



**JOINT ONLINE EVENT 18/12/2020**

# **S3P Industry - Lesson learned**

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## ReConfirm and TAF – two support services to S3P-Industry

ReConfirm - support to bring strategic **interregional investment projects** to life mapping of competences and matching business opportunities – **DG Grow**

**Ended** December 2020

- **18** partnership S3P - Industry
- **56** Interregional projects ideas under development
- **7** Investment Protocols signed and 2 under development

**TAF** - services aimed at improving the business plan and “**investment readiness**” of the international investment projects – **DG Grow**

**Ongoing** until December 2021

- **8** propositions awarded with support

## Takeaways from ReConfirm support

- It **took time** to tune with this new way of thinking interregional cooperation which differs from exchanging & learning or participating to a grant based **R&D project**.
- Partnerships often showed not to be ready to engage with **investment** projects at the interregional level and struggled with devoting **resources** and the necessary **commitment**.
- **Lack of dedicated funding** and **leadership** contributed to making the engagement and commitment more difficult.
- **Governance** at partnership level is different from the one at the level of the investment project.

### Suggestions:

- Consider all opportunity for de-risking
- Define a clear governance structure and working mode
- Allocate resources at local level
- Business representatives, **clusters** should be involved since the beginning
- **Ambition** matters

## Takeaways from TAF Selection Committee

- Projects at too **early stage** without Memorandum of Understanding
- Applications not presenting an **investment** but rather an R&D project
- Lack of “**market based**” approach (not showing revenues and cash flows)
- No private sector **involvement**
- Little appreciation for markets and cash flows - **data matter**
- Low **ambition**
- Limited **commitment**
- **Governance** at project level
- Competences and **track record of the project leader/manager**

# TAF is available

Experts can provide crucial hints and inputs to progress and answer fundamental questions and move towards decision making.



# TAF in 2021

**Next cut-off dates are 1<sup>st</sup> February, and 1<sup>st</sup> March - regularly check the TAF website!**

**<http://s3platform.jrc.ec.europa.eu/taf>**

**Continuation of TAF workshops series;**

**Continuation of the TAF service delivery to the awarded projects;**

**Introduction to new modalities of the TAF support starting as of January 2021!**





# TAF application shall clearly describe...

- The **investment**
- The **international dimension** (how an international coverage will be achieved).
- The **clients/customers**;
- **products/services**;
- **Evidence** on how the investment project idea was/will be **validated**;
- The **business model** and the **revenue** streams;
- **Governance and Roles** (complementarity) of the consortium members.

# ...and demonstrate...

- **Leadership:** Showcase **capacity** of a **Project manager/Project promotor** for developing a complex project. The **team** should demonstrate **the right profiles** for **raising funds and implementing the investment;**
- **Implementation:** Showcase a **clear governance structure** for the preparation of **the business plan** and **the implementation** of the project.
- **Private sector engagement:** A **clear declaration of interest from companies**
- Reference to **only public funding** raises **questions** about **the commercial value of the project.**
- **Blended financing** can be a **good option** for some of the investment propositions.





# Be realistic and pragmatic!

It has to be an **investment** project.

Show **commitment** with the **MoU** and quality of submission. If you work on too many projects, too many regions, too many programmes, this is not a good sign.

**TAF can provide crucial hints and input to make progress and help to clarify fundamental questions to move toward decision making.**

**Opportunity to be prepared to leverage on I3 as de-risking tool for all the investors.**



Thank you!

[s3platform.jrc.ec.europa.eu/reconfirm](https://s3platform.jrc.ec.europa.eu/reconfirm)

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