Workshop
Startup
International
Growth

Tehran, 07.01.2020
Introducing Fast Forward Advisors
MISSION & VISION

We make

Highly innovative small companies

GROW
MISSION & VISION

And help Mature corporations be more INNOVATIVE
MISSION & VISION

While partnering up with and supporting

Ecosystem Players & Multipliers
MISSION & VISION

Founded in 2011

We define ourselves as Entrepreneurial Consultants

We are deliberately Industry-Agnostic

We work 100% as Remote Teams
REGIONAL OFFICES

ITALY
SINGAPORE
GERMANY
PERU
VIETNAM
SPAIN
PRESENCE AND CLIENTS
LEADERSHIP

Luca Mohammadi
Managing Partner
Asia

Experience / Education:

Frank M. Saviane
Managing Partner
Europe & LatAm

Experience / Education:

ADVISORY BOARD

Gianfranco Pizzuto
Co-Founder Fisker Karma
US$ 2 bn valuation, raised Series D from top-tier investors in SV (e.g. Sequoia)

Tom Strodtbeck
Former Director NBIA
Worked with 40 incubators worldwide and had over 500 keynote speeches / workshops in the world most renowned top conferences
<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Corporations/SMEs</td>
<td>100+</td>
</tr>
<tr>
<td>Universities/Higher Ed.</td>
<td>15+</td>
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<tr>
<td>Governments/Dev. Agen.</td>
<td>5+</td>
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<tr>
<td>Startups/Scaleups</td>
<td>2500+</td>
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<tr>
<td>Accelerators/Incubators/STPs</td>
<td>150+</td>
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<tr>
<td>Venture Capital/Business Angel Nets</td>
<td>25+</td>
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Startup Growth
EU / WW -
Our View
GLOBAL TRENDS
EXTERNAL FACTORS

- Globalization & Regionalism
- Tech & Product LC
- Computing & Cloud
- Blockchain
- New Business Models
- Distributed Systems
- Crowd / Empowering
GLOBALIZATION VS. REGIONALISM
THE PROBLEMS / CHALLENGES IN IRAN

- Sanctions
- Public / Private Sector
- Institutions
SANCTIONS

■ SWIFT / Financial Markets
  - Iran can’t participate in global largest payment system
    → EU starting INSTEX efforts

■ Trade / Business Restrictions
  - Certain asset classes are under special inspections to oblige western / global regulations
New Data Gives Unprecedented Insight Into How Iranians Use Bitcoin

Out of 1,650 Iranian bitcoiners surveyed in Persian Telegram groups, 25 percent earned $500 to $3,000 a month from working with cryptocurrency, according to a survey conducted by the analytics firm Gate Trade.

* coindesk.com
GII 2019 RANKINGS
UNDER & OVERPERFORMANCE
OVERVIEW OF THE ISLAMIC REPUBLIC OF IRAN’S RANKINGS IN THE 7 GII AREAS

The Islamic Republic of Iran performs the best in Human capital & research and its weakest performance is in Institutions.

- Human capital & research: 43
- Creative outputs: 45
- Knowledge & technology outputs: 46
- Global Innovation Index 2019: 61
- Infrastructure: 68
- Market sophistication: 100
- Business sophistication: 113
- Institutions: 116

*The highest possible ranking in each pillar is 1.

* GII 2019, WIPO
STRENGTHS & WEAKNESSES

THE ISLAMIC REPUBLIC OF IRAN’S INNOVATION STRENGTHS AND WEAKNESSES

The table below gives an overview of the Islamic Republic of Iran’s strengths and weaknesses in the GII 2019.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Code</td>
<td>Indicator name</td>
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<tr>
<td>2.2</td>
<td>Tertiary education</td>
</tr>
<tr>
<td>2.2.1</td>
<td>Tertiary enrolment, % gross</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Graduates in science &amp; engineering, %</td>
</tr>
<tr>
<td>3.2</td>
<td>General infrastructure</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Gross capital formation, % GDP</td>
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<tr>
<td>4.3.3</td>
<td>Domestic market scale, bn PPP$</td>
</tr>
<tr>
<td>6.1</td>
<td>Knowledge creation</td>
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<tr>
<td>6.11</td>
<td>Patents by origin/bn PPP$ GDP</td>
</tr>
<tr>
<td>6.14</td>
<td>Scientific &amp; technical articles/bn PPP$ GDP</td>
</tr>
<tr>
<td>6.2</td>
<td>Knowledge impact</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Growth rate of PPP$ GDP/worker, % 3-year average</td>
</tr>
<tr>
<td>6.2.5</td>
<td>High- &amp; medium-high-tech manufactures, %</td>
</tr>
<tr>
<td>7.1</td>
<td>Intangible assets</td>
</tr>
<tr>
<td>7.11</td>
<td>Trademarks by origin/bn PPP$ GDP</td>
</tr>
<tr>
<td>7.1.2</td>
<td>Industrial designs by origin/bn PPP$ GDP</td>
</tr>
</tbody>
</table>

* GII 2019, WIPO
Reforms to have “modernized” private sector
- How to become more “independent” from oil & gas proceeds?
- How to combine public / political, private and religious interests? *hybrid systems, like China?*
- How to provide confidence for external investors / corporations? *rol? islamic finance?*
Europe / EU has MANY tech ecosystems
- It’s not so easy to identify in which market to go first → limited resources
- EU has very strong institutionalization
  which are the players to work with to enable this? (incubators, STPs, CC, networks)
- What way is the best to enter the market
  tech transfer, licensing, product/service (direct/indirect)?
- Where to set up a legal entity?
  correct ecosystem? grants? clients? talent?
TECH IN EUROPE / WW
INTRO

- Worldwide there are even more tech ecosystems
  - Is even more complicated to identify in which market to go first!
  - Regional play is more important
    - which regions are friendly for Iran? Which have higher growth rates? Which relations can be more stable
  - What is the competitive advantage of Iranian companies?
    - what is the innovation / technological marginal advantage that your technologies have?
  - Where to set up a legal entity?
    - correct ecosystem? grants? clients? talent?
WEST vs. EAST

IS EUROPE RIGHT FOR YOU?

■ 2020 is not going to better
  - Global tensions seem not be settled in short Term, at least with USA/NATO axis at least another 2 years minimum
WEST vs. EAST
IS EUROPE RIGHT FOR YOU?

How to?
- Look at other markets (China, ASEAN, Middle East, Russia, Central Asia)
  → completely different challenges related to technology, culture and business
  → but higher growth rates and expected long term value
- Start from countries with interesting grants and easiness of doing business
  (e.g. Singapore)
TECH IN EUROPE

BEST WAY TO ENTER MARKETS?

- Tech Transfer / Licensing Deals
- Products & Services (Indirect or Direct)
TECH IN EUROPE
BEST WAY TO ENTER MARKETS?

■ Tech Transfer / Licensing Deals
  - Work on IP and find Tech Transfer Offices (TTO), STPs and other institutions
  - Intangible Assets + Consulting → no entity / product / trade needed
  - Find startups / tech companies to offer specific licensing deals for specific technologies

■ How to?
  - Setting up entity in “friendly” country (also in Asia, like Singapore) to hold the contracts
    some options in Europe? → heard about Malta, Romania, Croatia, generally marginal
    less regulated countries
  - Hire consultants to reach out to institutions and companies with proposition for TT deals
  - Bundle technologies and know-how to create more powerful package (selling power)
TECH IN EUROPE
BEST WAY TO ENTER MARKETS?

■ Products / Services (Indirect or Direct)
  - Go-to-market entry strategy has all the problems of any other EU tech startup / company
    *which market, which channel, which tactics?*
  - Typical phases of startup companies to develop a market
    *Problem Solution Fit / Product Market Fit / Company Scaling Fit*

■ How to?
  - Minimally validate each variable before investing / committing to more resources
    *Most critical: Market, Segment, Product/Service, Competition, Channel, Pricing, Culture*
  - Indirect > Direct (B2B2X → less profitable, less expensive, less complex)
MAIN
STARTUP PHASES

■ Problem Solution Fit  (technology / product risk)

■ Product Market Fit  (market / business model risk)

■ Company Scaling Fit  (monetization / value risk)
TECH IN EUROPE
PRODUCTS / SERVICES

■ Main Channels (Indirect)
  - Strategic Partnerships (vertical or horizontal)
  - Distribution Partnerships
  - ...

■ Main Channels (Direct - Depends on B2B or B2C)
  - B2B:
    
    Cold Emailing, LinkedIn, Fairs/Events, Introductions from other Clients / Consultants, Open Innovation Initiatives, Inbound/Content Strategy, ...
  - B2C:
    
    FB/IG/WA, Twitter, Inbound / Content Strategy, PR, Events / Competitions, ...
Thank you.

Frank M. Saviane
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Innovation | Ventures
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