Make them clear and customer-focused. |
| **Understand customers' digital behaviors** to tailor your engagement strategies. | Don't overlook the importance of mapping the entire customer journey through digital channels. |
| **Engage in customer feedback loops** to refine and improve product offerings. | Avoid neglecting customer feedback in the development process; integrate it regularly. |

**Source**: Expert workshops.

## Assessing priorities

- **Top relevant aspects**: Without a clear winner, what companies prioritize the most are customer feedback processes and customer long-time retention (3.2/5.0). Meanwhile, stakeholders prioritize customer acquisition efficiency (4.7/5.0).
- **Top transitions:** Customer long-term retention shows a significant increase (+2.1/5.0) over time.
- **Top misalignments**: There is a gap in customer long-term retention with companies rating it much lower (-1.7/5.0) than other stakeholders.

## Insights

"Conduct a thorough competitor analysis and demonstrate how you are better, ensuring proof of customers willingness to pay."

Kaija Pöysti

"Define your product clearly, conduct paid pilots, validate customer hypotheses, and seek smart money with deep pockets for both initial and future financial rounds."

Orestis Trasanidis

## Case in point

UiPath™

In the field of robotic process automation software, this scaleup gathers customer feedback in their user community forums and customer support channels that allow users to provide insights and suggestions for improvement. This feedback is used to guide the development of new features and ensure UiPath's RPA platform meets the evolving needs of its customers.

**Source**: UiPath.



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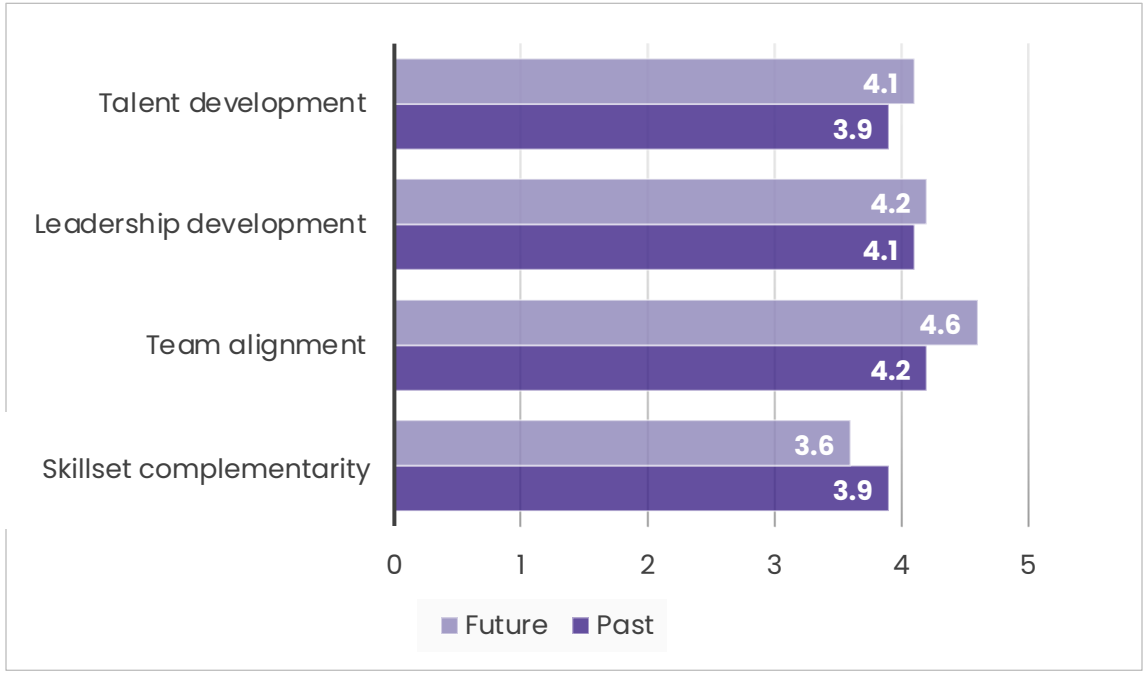
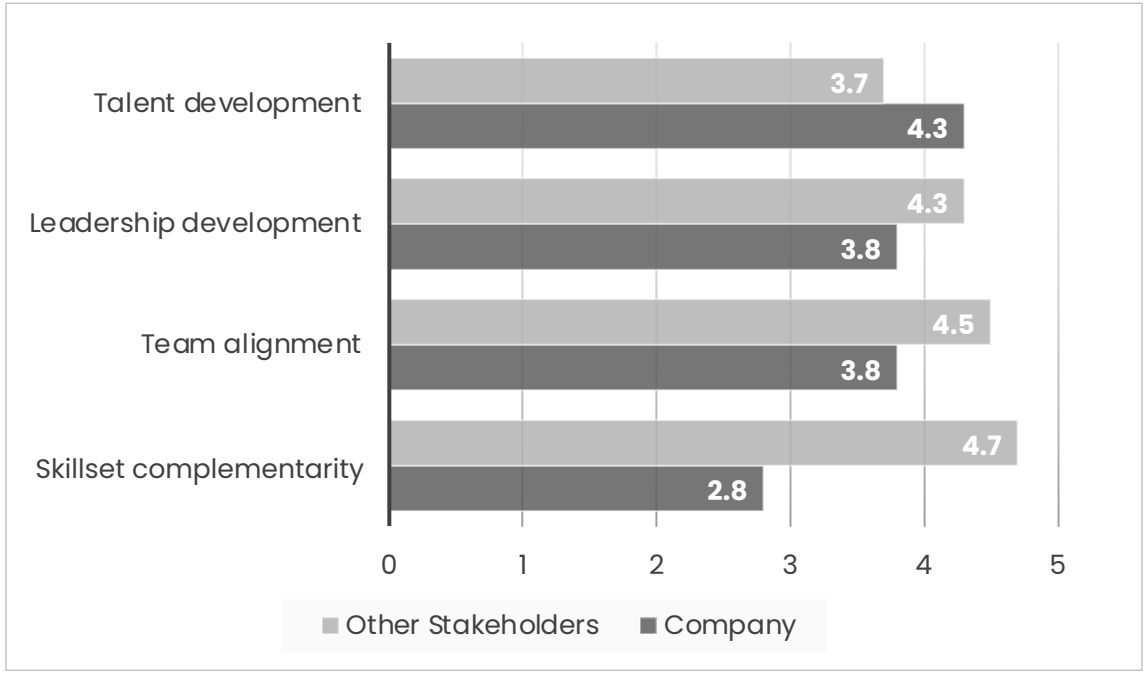
## Most relevant actions

During past vs. future (year)




For companies vs. other stakeholders

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# 3. Priority actions



## Do's and Don'ts

| DO's | DON'ts |
|---|---|
| **Foster a culture** of transparency and collaboration within the team and board. | Avoid creating silos within your team or between your board members. Foster open communication and collaboration. |
| **Build a balanced team** with technical expertise and commercial acumen. | Avoid having only a technical team. Ensure you have members with business development experience. |
| **Involve investors in strategic decisions** and recruit senior management before securing investment. | Do not exclude investors from strategic discussions. Their input can be critical for company growth. |

**Source**: Expert workshops.

## Assessing priorities

- **Top relevant aspects**: Ensuring the team shares the company's goals (above 3.8/5.0 in most cases).
- **Top transitions:** from a decrease in team complementarity (-0.3/5.0) to an increase in team alignment (+0.4/5.0).
- **Top misalignments**: Companies place less emphasis (-1.9/5.0) on skillset complementarity than stakeholders do.

## Insights

"Product validation, a strong team with high retention, and transparent, understandable financials—all of these elements provide investors with a clear roadmap for growth and exit." — Alexander Lapshin

"An investment thesis drives strategic alignment with market opportunities, while a strong team management ensures efficient execution and resilience. Both are essential sustained growth." — Anne Glover

**Note:** A 'liquidation preference' is a negotiated provision that gives an investor preferential payouts in the event the company is sold or experiences some other so-called 'liquidity event'.

## Case in point

Collibra

This scaleup emphasizes its talented, cohesive team in their investment thesis. Its board includes professionals from data science, technology, and business development, ensuring robust management strategies. One of the routes they have to attract and retain top talent is fostering innovation and providing professional development. This reassures investors of their ability to execute their business plan.

**Source**: Collibra.

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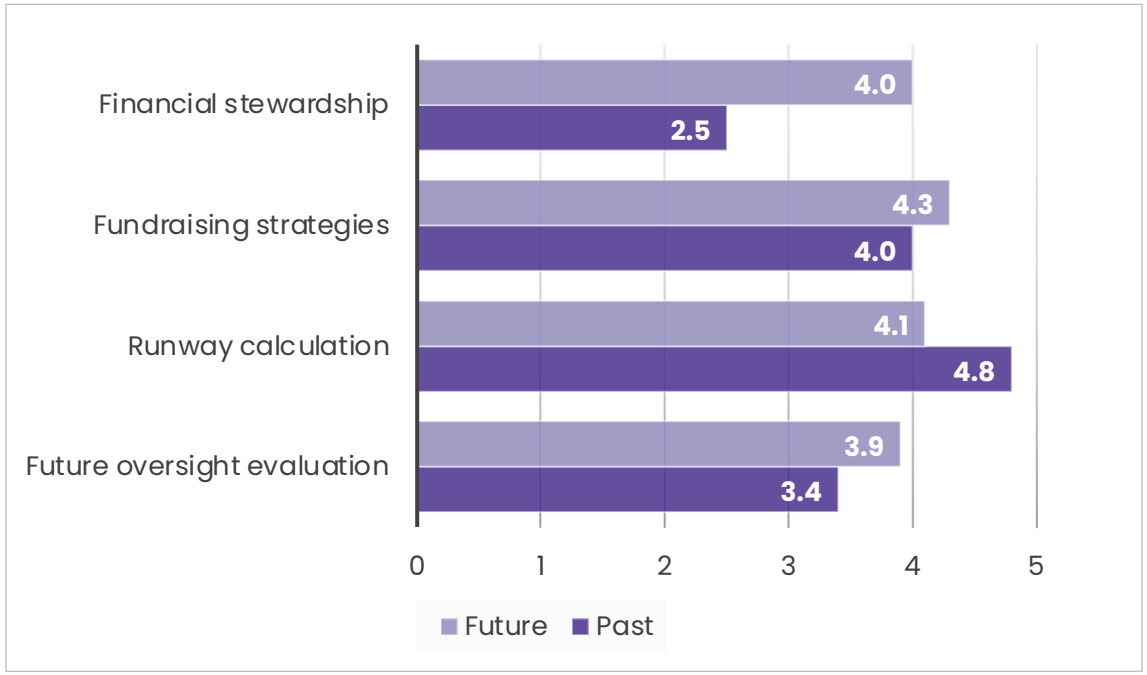
## Most relevant actions

During past vs. future (year)

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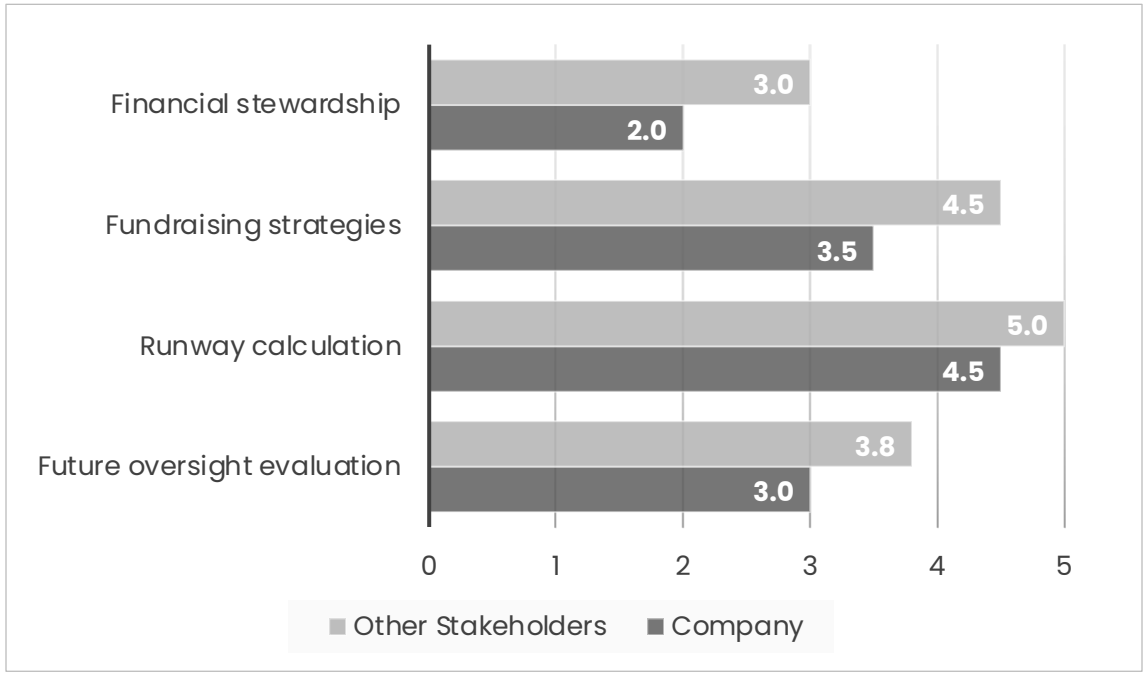


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## Do's and Don'ts

| DO's | DON'ts |
|---|---|
| **Map what matter to investors** to tailor your value proposition and investment narrative. | Avoid focusing solely on financial metrics without considering the strategic fit with the investor. |
| **Clarify your growth and exit roadmaps** that align with investor expectations. | Don't overpromise on financial projections. Back up your projections with solid data and a realistic plan. |
| **Maintain accurate and transparent** financial records. | Do not obscure financial performance with complex reporting. Keep financial reporting clear and transparent. |

**Source**: Expert workshops.

## Assessing priorities

- **Top relevant aspects**: Runway calculation (above 4.1/5.0 in most cases), highlighting the importance of ensuring financial sustainability.
- **Top transitions:** The shift from runway calculation (-0.7/5.0) to financial stewardship (+1.5/5.0).
- **Top misalignments**: Companies place less emphasis (-1.0/5.0) on financial stewardship and fundraising strategies than stakeholders do.

## Insights

"Maintain accurate and transparent financial records to build trust with investors." — Angel Alberich

"Continuously fundraise and understand the goals of potential investors to align your investment needs and provide them value at the right time." — Andrea Busch

## Case in point

Bolt

**Source**: Bolt

The financial prowess of this European scaleup in the mobility sector includes meticulous cash flow management and robust modeling. It also combines equity funding in several funding rounds from investors such as the venture capital Sequoia and the corporate Daimler as well as convertible loans. This has fueled their exponential growth.



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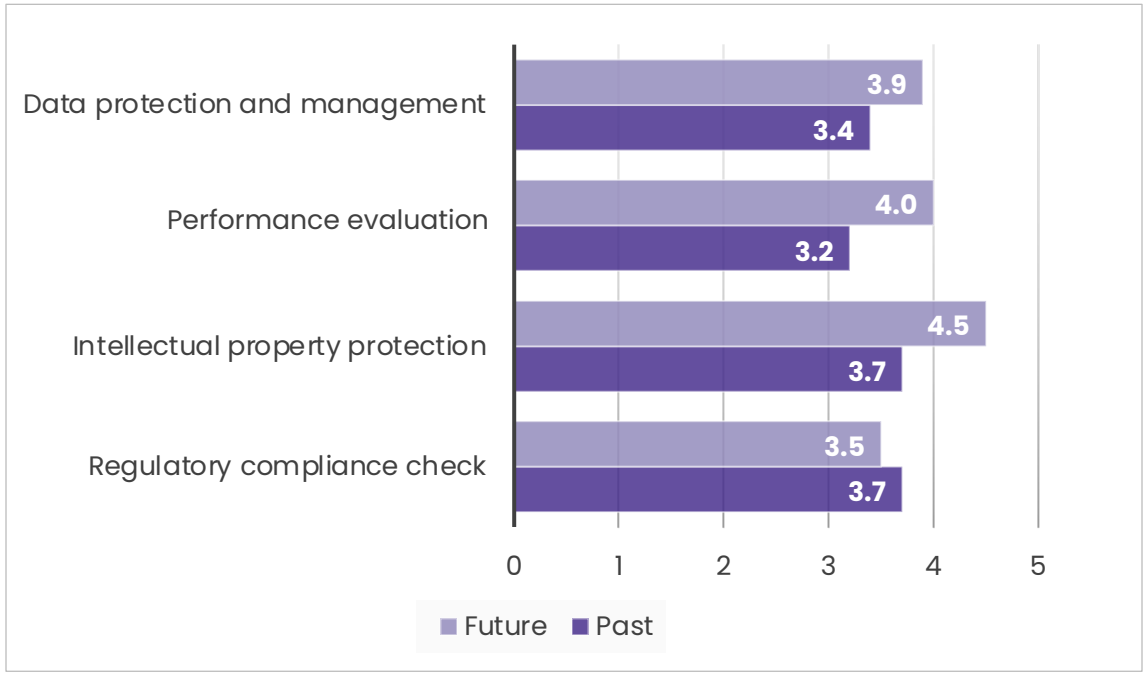
## Most relevant actions

During past vs. future (year)

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## Do's and Don'ts

| DO's | DON'ts |
|---|---|
| **Develop a robust risk management** framework to identify and mitigate potential threats early. | Avoid assuming the investment thesis will remain static. Be prepared against potential risks. |
| **Regularly review and update** risk mitigation strategies as the company grows. | Avoid complacency in risk management practices. Stay informed and proactive. |
| **Diversify funding sources** such as venture capital, government grants, and corporate partnerships. | Avoid overreliance on a single funding source to reduce financial risk and increase resilience against volatility. |

**Source**: Expert workshops.

## Assessing priorities

- **Top relevant aspects**: Intellectual property protection (above 3.5/5.0 in most cases).
- **Top transitions:** Increases (+0.7/5.0) in performance evaluation and intellectual property protection.
- **Top misalignments**: Companies place less emphasis (-1.2/5.0) on performance evaluation than stakeholders do.

## Insights

"Regularly reassess risks for adapting to changing market conditions." — Jean-Michel Deligny

"Develop a multi-pronged fundraising strategy involving venture capital, government grants, and corporate funding." — Roland Dennert

## Case in point

adyen

This scaleup incorporates its risk management approach into its investment thesis. Its board incorporates experts in finance, technology, and global markets, anticipating and mitigating business and market risks. It covers market competition, regulatory changes, and operational challenges. This proactive approach ensures a compelling case for investors, supporting long-term growth objectives.

**Source**: Adyen.



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## A five-step guide for preparing an action plan in your core development areas

**1. Challenge roadmap familiarization**

- Review this roadmap to understand the core development areas and priority actions of the analyzed **challenge**.
- Deep dive into your market for insights on current and future opportunities. For this, you have the **Market** Roadmaps* (separate publication).

**2. Self-assessment and benchmarking**

- Fill out your self-assessment and benchmark the results to (i) gauge your relative standing, and (ii) better assess your priority actions.
- Focus on specific areas where your company should focus, identifying potential development opportunities.

**3. Action plan development**

- Develop a comprehensive 6-month plan to address identified pain points with tailored solutions.
- Incorporate strategies from the roadmap, keeping in mind do's and don'ts while allocating resources according to your strategic objectives and key results (OKRs).

**4. Continuous learning, and KPI setting**

- Engage in continuous learning, using recommended publications and the recorded presentation to adapt and refine your strategy.
- Define clear, measurable key performance indicators (KPIs) for each core development area.

**5. Execution, monitoring, and iteration**

- Implement your action plan with a focus on agility and responsiveness to market changes.
- Regularly review and adapt your plan based on OKR and KPI progress to stay on the path to becoming a high-growth company.

**Source**: Prepared by the authors. **Note**: The Market Roadmaps are another series of publications of the EIC Scaling Club.



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## 1) Self-assess your company with this survey (only 5')

What has been and will be your most relevant priority **actions**?

## 2) Benchmark yourself against the analyzed sample

Which **areas** are you going to improve?
What should be your main **objectives**?
How are you going to **measure** them?

**Note**: Data were reviewed at the date of publication.



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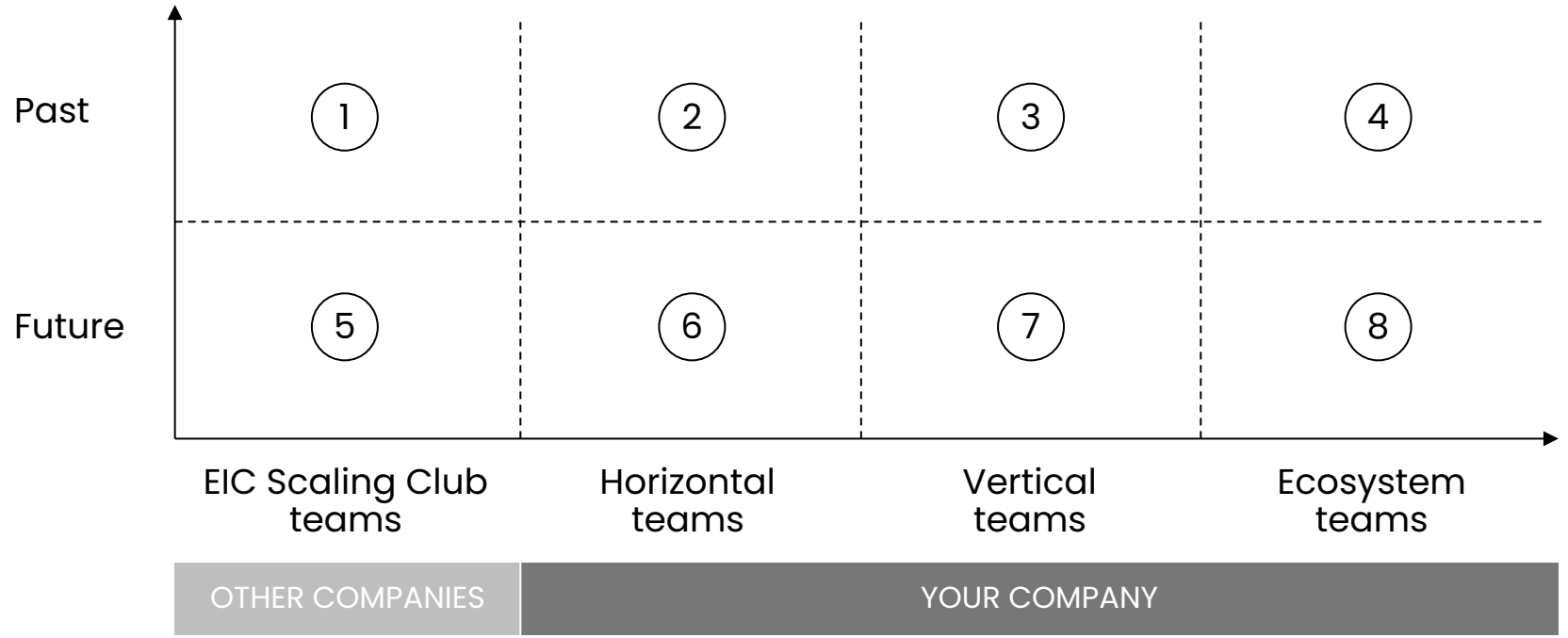
## Then, you can annually compare your results from multiple angles




## Target groups for comparison

- **EIC Scaling Club teams**: between you *(the company's CEO)* and the analyzed sample of companies in this document.
- **Horizontal teams**: between you and other peers (e.g., other executive committee members or cofounders) or between departments at the same company level (e.g., sales, product development, talent).
- **Vertical teams**: between you *(the company's CEO)* and departments below you.
- **Ecosystem teams**: between you and other stakeholders (e.g., investors, advisors, clients).

**Source**: Prepared by the authors.



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## Potential dashboard for core development areas with OKRs

Zoom into the objectives and key results that you may track and improve based on your self-assessment

| Area | 1. Solution | 2. Customer | 3. Team | 4. Financial | 5. Risk |
|---|---|---|---|---|---|
| **Objective** | • Accelerate product development to drive investor confidence and secure the next funding round. | • Enhance product development to delight customers and drive user acquisition growth. | • Elevate the development team efficiency by achieving a 30% increase in feature delivery velocity. | • Optimize financial efficiency in operations to achieve a 20% reduction in overall project costs. | • Minimize tech development-related risks by achieving a 30% reduction in high-priority software/hardware vulnerabilities. |
| **Key results** | • Achieve 90% completion of minimum viable product features, as defined in the roadmap.<br>• Increase customer engagement metrics by 30% through beta testing feedback and user interaction analysis.<br>• Achieve a 40% reduction in average feature delivery time to secure agile development capabilities. | • Improve product satisfaction ratings to 4.5 out of 5.0 stars on average across all user feedback platforms.<br>• Increase customer retention rate by 20% through enhanced feature usability and customer support initiatives.<br>• Achieve a 30% increase in monthly active users through targeted marketing campaigns and product enhancements. | • Improve team satisfaction score up to 90% through regular feedback and improvement initiatives.<br>• Reduce average time to resolve technical issues by 50%, enhancing team productivity.<br>• Attain 100% proficiency in new technology adoption among team members through training programs. | • Decrease project budget variance to within 5% of initial estimates.<br>• Improve resource utilization efficiency by 15% through better project planning and allocation.<br>• Achieve a 10% increase in return on investment for tech development initiatives through cost-effective resource management. | • Reduce critical software/harwarre defects by 50% through rigorous testing and quality assurance measures.<br>• Implement proactive risk management strategies to maintain project timelines and deliverables.<br>• Achieve a 20% decrease in dependency on key external vendors to mitigate supply chain risks. |

**Source**: Prepared by the authors. **Note**: This is just an example.



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## Potential dashboard for core development areas with KPIs

Zoom into the key performance indicators you may track and improve based on your self-assessment

| Area | 1. Solution | 2. Customer | 3. Team | 4. Financial | 5. Risk |
|---|---|---|---|---|---|
| **KPIs to track** | • **Lead Time:** Average duration from when a feature request is made (often through customer feedback) to when it is fully implemented.<br>• **Strength of Data-Driven Evidence**: Robustness and reliability of data supporting business decisions.<br>• **Uniqueness of the Niche Opportunity**: Distinctiveness and market potential of the targeted niche market. | • **Customer Satisfaction Score (CSS):** Customer happiness and loyalty based on feedback and interactions.<br>• **Churn Rate:** Rate at which customers stop using a product or service<br>• **Customer Lifetime Value (CLTV):** Predicted revenue attributed to a customer throughout their relationship with the company. | • **Employee Satisfaction Score:** Team contentment to enhance retention and productivity.<br>• **Team Productivity Rate:** Output efficiency to optimize workflow and project delivery.<br>• **Skills Development Index:** Competency growth to align team skills with organizational goals. | • **Return on Investment (ROI)**: Profitability relative to investment to assess financial performance.<br>• **Capital efficiency:** Ratio of capital expenditure to revenue generated.<br>• **Budget Variance Analysis**: Financial accuracy by comparing actual expenses against projected budgets. | • **Risk Mitigation Effectiveness:** Success in reducing potential risks to protect investments and enhance returns.<br>• **Volatility Index**: Quantification of market fluctuation risks affecting investment stability and returns.<br>• **Risk-Adjusted Return on Investment (RAROI)**: Evaluates ROI considering associated risks to guide investment decisions. |
| **Visual elements** | • **Cumulative Flow Diagram:** Displays the trend of Lead Time over a period.<br>• **Venn Diagram**: Illustrates overlap between niche characteristics for the uniqueness of niche opportunity.<br>• **Heatmap**: Displays data density and trends in data-driven evidence for decision-making. | • **Gauge Chart:** Visually represents the CSS score, with a needle pointing to the current score on a scale.<br>• **Trend Line Graph**: Displays trends over time to visualize customer attrition rate for strategic insights.<br>• **CLTV Cohort Analysis**: Shows revenue generated from customer segments over their relationship duration. | • **Employee Happiness Index Chart**: Tracks satisfaction levels to gauge team morale and engagement.<br>• **Productivity Dashboard**: Displays output metrics to measure team efficiency and performance.<br>• **Skills Matrix**: Maps team proficiency to assess growth and readiness for evolving demands. | • **ROI Trend Line Graph**: Displays ROI over time to visualize financial performance trends.<br>• **Cost Efficiency Dashboard**: Provides real-time insights into cost management effectiveness and efficiency.<br>• **Budget Variance Bar Chart**: Illustrates variance between actual and budgeted expenses for financial analysis. | • **Risk Mitigation Dashboard**: Provides insights into the effectiveness of risk management strategies to minimize impacts.<br>• **Volatility Index Line Graph**: Tracks volatility trends to monitor market risk levels impacting investment outcomes.<br>• **Risk-Return Scatter Plot**: Maps RAROI to visually assess risk-adjusted profitability for investment analysis. |

**Source**: Prepared by the authors. **Note**: This is just an example. To visualize this, there are plenty of business intelligence tools such as Tableau and Power BI.



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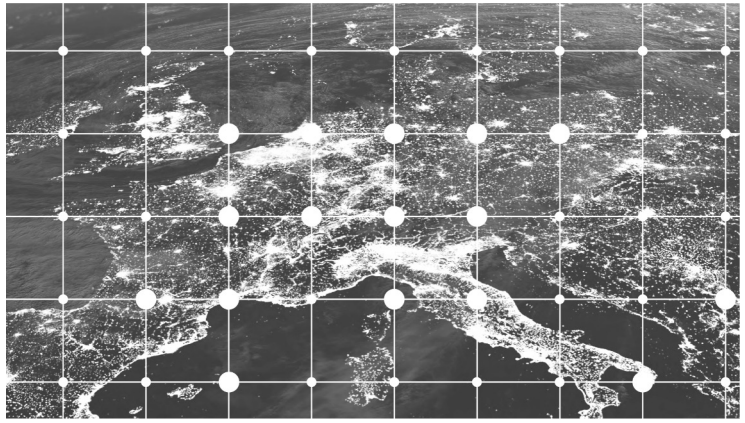
# 5. Selected literature

## Tackling the Scaleup Gap

Read more:

**Source**: European Commission's JRC.

## Corporate Venturing: A Bridge for Europe's Valley of Death



Read more:

**Source**: IESE Business School.

## Financing the Deep Tech Revolution

Read more:

**Source**: European Investment Bank.



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# Annex 1: Recorded presentation and satisfaction survey

**Play the recorded presentation**

# Annex 2: Scaleup Series | 10 Roadmaps

**Scaleup Series – Roadmaps of 10 challenges**

1. Go-To-Market Strategy
2. Strong Board
3. Investment Thesis
4. Lead Investor
5. Corporate Partnerships
6. Leadership and Talent Development
7. Gender and Diversity Balance
8. European and Institutional Partnerships
9. Building an Ecosystem
10. Policy and Regulatory Framework

**Access to them**



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# Annex 3: Methodology

## Academic partner

IESE Business School University of Navarra

## Collaborating partners

TechTour | bpifrance | webrazzi | EurA | hello tomorrow

## Methodology

This study was conducted to shed light on how European deep-tech scaleups can better develop their **investment thesis**. To achieve this, the research team has conducted literature reviews, interviews, onsite and online workshops, surveys, and more.

- **Literature review**: comprehensive analysis of studies published in relevant academic journals, industry reports, news platforms, and secondary data, to name a few.
- **In-depth interviews (3 experts)**: later, a semi-structured interview protocol was developed with fixed open-ended questions. Each interview's introduction phase was established to align definitions, reduce ambiguity, and focus the scope — ensuring a common understanding. Four interviews were conducted and analyzed to validate the measurement indicators of core development areas and priority actions, among other factors.
- **Expert workshops and survey (35 experts):**
  - Afterward, four online and onsite workshops were moderated for further validation while gathering insights and primary data about the indicators, securing diversity in terms of geography, industry, and gender. Moreover, the selection of companies (and stakeholders' portfolios) aimed to be within a similar company's maturity stage. These companies were selected by a committee of experts based on their past and future potential results. These workshops were also developed to validate the framework for the self-assessment of companies, among other factors. Lastly, an additional survey was used.
  - A total of 35 experts were involved, encompassing scaleups, investors, corporations, media, policymakers, and mentors. In several cases, a triangulation process was applied using multiple data sources to ensure the validity of the information and gain a comprehensive understanding of this phenomenon.
  - The team analyzed the answers through several stages, including coding and classification of responses by repetition of keywords and frequency of concept reference, to identify initial categories. Several tests were conducted to develop a robust classification, avoiding redundancy and securing completeness. Data was quantified and visually analyzed, with percentages reflecting the relative importance of each aspect, rounded to the nearest unit. Three researchers carried out this process, increasing the robustness of the results. The entire study underwent a review by four additional peer reviewers, including three academics and one practitioner.

The study's primary challenges were the ambiguity of terminology used in the industry, creating a robust categorization that was neither too fragmented nor too aggregated, the limited size of the sample, the company's sector diversity, and the scope of companies' maturity stage. Countermeasures were put in place to address these challenges, as described in this section. The research team acknowledges the complexity of the phenomenon and the opportunity for further analysis, gathering more indicators within a bigger sample to better understand co-relation factors.



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EIC Scaling Club

# Annex 4: EIC Scaling Club companies

## Maturity of companies

**Overall group:**
N: 48

**Valuation (€M):**
Average: 57.8
St. Dev: 62.10
N: 22 (46%)

**Fundraised (€M):**
Average: 34.8
St. Dev: 38.2
N: 34 (71%)

## Smart mobility

- Delivering Today DRONAMICS
- Easelink
- Elaphe Propulsion Technologies Ltd
- KONUX
- MANNA
- SHIPPEO
- tallano
- TERAKI
- Transmetrics
- Vay Technology GmbH
- VIANOVA

## Digital security and trust

- Hadian
- Probely
- QUOINTELLIGENCE
- sekoia
- SettleMint
- sherpa.ai
- ThreatMark
- TILKAL
- UMNAI
- VAULTSPEED
- XXII

## Next-gen computing

- LUMEN
- BASEMARK
- dispelix
- GSCAN
- MULTIVERSE
- QUIX QUANTUM
- quobly
- Quside
- sensiBel
- VisIC Technologies
- XTPL

## Renewable energies

- AERONES
- bound4blue
- CorPower Ocean
- ENEIDA.IO
- eologix
- ping
- FOCUSED ENERGY
- GA Drilling
- Heimdall Power
- modvion
- ROSI
- sweetch energy
- sympower

**Source**: Pitchbook and Dealroom (2024 June 14). **Note**: The analyzed companies are a subset of this group. The information is based on the latest available data. "St. Dev." refers to the standard deviation. "N" refers to the size of available data for the chosen metric. Data were reviewed at the date of publication.



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# Annex 5: Contributing experts and organizations

## Experts


Kaija Pöysti


Soeren Jehmlich


Carson Bradbury


Bernd Wacker


Oliver Ocyzcz


Jeff McClelland


Laureen Cook


Charles Mander


Isabel Obieta


Carlos Alberto Silva


Michael Tresner


Beate Stecher


Jonas Schmänk


Laurent Vancaillie


Tero Sarkkinen


Alexander Lapshin


Jean-Michel Deligny


Cesar Gimeno

**Source**: LinkedIn.



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# Annex 5: Contributing experts and organizations

## Experts


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Orestis Trasanidis


Ambra Nicole Strub


Raphael Fässler


Ángel Alberich


Roland Dennert

**Source**: LinkedIn.



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# Annex 5: Contributing experts and organizations

**Organizations**


**Source**: Companies' website.



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# EIC Scaling Club

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Partners:

TechTour

bpifrance

EurA

IESE Business School University of Navarra

webrazzi

hello tomorrow