

SAXOCELL®



**CLUSTERS
4 FUTURE**
Innovationsnetzwerke
für unsere Zukunft

GEFÖRDERT VOM



Bundesministerium
für Bildung
und Forschung

LIVING DRUGS

PRECISION THERAPY CLUSTER FOR SAXONY

SaxoCell – How to start-up
July 6th, 2022



**TECHNISCHE
UNIVERSITÄT
DRESDEN**



UNIVERSITÄT
LEIPZIG



Fraunhofer
IZI



KLINIKUM CHEMNITZ
gGmbH

How to transfer

Agenda & Speaker

- 1. What is a start-up
- 2. Where does a start-up start
- 3. Financing of start-ups
- 4. How to get in touch with investors
- 5. Specific challenges of/for academic spin-offs
- 6. Support for your start-up idea
- Speakers
 - Dorit Teichmann, SaxoCell® HUB, Startup Managerin Life Science dresden | exists
 - Dr. Thomas Tradler, MBA, SaxoCell® HUB, Head of Business Development, Fraunhofer IZI

1. What is a start-up?

1.1. Examples for successful startups



... just to name a few examples

What do they have in common?

1. What is a start-up?

1.2. Important innovation and economic drivers



SWR» AKTUELL

Suchen Wetter Verkehr

Menü



Foto: S...

MILLIARDEN-ÜBERSCHUSS IM HAUSHALT

Steuerquelle BioNTech: Mainz will Ende 2022 schuldenfrei sein

STAND: 9.11.2021, 13:02 UHR



esschau

Sendung verpasst? ▶

Standort Deutschland

Regierung will Start-ups stärker fördern

Stand: 03.06.2022 14:04 Uhr

Ökonomen fordern seit langem mehr Risikofreude und Innovationen in der deutschen Wirtschaft. Eine neue Start-up-Strategie von Wirtschaftsminister Habeck soll dabei helfen.

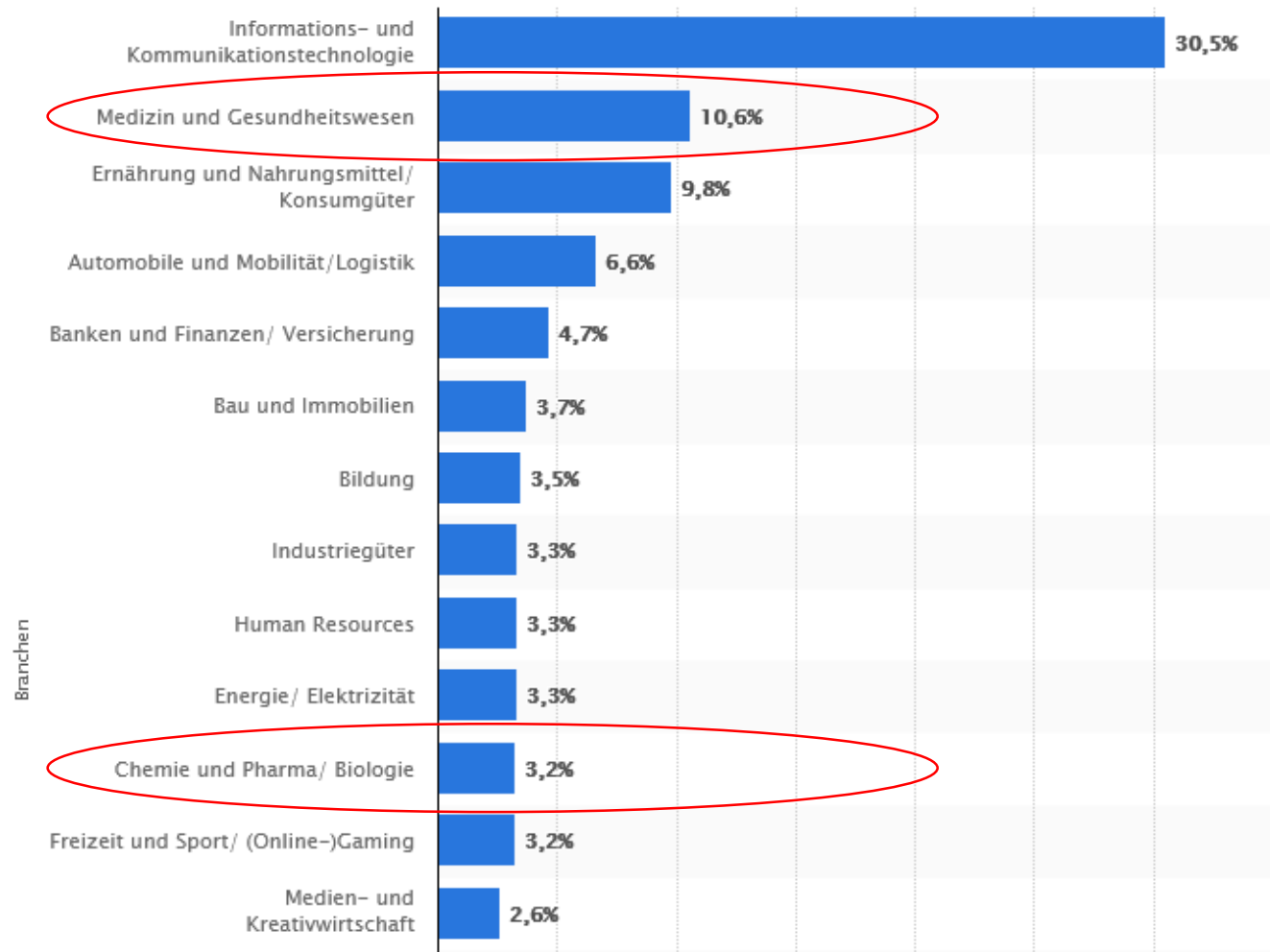
Deutsche Start-ups sollen leichter an Risikokapital kommen, um ihre wirtschaftliche Entwicklung vorantreiben zu können. Das sieht der Entwurf für eine neue Start-up-Strategie von Wirtschaftsminister Robert Habeck (Grüne) vor. Ziel sei es, den deutschen Wagniskapitalmarkt weiter zu stärken und zusätzliche Möglichkeiten für großvolumige Finanzierungen durch inländische Investoren zu schaffen, heißt es darin.

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1. What is a start-up?

1.3. Start-ups in Germany

Shares of start-ups according to industry sectors in Germany 2021



Source: Statista 2022 according to DSM (Deutscher Start-up Monitor)

2. Where does a startup start?

2.1. How does a start-up start?

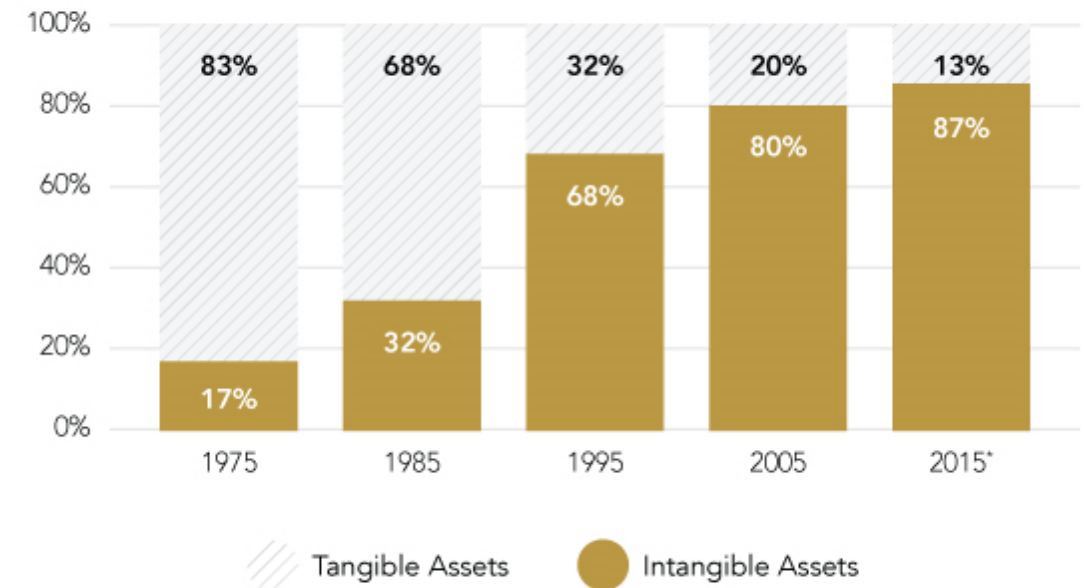
- Results of research activities
 - Think broad: Knowledge, skills, Highly qualified staff, technical inventions, material, data, Infrastructure, Physical products
 - Start-ups take up these ideas → searching for economic opportunities (problems being solved by these new results)
 - Start-up = newly founded company
 - Spin-off = start-up out of a specific institution/company involving IP

2. Where does a startup start?

2.2. Role of intangible assets

- Results of research activities can be broad
- There is intellectual properties (intangible assets) and other tangible assets like data, material, infrastructure,
- Over the years growing importance of intangible assets
- But companies build valuable portfolios by having both – tangible and intangible assets

COMPONENTS of S&P 500 MARKET VALUE



SOURCE: OCEAN TOMO, LLC

2. Where does a startup start?

2.3. Different types of intellectual property

- Patents: Protection of a technological invention
- Utility model: Protection of a technological invention
- Registered designs: Protection of an aesthetic appearance
- Trade marks: Protection of a context-specific mark
- Copyright: Protection of authorship (i. e. software)
- Trade secrets: Unpublished Know-how

2. Where does a startup start?

2.4. Business model as basis for start-up - I

- Turning research results into a business model (1)
 - Leaving the „technology“ perspective – taking the product/service perspective
 - Products and/or service are relevant assets in the core of business model
 - What products/ services can be offered based on a technology to a customer
 - Example: You developed a drug development assay → what products/services you can think of?
- Who tells you that your product/service is actually a good idea/ has potential?

2. Where does a startup start?

2.5. Business model as basis for start-up - II

- Turning research results into a business model (2)
 - Seeing the product/service through the eyes of a customer
 - What problems solved for the customers?
 - Does a product/service fit into customers settings?
 - How valuable is product/service for the customer?
 - Being „unique“ from customers perspective
 - How to prevent others from copying your idea? (see IP)

2. Where does a startup start?

2.6. Business model as basis for start-up - III

- Once you have defined a product or service
 - How to earn money with it?
- Business model = logical setup how a company can
 - Provide value to a customer
 - By securing profit/ revenues
- Business model involves
 - Product/service, Customers, relationship to customers
 - Infrastructures, team, key resources (incl. IP), key partners

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2. Where does a startup start?

2.7. How does everything start?

- Business Model Canvas to address all the first questions
- Evaluate systematically key factors for a business model

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2. Where does a startup start?

2.7. How does everything start?

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The Business Model Canvas

Designed for: _____ Designed by: _____

Created: _____

Revised: _____

<p>Key Partners</p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> <p><i>Illustration: interlocking gears</i></p>	<p>Key Activities</p> <p>What key activities do our Value Propositions require? Do they differ by Channel? Customer Relationships? Revenue Streams?</p> <p><i>Illustration: person working at a desk</i></p>	<p>Value Propositions</p> <p>What value does we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><i>Illustration: hand holding a card</i></p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they helping to drive the rest of our business model? How costly are they?</p> <p><i>Illustration: heart</i></p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customers?</p> <p><i>Illustration: person</i></p>
<p>Key Resources</p> <p>What Key Resources do our Value Propositions require? Do they differ by Channel? Customer Relationships? Revenue Streams?</p> <p><i>Illustration: person with a briefcase</i></p>		<p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels being reached? Which ones work best? Which ones are most cost-effective? How are we integrating them with customer routines?</p> <p><i>Illustration: cardboard box</i></p>		
<p>Cost Structure</p> <p>What are the most important costs that drive our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><i>Illustration: stack of papers</i></p>			<p>Revenue Streams</p> <p>How much value are our customers really willing to pay? How do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to our revenue?</p> <p><i>Illustration: cash register</i></p>	

www.businessmodelgeneration.com

2. Where does a startup start?

2.8. How does everything start?

- Once you have a business model – turn it into a business plan
- Business plan = more detailed information about your business model (incl. detailed finance plan)
- Can vary from a pitch to a xpages written document
- Business plan = why do you need it?
 - basis to talk to investors, strategic partners,

2. Where does a startup start?

2.9. How does everything start?

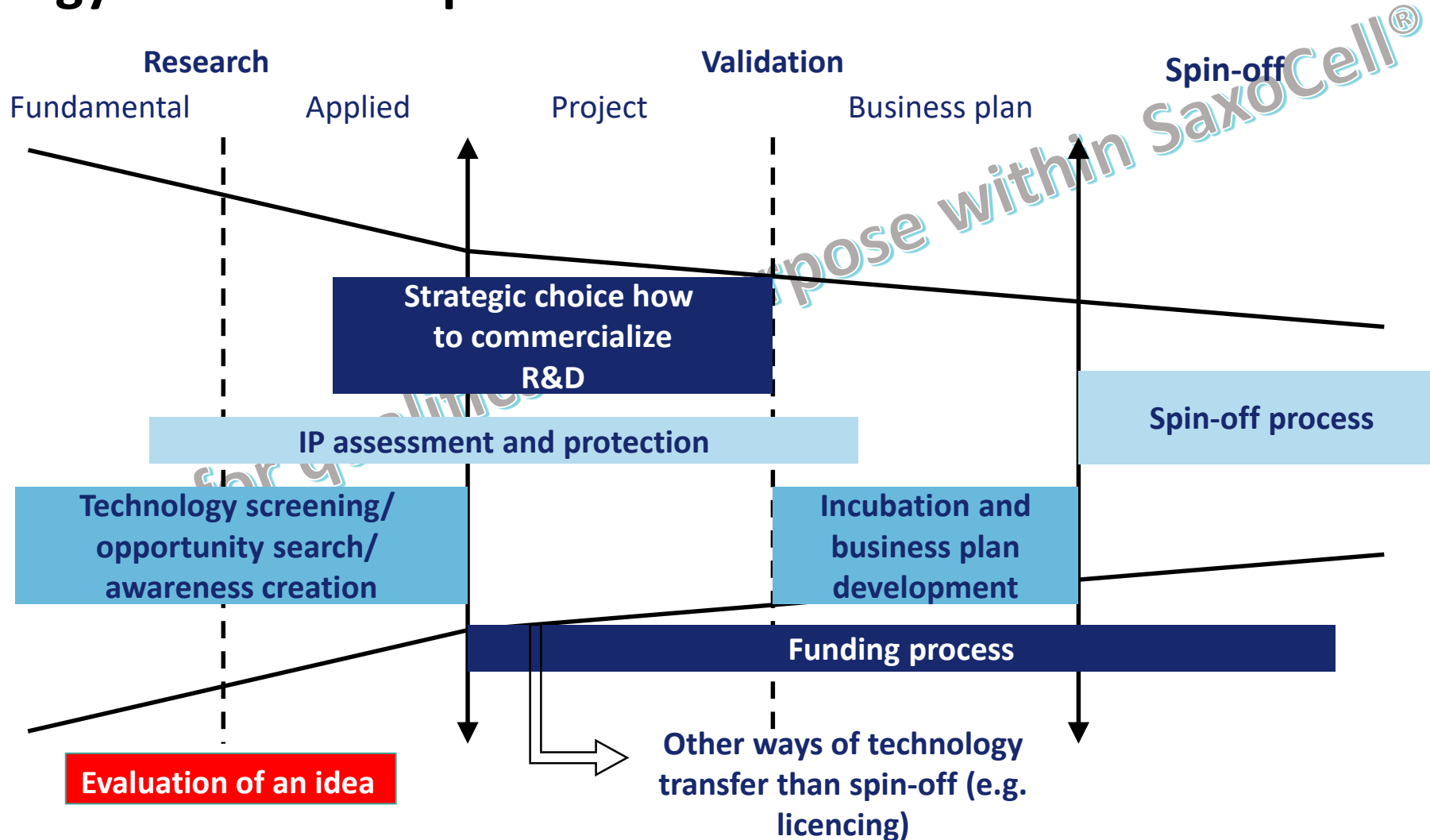
- What is the most relevant success factor for a start-up?
 - Team
 - Interdisciplinary competences needed
 - Transparency on team members expectations towards start-up
 - Are all on the same track, sharing the same vision?
 - What are the roles of each team member in the start-up?

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2. Where does a startup start?

2.10. How does everything start?

Technology transfer as a process



3. Financing of start-ups

3.1. Overview

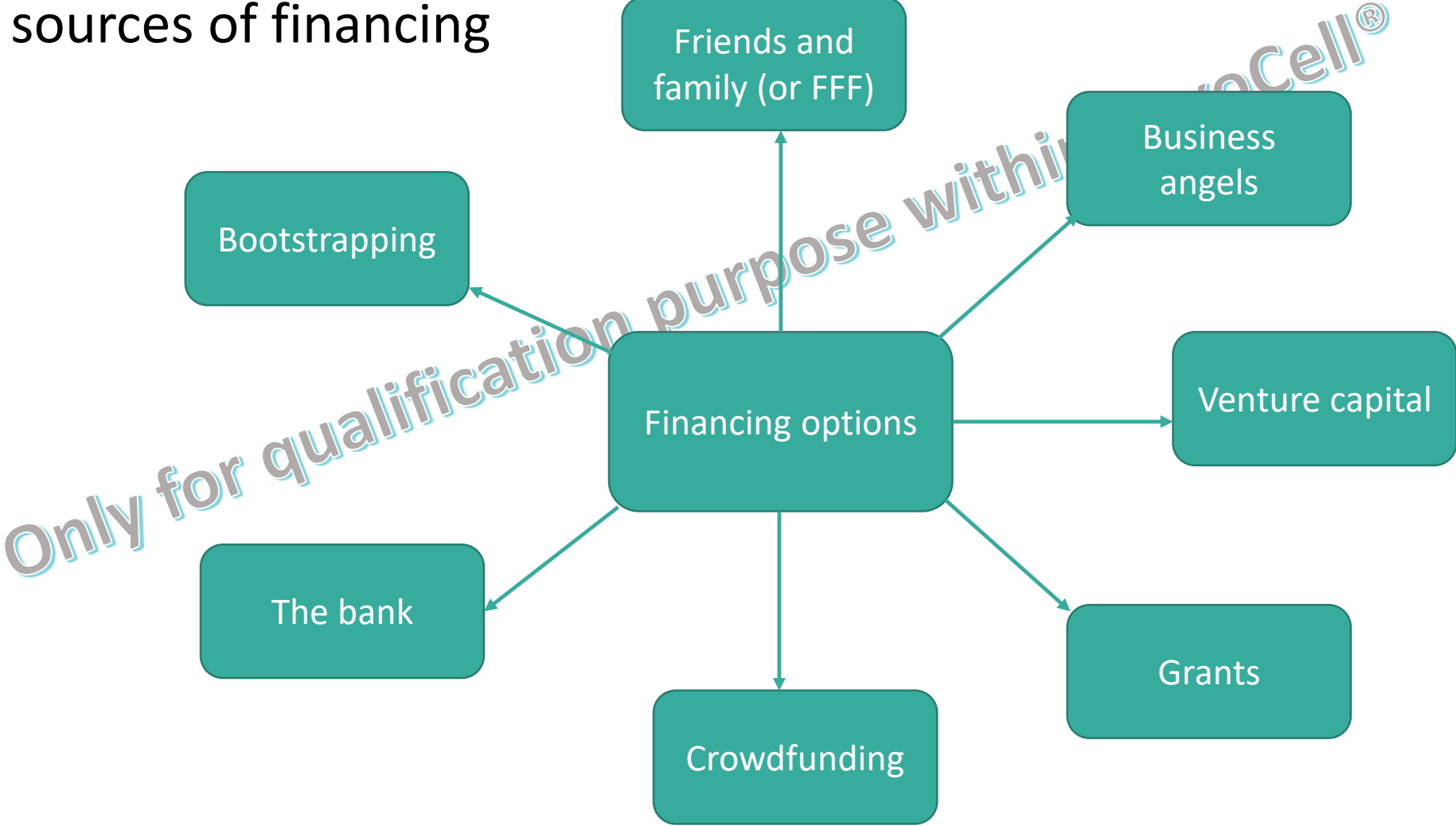
- Financing of start-ups done step-by-step
- Main phases of financing of a start-up
 - 1) Pre-seed money
 - 2) Seed-money
 - 3) Further series of financing (A, B,...)

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3. Financing of start-ups

3.2. Main sources of financing

- Main sources of financing



3. Financing of start-ups

3.3. Business plan

- Every financing source needs a plan
 - Central is business plan
 - check with financier specific format – can vary from pitch deck to a 25pages document
 - You always have to be clear about
 - Business idea (product/service, market, USP)
 - Financial requirement (amount, time, specific purpose)
 - IP
 - Team
 - Right Timing to start-up is key
 - What is the right timing? (market readiness, investor readiness)

3. Financing of start-ups

3.4. Specific pre-seed grants in Germany

- Specific pre-seed financing in Germany – public funding prior to spin-out
- Go-Bio / Go-Bio initial
- EXIST Forschungstransfer

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4. How to get in touch with investors

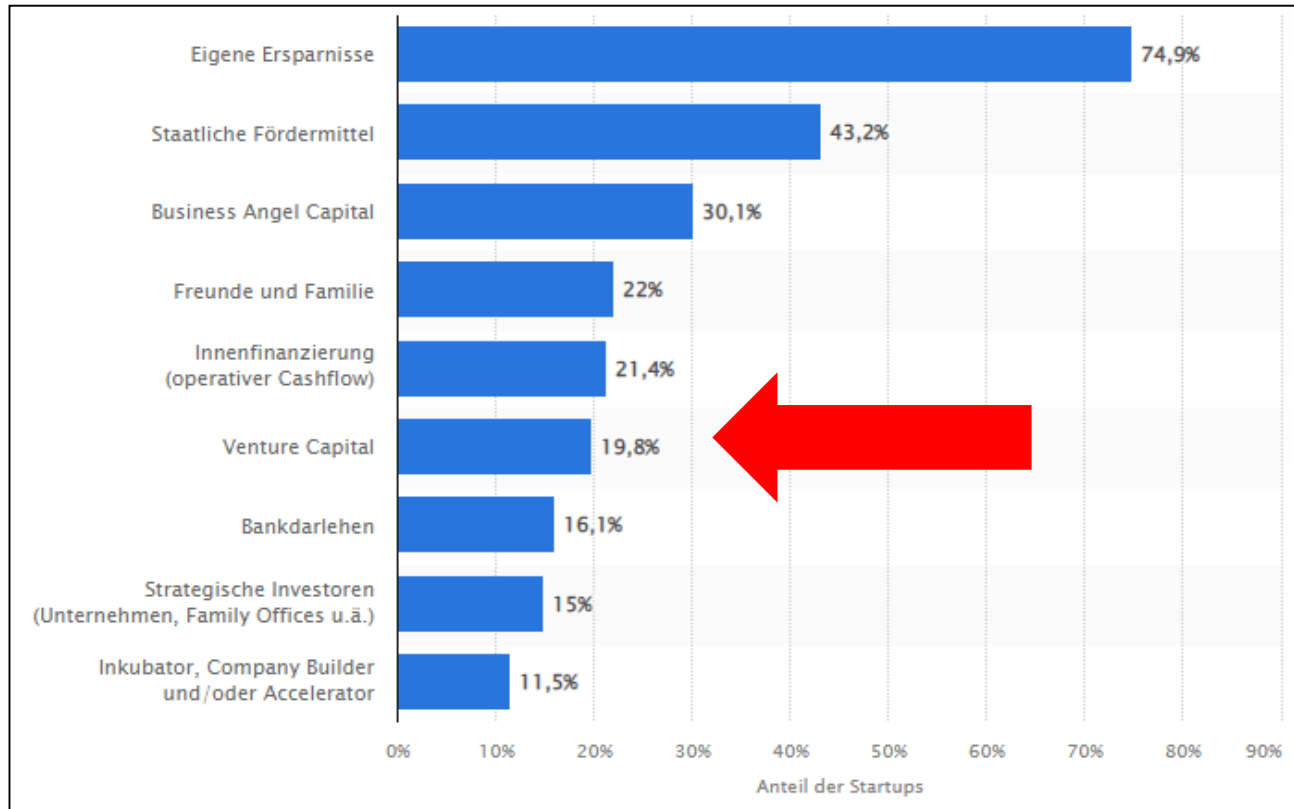
4.1. Short intro VC – definitions & basics

- Sooner or later a startup may have to consider getting venture capital (VC) on board
- Venture capital (VC) = Equity investment for a defined (limited) period, interest-free, non-repayable, no securities required, high volumes possible (up to x100 mio.)
- Exit sought within 3-10 years - take a high financial risk - expect high RoI (for seed stage investments a multiple of up to 10x is expected), exit options:
 - Trade Sale with Private Equity Funds (long term investors)
 - Strategic investor (larger companies buy the startup)
 - Initial Public Offering, IPO
- VC investors take shares – become shareholders (participation in decision-making!)
- VC investments are particularly well-suited to realize a fast growth under conditions of high pressure from/particularly big chances at the market
- Important: Good VCG bring in money AND contacts, experience etc.

4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany I

- Referring to the number of used funding sources, **VCG seem to play a less important role** in Germany



- Important role of private money resources of the founders (bootstrapping) and of startup grants

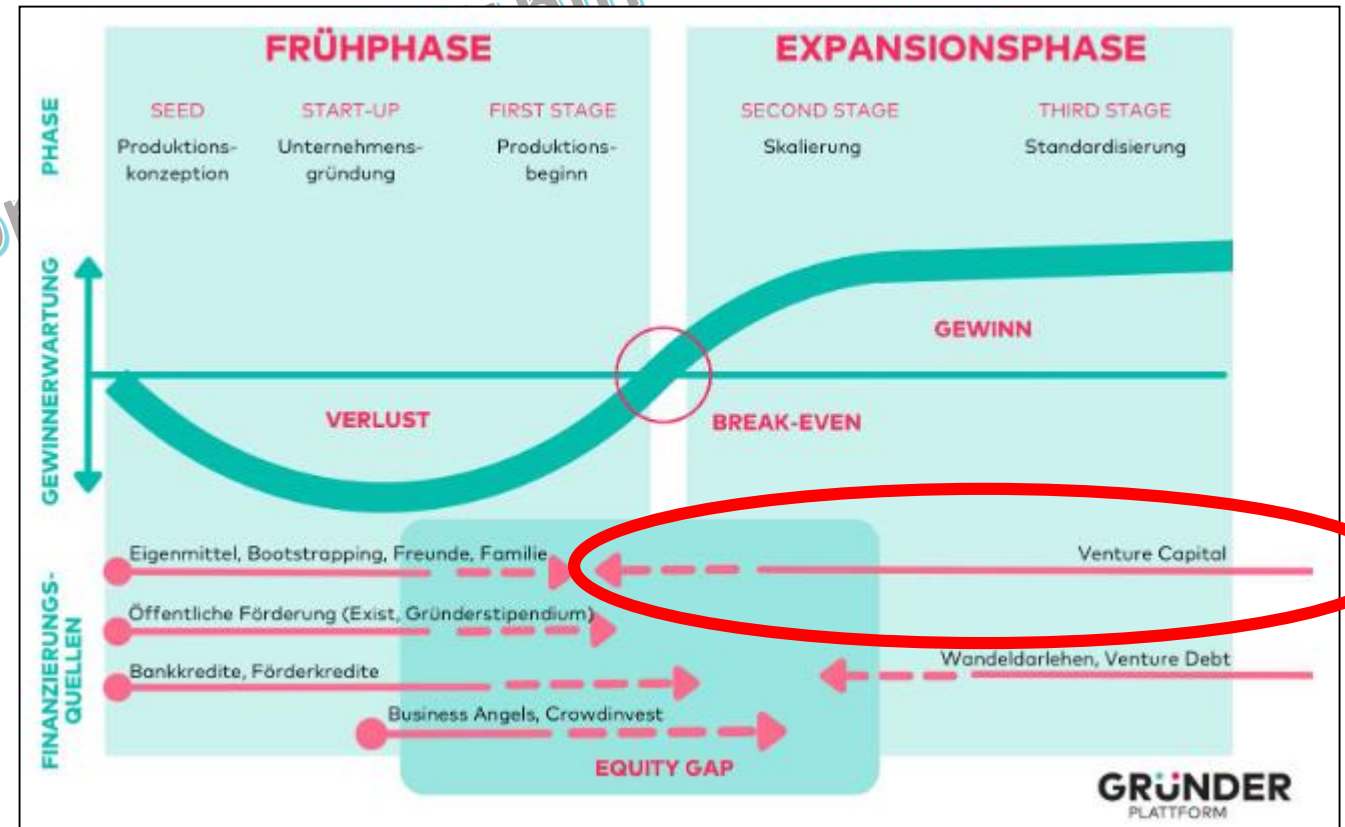
Verteilung von Startups in Deutschland nach Finanzierungsquellen im Jahr 2021, <https://de.statista.com/statistik/daten/studie/573844/umfrage/verteilung-von-startups-in-deutschland-nach-finanzierungsquellen/>

4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany II

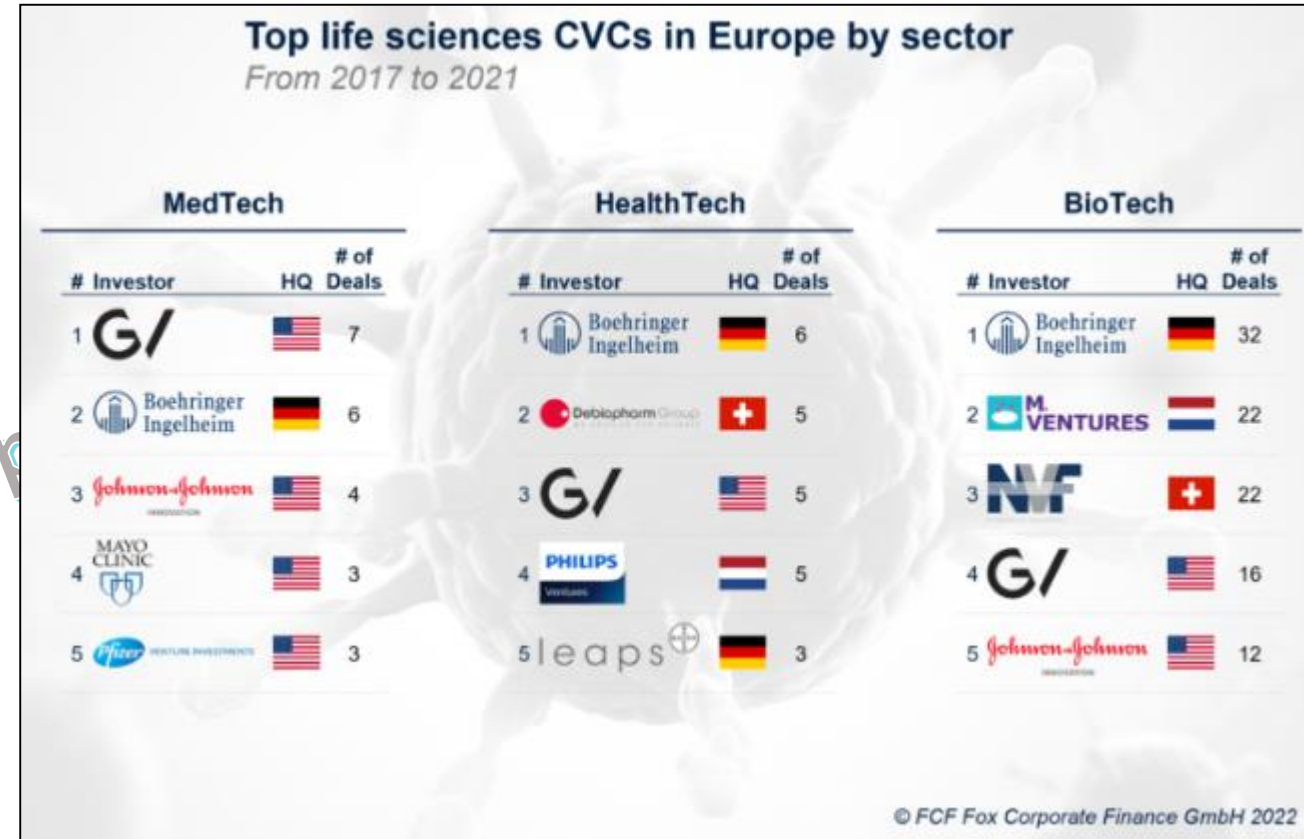
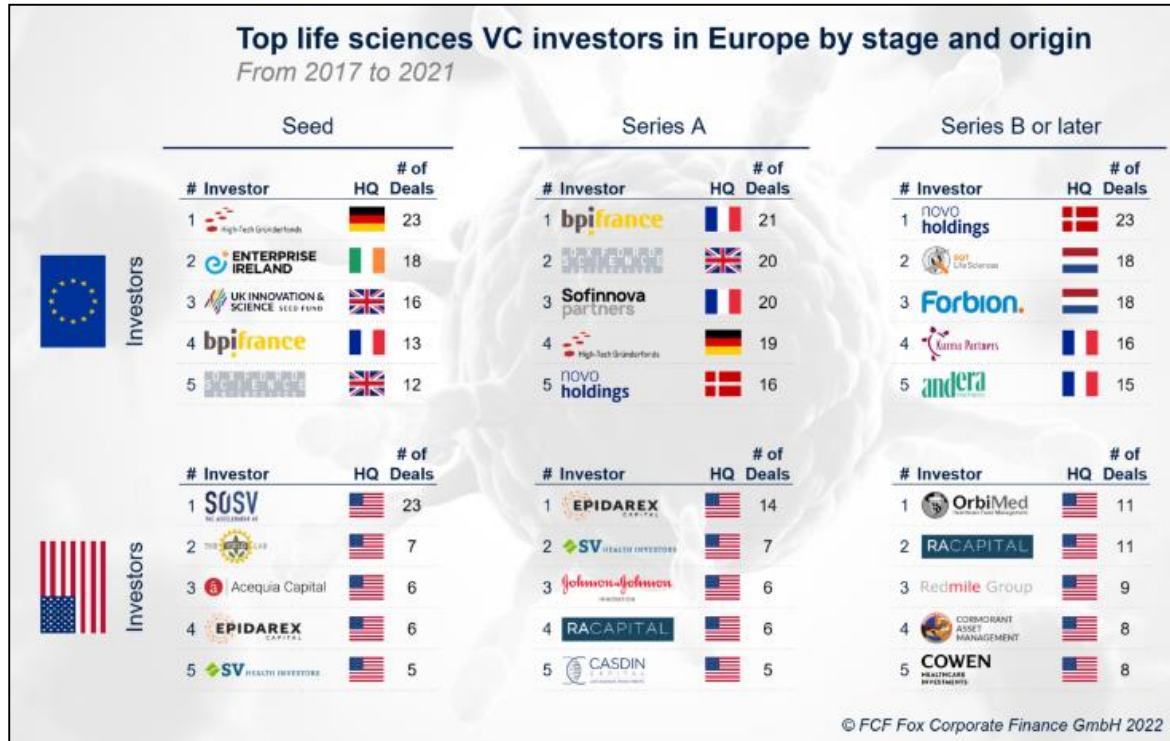
- This, however, doesn't take into consideration the dependency between funding source and startup phase (1) and underestimates the important VC role in later startup development phases (2)
- **Utmost importance of VC in mid to late stage**
- In parallel: VC becomes more and more interested in investing in earlier phases already (e.g. at company start)

Überblick über die verschiedenen Phasen eines Startups sowie die jeweiligen Gewinnerwartungen und Finanzierungsquellen, <https://gruenderplattform.de/finanzierung-und-foerderung/startup-finanzierung#:~:text=Typische%20Finanzierungsmittel%20in%20dieser%20Zeit,der%20Unternehmensgr%C3%BCndung%20bis%20zur%20Markteinf%C3%BChrung>



4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany III

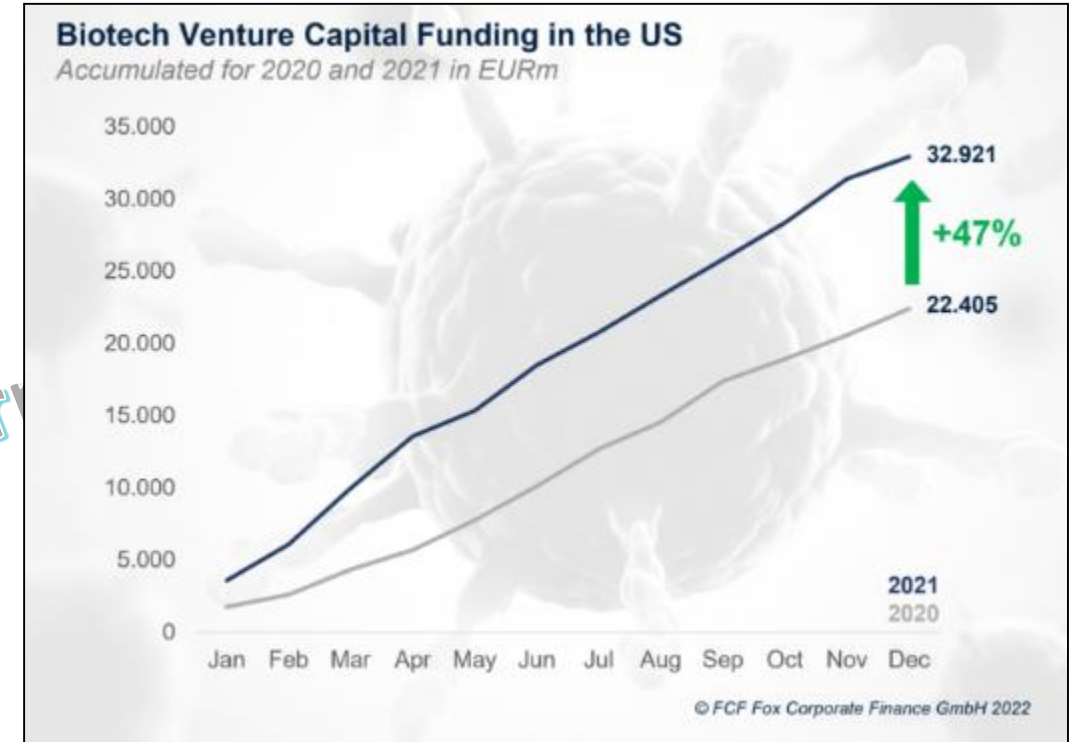
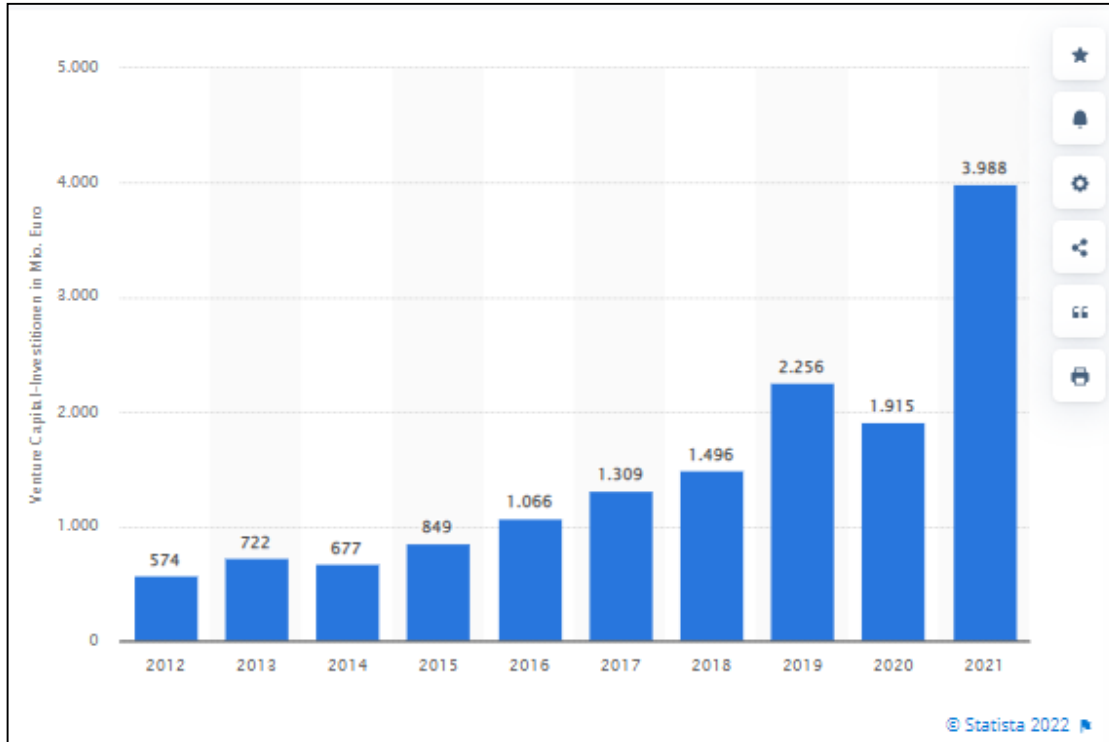


- EU AND US investors active in Europe
- Top seed investors are public (e.g. HTGF), series A dominated by French investors, most active late stage investor is Novo Holdings
- Source: www.fcf.de

- In the CVC sector in life sciences, German CVC are the most active corporate investors
- Source: www.fcf.de

4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany IV



- Total VC funding in Europe, **4 bn Euro in 2021**
- Source: <https://de.statista.com/statistik/daten/studie/657682/umfrage/volumen-der-venture-capital-investitionen-in-deutschland/>



- (Only) Biotech VC funding in the US, **33 bn Euro in 2021**
- Source: www.fcf.de

4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany V

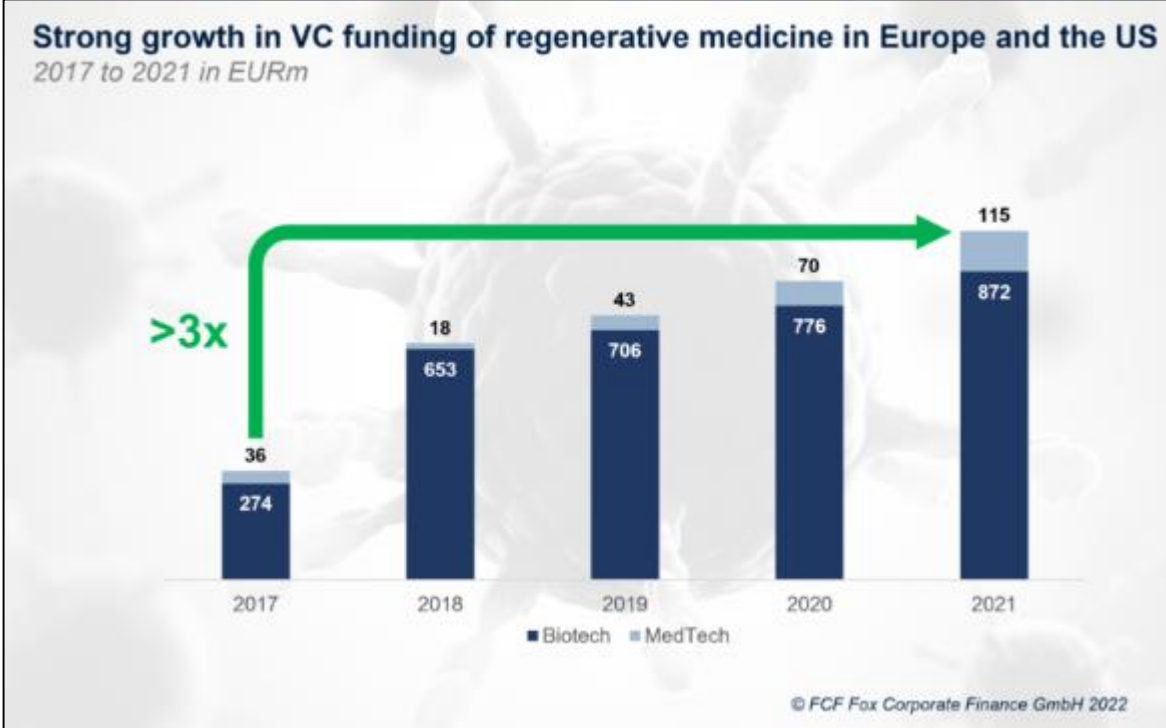
European Life Sciences Venture Capital Financing Activities
H1-2021 vs. H1-2022 in EURm

	Pre- / Seed				Series A				Series B				Series C+				Total								
	H1'21		H1'22		H1'21		H1'22		H1'21		H1'22		H1'21		H1'22		H1'21		H1'22						
	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%							
Biotech	286		263	-20	-8%	1,750		1,060	-690	-39%	1,090		1,130	+40	+4%	1,590		634	-956	-60%	4,716		3,087	-1,629	-35%
HealthTech	245		211	-34	-14%	458		370	-85	-19%	423		782	+360	+85%	1,500		1,040	-460	-31%	2,623		2,403	-219	-8%
MedTech	174		89	-85	-49%	254		290	+36	+14%	287		223	-64	-22%	1,470		517	-953	-65%	2,186		1,118	-1,068	-49%
Total	705		563	-142	-20%	2,460		1,720	-740	-30%	1,800		2,135	335	19%	4,560		2,191	-2,369	-52%	9,525		6,609	-2,916	-31%

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4. How to get in touch with investors

4.2. Short intro VC – VC role in Germany VI



purchase within SaxoCell®

We are on the right track with SaxoCell®

- Growing interest of VC in cell and gene therapies, in 2021 VC investments in this industry sector reached 1 bio. Euro (US and EU)
- Biggest deal in 2021: Treeline Biosciences (735 mio USD, <https://treeline.bio/>)
- Source: www.fcf.de

4. How to get in touch with investors

4.3. Overview of options to contact investors

- (Selected) options to gain visibility and to get in contact with investors:
 - Startup competition events
 - Pitching events
 - Partnering conferences
 - Contacting investors selected from investor db

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4. How to get in touch with investors

4.4. Startup competition events

- Bring (a small amount of) money AND attention/investor contacts:

- „Start me up!” - Gründerwettbewerb von WELT/Axel Springer SE, 100.000 Euro
<https://www.welt.de/wirtschaft/start-me-up/>

START ME UP!

- FUTURESAX – Sächsischer Gründerpreis, 30.000 Euro
<https://www.futuresax.de/gruenden/saechsischer-gruenderpreis>



- Science4Life Venture Cup, 60.000 Euro, <https://www.science4life.de/venturecup/>

- Deutscher Gründerpreis 2022
<https://www.deutscher-gruenderpreis.de/>



- Leipziger Gründungsnacht 2022
<https://www.leipziger-gruendungsnacht.de/>



- IQ Innovationspreis Mitteldeutschland
<https://iq-mitteldeutschland.de/>



4. How to get in touch with investors

4.5. Pitching events

- Pitching: 30 sec „elevator pitch“ up to pitching-sessions, „pitching“ = short oral presentation of the startup idea
 - Bits & Pretzels , <https://www.bitsandpretzels.com/festival/awards>
 - Cashwalk, <https://www.cashwalk.de/>
 - Innovators' Pitch, <https://www.innovatorspitch.com/>
 - Investforum Pitch-Day Sachsen-Anhalt, <https://pitchday.investforum.de/>
 - Investor Days Thuringia, <https://investordays-thueringen.de/en/>
 - DE Hub Pitch Night & Sächsische Innovationsbörse, <https://www.futuresax.de/news/call-for-pitches-saechsische-innovationsboerse>, <https://www.futuresax.de/events/veranstaltung/de-hub-pitch-night-2022>



4. How to get in touch with investors

4.6. Partnering conferences

- **BIO International Convention:** Largest life sciences partnering conference globally, many investors attending even though not explicitly focusing on VC, once a year, next event: 06/23, Boston
- **BIO Europe:** Largest European partnering event, takes place in autumn (2022 in Leipzig)
- **BioEquity Europe:** Major focus on private equity firms and VC, next event: 05/23 in Dublin
- **Biotech Showcase:** EBD-organized investor conference, next event: 01/23 in San Francisco (usually in parallel with JPM)



BIO-EUROPE®

23RD BIO€QUITY EUROPE

BIOTECH SHOWCASE™

4. How to get in touch with investors

4.7. (Free of charge) investor db

- Most db are quite expensive (several thousand Euros)
- **Network of your TTO**
- Techstars - Investors in Europe, <https://docs.google.com/spreadsheets/d/1neWbVEVm5nefBMw4xrx9eQLP4YTcfGf2OVuL0QrZRE/edit#gid=0>
- Dealroom.co, <https://app.dealroom.co/investors>
- Deutsche Startups, <https://www.deutsche-startups.de/verzeichnisse/investors-a-z/>
- Investor List, <https://investorlist.co/>
- BVK e.V., <https://www.bvkap.de/bvk/unsere-mitglieder>
- Business Angels Netzwerk Deutschland e.V., <https://www.business-angels.de/mitglieder/mitgliederverzeichnis/>

4. How to get in touch with investors

4.8. Personal opinion on some VC expectations

- You can make a good/bad impression in three major areas:
 - 1. Business concept attractiveness
 - 2. Team structure and commitment
 - 3. Presentation quality

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4. How to get in touch with investors

4.9. Personal opinion on some VC expectations

- **A. Business concept attractiveness**

- Real world problem addressed, realistic scenario(s)
- If relevant for your specific business - Consider scalability expectations (growth must be possible without too much further investment needed)
- Don't be a one trick pony

- **B. Team structure and commitment**

- = Key startup asset, team structure and commitment must be able to convince investors
- This is including the personal commitment (e.g. to take/to accept a substantial own risk) – if even the founders don't believe in their idea – why should investors do?

4. How to get in touch with investors

4.10. Personal opinion on some VC expectations

- **C. Presentation quality - I**

- „Story telling“ becomes more and more important, don`t tell just facts
- Be as short and as precise as possible, don`t use too many buzzwords



4. How to get in touch with investors

4.11. Personal opinion on some VC expectations

• C. Presentation quality - II

- Do not expect the audience to know as much as you do about your science
- Investors are smart people – but they don't know everything – and they do not have too much time to invest in going through slide decks/business plans – **always keep it as simple as possible**
 - Check with absolute non-experts to what extent they understand your concept
- Standard-like structure established for pitch decks and platforms available to help you through¹
- Prepare (and train) yourself to be able delivering the key concept of your company in a convincing manner within 30 sec, 3 min, 10 min
- Do not only prepare for scheduled events – be prepared to use chances that appear unexpectedly and suddenly

1: <https://pitch.com/>; <https://slidebean.com/>; <https://www.haikudeck.com/>; <https://pitchguru.com/>; <https://prezi.com/>

4. How to get in touch with investors

4.12. General recommendations

- **Start as early as possible** with contacting investors – such talks are time-consuming processes and you may need a lot of them to find your ideal investor
- Always **talk with several investors** in parallel & **consider different financing options**
- Don't look at financing costs and retained shares only - **also consider „soft matters“** like impact on decision making processes/rights
- Consider differences in interests between founders and (in particular) VC investors (e.g. regarding the way/timeframe to reach the company goals), select investors also according to their **fit with your strategic vision**
- Valuation: **Avoid unrealistic expectations**, in early stages risk adjustment discount of up to 40% is usual AND: valuation is a negotiation subject, **this isn't math only**

4. How to get in touch with investors

4.13. General recommendations

- Dilution effects can hurt – try to give away shares as late as possible, plan the cap table carefully and **always read the fine print**
 - 20% share must not necessarily mean 20% share of exit revenues, carefully check liquidation preferences and multiples
- Very personal opinion: In almost all cases - **speed counts!**
 - Regardless how good your startup idea is – there is always somebody in the world who will have a better idea – and will start a competing business soon
 - Even businesses based on excellent ideas have a limited opportunity life span only – hurry-up to reach the market as quickly as possible
 - Do not spend too much time on endlessly negotiating less important details – while your enterprise and market opportunity life span passes by
 - A bigger percentage of zero still is zero

5. Specific challenges of/for academic spinoffs



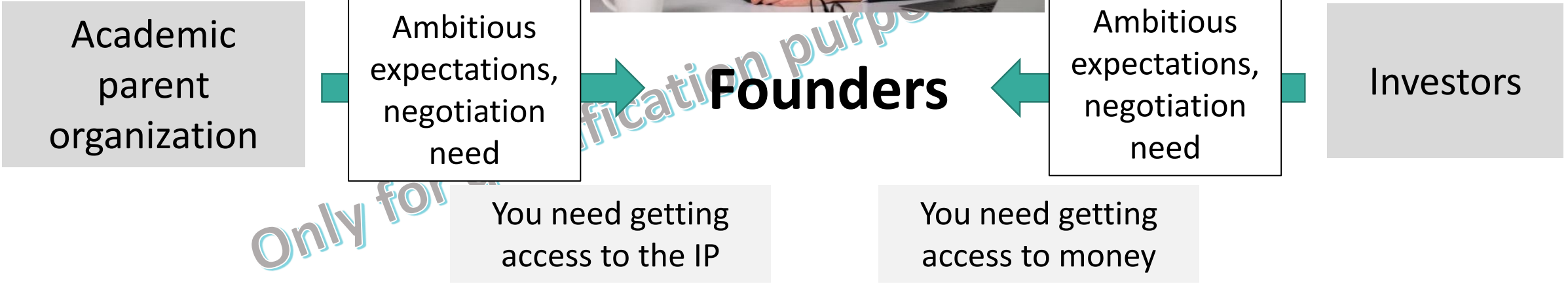
5.1. Challenges

- Sitting between all chairs
- Licensing of IPR
- Part-time founders

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5. Specific challenges of/for academic spinoffs

5.2. Sitting between all chairs



- Be aware the usual imbalance of power and experience between founders and investors → Don't let this compromise your negotiation behaviour towards the academic parent organization AND don't give completely away your original vision for your company

5. Specific challenges of/for academic spinoffs



5.3. Licensing of IPR to spinoffs - I

- **Expectations from the academic parent organization** and the inventors (in case they are not identical with the founders)
 - Getting license fees as high and as quickly as possible
 - Making sure that the spinoffs get created, dealing with political pressure
- **Expectations from the spinoff management**
 - Getting IP access with costs occurring as late as possible (best only after company realizes substantial revenues from selling products)
 - Getting the company successfully established, maintaining good relationships with the academic parent organization
 - Keeping your investors satisfied and happy
- **Expectations from the investors**
 - Minimizing companies investment in pre-revenue assets/obligations, keep money available for investments into R&D work
 - Maximizing RoI at exit

5. Specific challenges of/for academic spinoffs



5.4. Licensing of IPR to spinoffs - II

- **Resulting license contracts**

- Are typically backloaded

- Low/small **upfront payments** → but should ideally at least cover 50% of patent costs which occurred before to balance the risk of the academic partner
 - Low/small **minimum license fees** → but are still required to keep the company interested in developing the licensed assets
 - Risk-adjusted **royalty rates** based on market standards, e.g. 0,5 – 10%

- ... and may also contain an option to buy the IPR

- Important aspect for spinoff companies as often demanded by investors (being afraid of facing IPR ownership discussions during exit)
 - Difficult to realize for the academic organization as selling IPR would require to fix a price for the IPR – what often is difficult in early stages when nobody knows about the development success and market development
 - Solution: Keeping (reduced) royalties also for sold IPR

5. Specific challenges of/for academic spinoffs



5.5. Last but not least - part-time founders?

- Investors usually demand the founders to take an own substantial risk and to move completely into the spinoff
- Besides a risk-sharing attitude – investors also fear disappearing interest of the founders if they stay involved in ongoing (other) research and potentially resulting new projects
- This however, often collides with the wish of scientists to stay within their scientifically oriented environment and to continue with their research work
- Sometimes an (only) part time or even only advisory position in the company is acceptable for senior level University Professors – but for younger founders 100% engagement for the company usually is expected
- **Advice: Make yourself clear what becoming a founder really means – and discuss it with your family too; be clear and transparent in this matter towards the investors from the beginning on**

6. Support for your startup idea

6.1. How do SaxoCell® and its key partners support founders?

- TU Dresden
- Universität Leipzig
- Fraunhofer-Gesellschaft e.V.
- SaxoCell®

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6. Support for your startup idea

6.2. TU Dresden

- Start-up service dresden|exists
- www.dresden-exists.de

dresden | **exists**

- Joint service for different institutions in the region



within SaxoCell®

- Qualification, coaching, courses, events
 - i.e. currently: July, 13th – Gründerfoyer (biggest start-up event in Dresden)
- Network into local start-up and transfer-ecosystem – cooperation with other local initiatives

6. Support for your startup idea

6.3. University of Leipzig and City of Leipzig

- SMILE – die gründungsinitiative
 - Coaching, Fördermitteleinwerbung, Jobbörse
 - Weiterbildungsveranstaltungen
 - <https://www.smile.uni-leipzig.de/>
 - Kontakt: Utz Dornberger, 0341 / 97-39762, dornberg@uni-leipzig.de
- Startbahn 13 - Gründungsberatung der HTWK Leipzig
 - Gründungsberatung, Fördermitteleinwerbung, Workshops
 - https://s13.htwk-leipzig.de/no_cache/startseite/
 - Kontakt: Forschungszentrum HTWK Leipzig, startbahn13@htwk-leipzig.de
- SpinLab – The HHL Accelerator
 - <https://www.spinlab.co/>, incubator approach, funding access, investor network
 - Contact: info@spinlab.co



SPINLAB THE HHL
ACCELERATOR

6. Support for your startup idea

6.4. Fraunhofer-Gesellschaft

- AHEAD program
 - <https://www.ahead.fraunhofer.de/en.html>
 - Spinoff support program of FhG
 - AHEAD 4d bootcamp and competitive pre-company funding program
 - Phase I funding 50k€, phase II funding ca. 200k@
 - Comprehensive educational track
 - Smooth transfer into subsequent funding schemes
 - Contact: AHEAD promotor @ Fraunhofer IZI: thomas.tradler@izi.fraunhofer.de
- Fraunhofer Venture (<https://www.fraunhoferventure.de/en.html>)
 - VC arm of Fraunhofer, focus on Fraunhofer spinoffs
 - Contact: Thomas Doppelberger, +49 89 1205-4501, thomas.doppelberger@zv.fraunhofer.de

■ Deep Tech

■ made in

■ Germany

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VENTURE

6. Support for your startup idea

6.5. SaxoCell

- We comprehensively support SaxoCell® spinoff activities
- ... and work in close collaboration with the spinoff support offices of our key partners
- What we offer (amongst others):
 - Support and advice to get your business concept established
 - Support and advice for preparation of business plans and pitching decks
 - Grant application support
 - Large investor network
 - Making contacts with investors and partner companies in the context of Saxocell-attended large partnering conferences
 - And much more...



Thank you for your attention!

For any questions and further information on technology transfer or just for discussing new ideas for transfer please contact your local HUB transfer person:

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