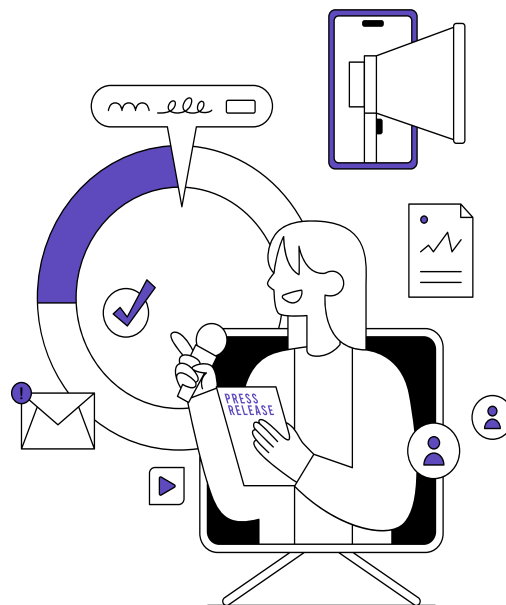




Team Up 2025

Feedback on Deliverable 1

September 16, 2025



Deliverable 1 – Team Canvas

Criteria	Explanation
People & Roles	The Team can define their roles and positions within the organisation
Common goals	The Team can identify feasible, measurable and time-bounded goals
Personal goals	Each Team member can define own goals related to the project
Purpose	The Team can define the purpose of the match and cooperation
Values	The Team is able to describe what is standing for, guiding principles and the core of the Team
Strengths & Assets	The Team shares key pieces of skills and their capacity within the Team
Weaknesses & Development Areas	The Team identifies weakness, obstacles and threads within the Team
Needs & Expectations	The Team can express its needs to amplify strengths
Rules & Activities	The Team is able to formulate the expectations and outcomes, can specify the the activities to implement

Deliverable 1 – Team Canvas

Common Goals

- Deliver TRL5–6 pilot by 2026 (scalable modular green bioprocessing).
- Target: TRL 7-8 in 2027/2028
- Secure 5k t Pomace per year by the end of 2026.
- Land first 2–3 B2B customer partnerships (beauty & cosmetic) by the end of 2026.
- Secure €750k - 1000k blended finance (grants + equity) within 12 months for TRL5–6 pilot.
- Publish 1–2 papers + present VIDA at min 2 international conferences

WHAT ABOUT THE TEAM-FOCUSED GOALS?

- Team meeting in person.
- Recruit a new team member?
- 1 or 2 day workshop – working on the business.
- Improve pitching and public speaking skills.
- Learn new tools
(financial modeling, design thinking, prototyping software).
- Gain experience in team leadership and cross-cultural collaboration.
- Build confidence in negotiation and networking.
- Expand each member's professional network through TeamUp connections.

Deliverable 1 – Team Canvas

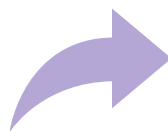
Rules + Activities

Rules

- **Transparency** – Share openly, especially when stuck
- **Proactivity** – Raise issues early
- **Ownership** – Follow through and own outcomes
- **Clarity** – Keep docs clean and centralized
- **Alignment** – Decide together, commit together
- **Boundaries** – Respect work-life separation
- **Adaptability** – Stay flexible in a remote setup
- **Kindness** – Assume good intent and support each other's decisions

Activities

- **Weekly check-ins** – Progress + blockers
- **Quarterly planning** – Strategy + realignment
- **Mini retros** – Quick reflections after sprints
- **Learning swaps** – Share relevant tools, articles, or lessons
- **Check-in rituals** – Regular dedicated time to sync beyond project work
- **Shared workspace** – Files + updates in one place
- **Co-working time** – Focused virtual sessions
- **Celebrate wins** – Recognize team milestones



Rules & Activities

1) Communication

Daily updates via WhatsApp (messages for flow, calls/voice notes if critical).

Google Drive = single source of truth for docs, data, and presentations.

Clear, transparent, and solution-oriented comm.

2) Meetings

Daily (15 min): Quick check-in for updates and blockers.

Weekly (2 × 60 min):

One session for science + business alignment (lab results, MVP progress, funding/partners).

One session for review & planning (deliverables closed, risks flagged, next priorities).

Weekly (2 × 90 min): Team Up sessions.

Monthly (90 min): Strategy deep-dive (TRL roadmap, funding runway, certification progress, key strategic decisions). Outcomes documented in Google Drive.

Quarterly (half-day, ideally in-person): Big-picture review (reset goals, align expectations, revisit role stretch/gaps, celebrate wins).

Deliverable 1 – Team Canvas

Weaknesses & Risks

Internal Risks

Founders overstretched covering ops, finance, and regulatory.

Limited bandwidth across grants, R&D+i, and BD.

Risk of delays in lab → pilot → industrial scale-up.

Dependence on external labs/mills for validation (timing, IP risk).

No dedicated QA/QC function (certification & reliability gaps).

Head of Operations

Missing Finance lead (cash flow, accounting)

Missing Engineering expertise for future plant design and build.

External Risks

Supply disintermediation risk (mills/producers internalize upcycling). 1) In-house pivot 2) Offer hopping 3) Partial diversion 4) Strategic co-op move

Environmental risks: wildfires, droughts, and climate change directly affect olive yield and feedstock stability.

Competitive risks: Established players have higher scale, IP portfolios, and existing partnerships  must differentiate fast.

Regulatory risks: Certification approvals may take longer than expected or require reformulations.

WHAT ABOUT THE TEAM-FOCUSED WEAKNESSES AND RISKS?

Sick leave?

Parental leave?

CHARACTER ISSUES...

More interesting job offer?

Deliverable 1 – Business Canvas

Criteria	Explanation
Customer Segment	The Team can define the segment and define most important customers they are
Value Proposition	The Team can describe the UVP that fulfills the needs of customer
Channels	The Team can define tools on how to reach the customer and through which channels
Customer relationship	The Team has ability to built, nurture and grow the relationships with customer
Revenue Streams	The Team is able to find potential revenue sources
Key Resources	The Team has the essential assets in running the business and providing the value
Key Activities	The Team can identify activities needed to create an effective and succesful connection with customer
Key Partners	The Team can prepare and identify the long term partnership with key partners
Cost	The Team can define most essential costs and cost drivers

Deliverable 1 – Business Canvas

COST STRUCTURE

Fixed Costs: Salary's, softwares, administrative costs, insurances and affiliations.

Variable Costs: Satellite Imagery, Sampling, licensing for animal transportation, fuel and commissions. **CAPEX:** Hardware (Operational Equipment: Smart fences and water system). **Marketing** and sales related to the promotion of our service and platform: advertising and events. **Third party services costs:** lab tests, bales etc.

COST STRUCTURE

- Raw material sourcing and logistics from suppliers of side streams
- Processing costs (energy, equipment, packaging)
- Product development and validation with partners
- Marketing, distribution, and sales activities
- Operations, and regulatory compliance



COST STRUCTURE

CapEx: Pilot & modular bioprocessing facilities (nanofiltration/RO units).

(Total CapEx: €7.5–15M per 5k t unit - €10–20M per 10k t unit).

OpEx: R&D, certification, staff, logistics of pomace sourcing.

(Total OpEx: €0.75–1.5M/year per 5k t unit - €1.2–2M/year per 10k t unit.)

Raw material handling (transportation & pre-treatment at olive mills). Net cost assumption: ~€0–5/t pomace depending on contract structure.

Regulatory compliance costs (Upcycled Food, Products & Ingredients ~€3k/year, EFSA dossiers, GMP/ISO certifications ~€10k/year).

Business Development & Marketing: Partner engagement & pilots: €50–100k/year, Trade shows & scientific dissemination: €30–50k/year, Branding & co-marketing with customers: €50–75k/year, Customer acquisition cost: €200–300k each Total BD & marketing: ~€0.5–0.75M/year.

Cost Structure

Product & Production Funding

- Product Manufacturing & QA systems, R&D & SKU calibration
- Estimates: Year 1 - €20,000; Year 3 - €45,000

Compliance & Regulatory

- Accredited lab testing, documentation & audits, quality maintenance
- Estimates: Year 1 - €15,000; Year 3 - €5,000

Sales Deployment & Go-to-Market

- Enterprise sales, partner enablement, pilot execution, post-sale support
- Estimates: Year 1 - €10,000; Year 3 - €40,000

General Business, Staffing, & Legal

- Salary, insurance, general business admin tools, etc.
- Estimates: Year 1 - €15,000; Year 3 - €90,000

Estimated Cost Total for Year 1

€60,000
→ General Business Admin/Legal
→ Base Product Dev & QA
→ Pilot Launch

Estimated Cost Total by Year 3

€180,000
→ General Business Admin/Legal
→ Product Development & QA
→ Ongoing sales & new site launches

COST STRUCTURE

Fixed:
Monthly SG&A – Salaries
3x 2,500 = 7,500 €
Cloud & IT Infrastructure
35€ / barn / month

Variable:
Installer fees - 600-1000€
Hardware (Camera, routers, etc)



REVENUE STREAMS

1 Time revenues:

- 50% margin on 600–1000€ Hardware (cameras, routers, etc) and installation fees
- Optional 500€ onboarding fee

On going subscription;

- per Camera - 30€

Other relevant info:

- for 16m² coverage = 1 Camera
- on average 8 cameras per barn = 240€
- ICP (Contracted large poultry farms): have on average 2–4 barns = 480–960€
- ACLV between €28K and €58K depending on farm size (Assumed low churn rate & 5 year contracts)

Deliverable 1 – Business Canvas

KEY PARTNERS

Olive oil producers / cooperatives,
Verticals especially who are producers and mills
at the same time AGGRARIA (Ferreira do
 Alentejo), Lagar do Marmelo (Sovena), CAMB
 (Moura e Barrancos), Lagor do Vale in Alentejo,
 plus major ones in Spain and Italy
Vertical's production vs total production:
Portugal: +50%
Spain: ~30-40
Italy: ~20%

Research institutions (Uni. of Cordoba,
 Polytechnic Institute of Bragança, Brigantia
 EcoPark)

Technology Partners: Alfa Laval, GEA, Andritz
 (membrane filtration, nanofiltration, reverse
 osmosis systems)

Certification & regulatory bodies (EFSA, EU Novel
 Food, Upcycled Food, Products & Ingredients,
 COSMOS for cosmetics)

EU programs & funding ecosystem (EIT Food, EU
 Innovation Council, InvestEU)

Ingredient distributors (Azelis, IMCD, Brenntag)

Strategic customers/brands Nutraceutical and
 cosmetics companies for co-development (pilot
 projects, ingredient validation, white-label
 formulations).

KEY PARTNERS

- **Industry Partners:** Fausto's 30-year leadership facilitates distribution or tech sale discussions. Novatex
- **EIT Food:** Alumni network and grants for funding and visibility.
- **Farmers:** Greek, Italian and Romanian smallholders for testing and feedback.
- **Insurers:** Potential partners for fire prevention pilots.
- **Suppliers:** Sensor vendors.

Deliverable 1 – Business Canvas

CUSTOMER RELATIONSHIPS

Offer various subscription contracts depending on customer needs.

Personalized customer support. [redacted]

offers real time access to their land or herd's data

CHANNELS

Direct Contact. Webinars and In-person events like trade fairs and exhibitions, conferences. Social Media mainly LinkedIn and Facebook, Associations and Cooperatives. [redacted]

[redacted] as the main comms channel



Customer Relationships

Acquire

- Targeted outreach of ideal customers
- Legal agreements & commercial guardrail:

Keep

- Pilot plan (est. 10-12 weeks) at fixed price
- Full team setup support
- KPI tracking, check-ins, issue logs, etc.

Grow/Scale

- Post-pilot contracts at variable prices
- In-house support team for emergencies
- Partnership opportunities

Channels

Pre-Pilot Phase & Customer Acquisition

- Direct account-based outreach
- European trade fairs
- Website with demo booking, downloadable materials

At Scale

- Lean on partner-assisted channels
 - Ex. Joint sales calls, sponsored webinars
- Sales, account management, and customer service / troubleshooting teams

Deliverable 1 – Business Canvas

Value Propositions

Main Problems for Buyer & Users

- **Outdated & Non-standardized**
 - Expiration date time-stamped freshness estimation process has not been updated for over 70 years
- **Lack of Transparency & Data**
 - Manual & subjective freshness checks cause over-disposal
- **Leakage & Spoilage**
 - Retailer claims, write-offs, and premature waste
- **The Blame Game**
 - Disputes are common across the supply chain
- **Current Tools Insufficient**
 - TTIs don't capture O₂ or volatile buildup



Sensa's Buyer Satisfaction Checklist

- **Operator-friendly**
 - Compliance & audit-ready
- **Proof of significant ROI**
 - Reduce claims & shrink
 - Faster distribution center triage
- **Sustainable & scalable**
 - Reduce carbon emissions
 - Reduced food waste
 - Biodegradable materials

VALUE PROPOSITION

For Food Manufacturers: a cost-effective, easy-to-use ingredient that enhances fiber and protein content, enabling “high-fiber” and clean-label claims with low-dosage

For HoReCa: a transparent and sustainable products with high nutritional value. As ingredients our products provide differentiation in competitive markets

For Retailers: high value-added products rich with dietary fiber — a category still underrepresented on the market. Products that are well-known to end consumers (pasta, crackers, etc) which makes them approachable

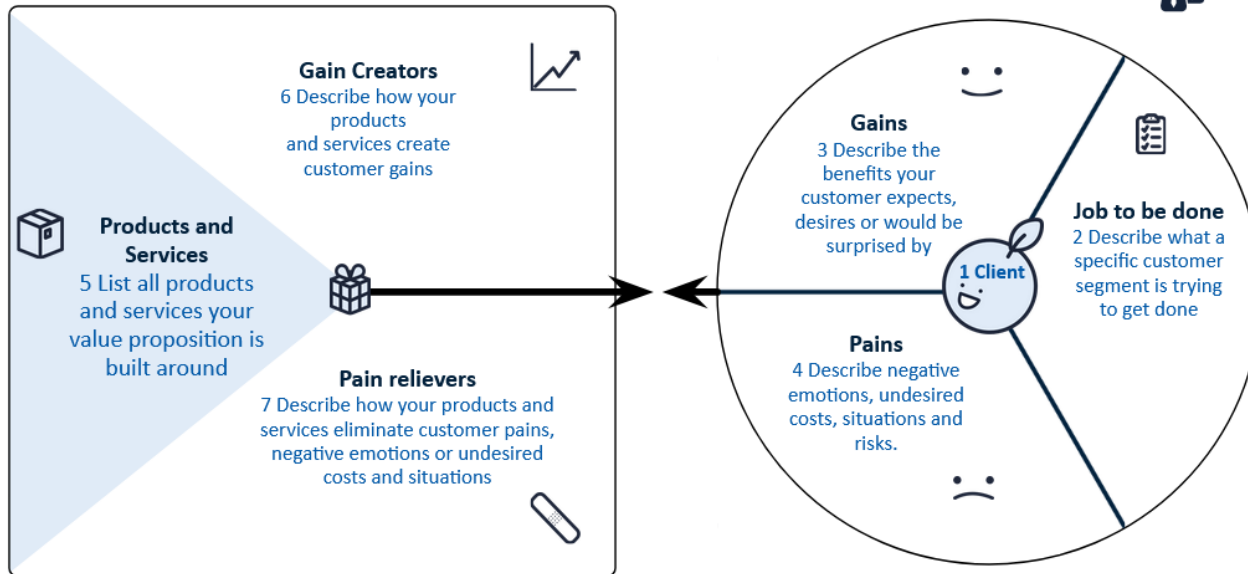
Our **lactoferrin** helps **food producers** who **want to produce authentically functional products** to **changes in their production process** and **decrease the cost of ingredients** through **the supply of more affordable lactoferrin** and **in a pure, non-denatured, fully active condition**

Sensa gives protein processors a **vision-readable freshness & leak indicator** with turnkey deployment, cutting claims and intake time without slowing lines, while delivering audit-ready compliance and a scalable rollout via OEM and converter partners.

Sensa helps animal producers facing health and operational challenges to enhance resilience, stabilize critical biological systems, and achieve measurable production gains — through a unique, non-antibiotic formula that is scientifically validated, shelf-stable, and universally applicable across the entire animal production chain.



VALUE MAP OF [COMPANY NAME]

 **CUSTOMER**

Our  XXXXXXXXXXXXXXXXXXXX helps  XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX who  XXXXXXXXXXXXXXXXXXXX to  XXXXXXXXXXXX and  XXXXXXXXXXXX through  XXXXXXXX and  XXXXXXXXXXXX

Deliverable 1 – Business Canvas



Philipp Baaske • 1st

I make the invisible visible | Co-Founder & Executive Chairman NanoTe...

[Visit my website](#)

1d • 🌐

People don't want lawnmowers. They want short grass.

At a Munich biotech dinner I heard the "kill the company" idea.. and it clicked: identify the version of your product that would make yours obsolete, then build it yourself.

So we asked: What would kill NanoTemper?

Answer: run our measurements on the standard 384-well plates every lab uses. Fully automatable, faster, cheaper.

Everyone said "impossible": textbooks said you need thin glass capillaries; plates wouldn't work.

We hired Johannes to try anyway.

Five years later: Dianthus.

Screens ~1,000,000 drug candidates in ~4 days—no capillaries, full automation.

Lesson

Build the thing that would kill you.

If it delivers the outcome better, it's yours to lead.

What "short grass" are your customers really buying?

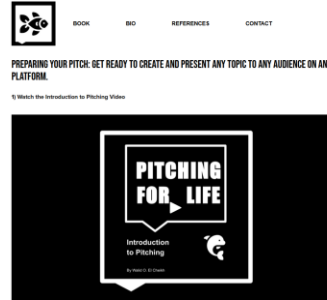
What product would make your current one obsolete?

Are you building it?

""what if" scenarios - what if we do not make the budget this year? What if our biggest customer dont buy from us anymore? What if we lose market share? What if...etc
The tool is very often used to revalidate assumptions and identify risks and opportunities that might not have been identified so far "

Andreea Stanescu ▪ Fractional Executive I Transformation Architect I Organizational Change I 📊

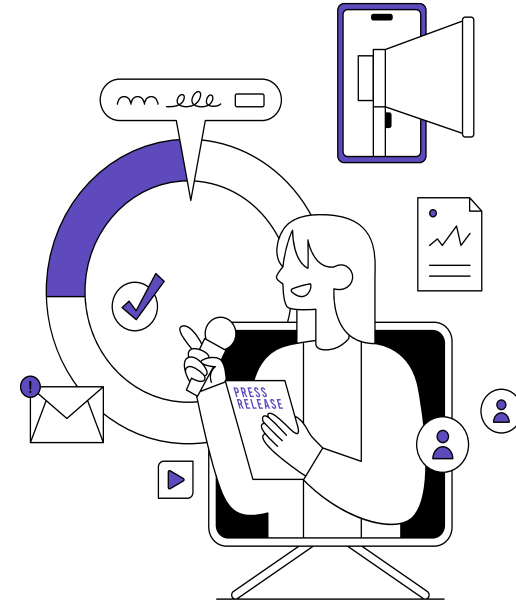
Preparing for Pitch practice



Prepare a short video by watching the videos and following the examples from [this resource](#).

Deliverables:

- Send 1 min investor pitch to Walid 2 days before the session, latest by 12th October
- How: Create a video pitch with Loom.com (or similar), share the link via Whatsapp and mention the program (e.g. EITFood Pretask)
- Whatsapp Number: +358449834855
- **Deadline 12.10.2025 at 13:00 CET**

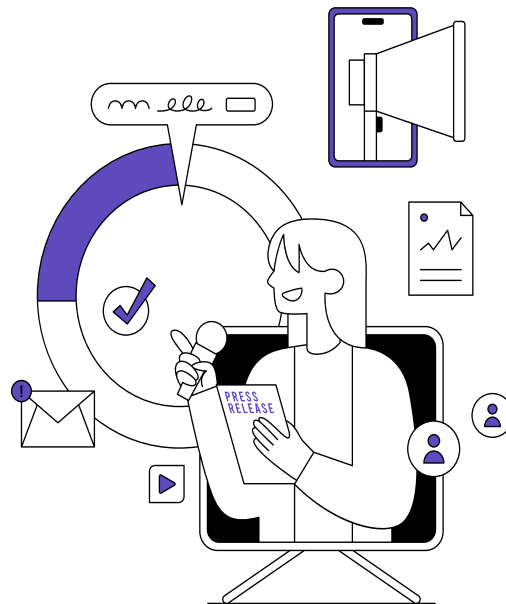




Team Up 2025

Negotiations skills (internal)

September 16, 2025



What will you need negotiations skills for?

- **Co-founder Agreements:** Establishing equitable terms and responsibilities among co-founders, Cap table
- **Employee Compensation:** Setting salaries, equity options, and benefits packages to attract and retain top talent.
- **Partnerships and Alliances:** Negotiating partnerships with other businesses to expand your reach or access new markets.
- **Supplier Contracts:** Negotiating contracts with suppliers to secure favorable terms for essential resources or materials.
- **Customer Contracts:** Negotiating contracts with customers, including pricing, terms, and service level agreements.
- **Funding and Investment:** Negotiating with potential investors or venture capitalists to secure funding for your startup.
- **Exit Strategies:** Planning and negotiating exit strategies, such as mergers, acquisitions, or selling the company.
- **Intellectual Property:** Negotiating licenses, patents, or copyrights for your technology or products.
- **Lease Agreements:** Securing favorable lease terms for office space or production facilities.
- **Regulatory Compliance:** Negotiating with regulatory authorities to ensure compliance with industry standards and regulations.

KISS principle

Occam's razor/lex parsimoniae - a guideline that can help you evaluate the plausibility and validity of different claims or arguments.

Occam's razor encourages you to look for the simplest and most consistent explanation that fits the available evidence, and to avoid making unnecessary assumptions or complications.

But, the simplest explanation or solution may not always be the most accurate or effective one.

Keep it SHORT & simple

KISS

Occam's razor

William of Ockham - 14th-century
English philosopher and theologian

*Entia non sunt multiplicanda praeter
necessitatem, which translates as*

*'Entities must not be multiplied beyond
necessity'*

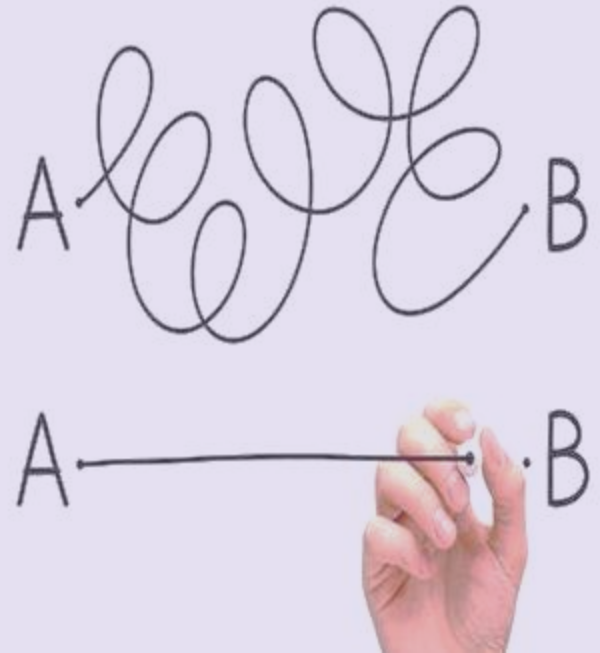
If there are several
explanations
for an issue, the simplest
explanation is usually
the right one.

KISS principle

Can become an elegant strategy for keeping the team focused on what is relevant and valuable to their short and long term business strategy.

You gain better control of the negotiation processes.

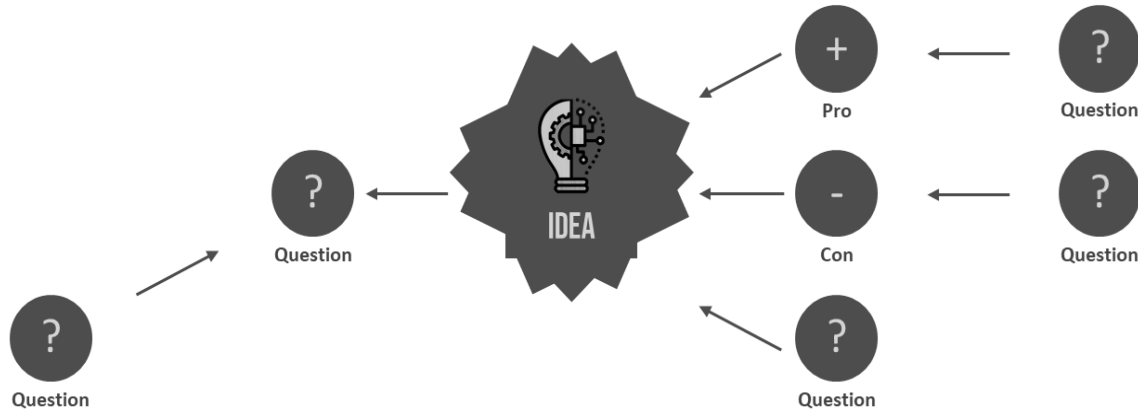
In Business Strategy the goal to use the KISS Principle is to stimulate collaborative problem-solving that leads to innovative solutions.



Dialogue Mapping

Encourages collective thinking and therefore synergy between the team members.

Because of the structured manner, participants become **aware** that other people's ideas may be very useful.



Ideas of each participant are heard and recognized.

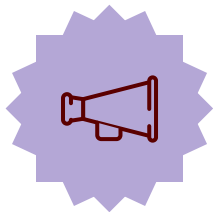
Each participant will note that their remarks make a positive contribution to the process.

Participants have a common goal and as a group they are able to take corrective action

Group dynamics will increase as a result of which joint responsibility is taken.

Monroe's Motivated Sequence

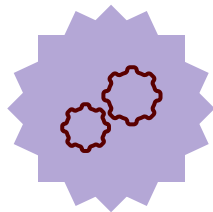
How to persuade



ATTENTION

If you don't have your audience's attention, you're wasting your time.

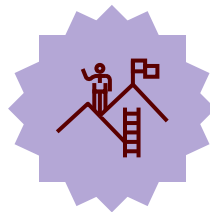
I want to hear more.



NEED/PROBLEM

Identify a need in your target audience or show that there is a problem.

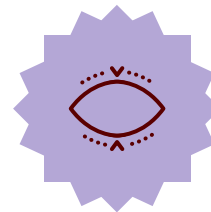
I agree, there is a problem.



SATISFACTION/ SOLUTION

Present the solution that will fix their need or problem. Show them that it will work.

I understand your solution.



VISUALIZE

Engage your audience's thought process by helping them visualize the solution.

I agree with your solution.



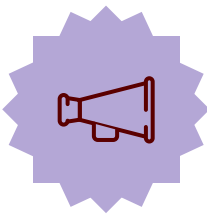
ACT

End with a call to action that makes your audience part of the solution.

I will do what is required.

AIDA Elevator Pitch

Persuasion strategy

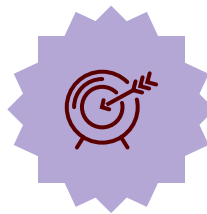


ATTENTION

Attract
attention

- Tell a story
- Tell a joke
- Share a surprising fact or statistic
- Make a shocking statement

Remember that people have short attention spans. Once you have your audience's attention, move on quickly.



INTEREST

Generate
interest

Back your statements with facts, figures, and statistics.

Get the audience to see and agree that something needs to change.



DESIRE

Create
desire

Use stories to show how your solution will solve the discomfort or dissatisfaction they felt earlier.

Think about any counter-arguments or objections people might have to your plan and address them in advance.



ACTION

Initiate
action

What are the next steps to move toward your solution?

You don't need to create an entire roadmap for them — just tell them the first step to take.

Persuasion Techniques

Argumentation

STRINGENT & FACTUAL LINE OF REASONING:

Build a logical chain of reasoning

Use neutral data/facts to support your argument

SEEK ASSISTANCE:

Personal level

Professional level

VALUES AND NORMS:

Use your counterpart's values and norms selectively to argue your case

BARGAINING:

An outcome in which all parties make concessions, but all benefit

Compromise

APPLY SOME PRESSURE:

Written agreements, for example, oblige the other party to act

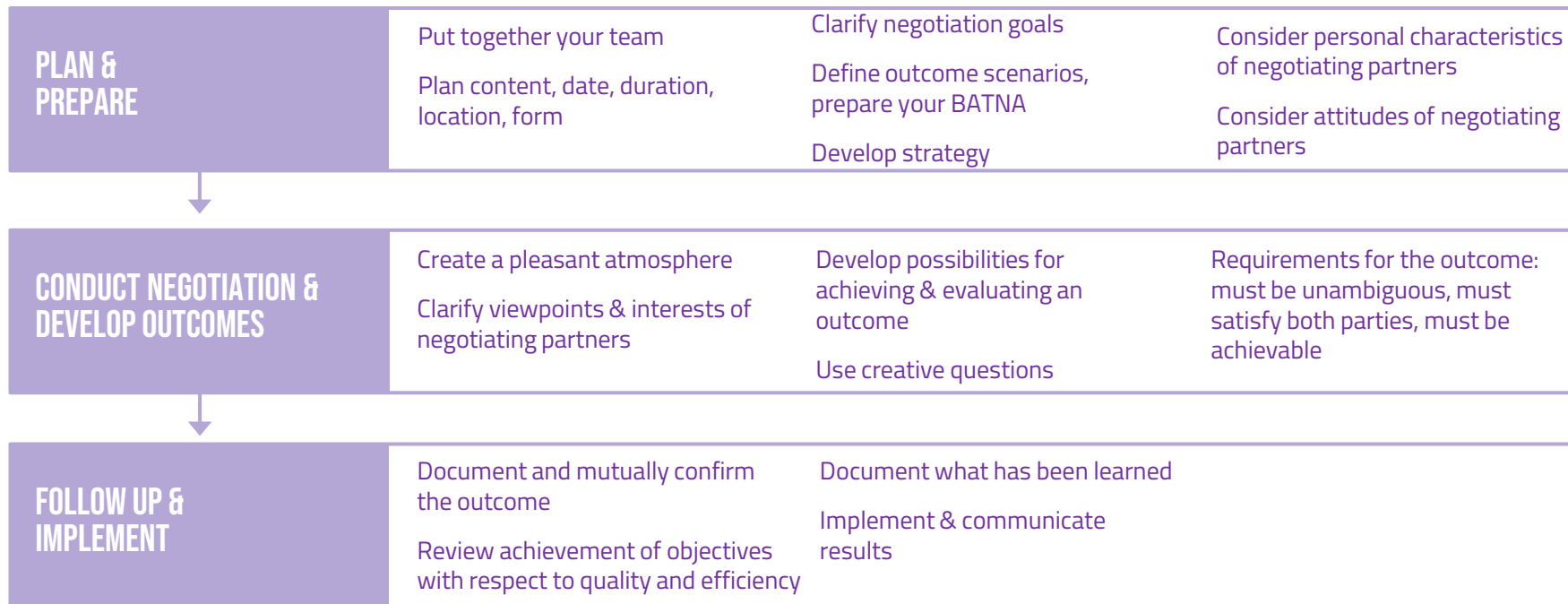
DEMONSTRATE CREDIBILITY:

Through authority and/or hierarchy, the counterpart is forced to make objective decisions



Negotiation Management

Process



Negotiation Skills

Deal-making requires give and take

COMMUNICATION	Articulate your thoughts and actively listen to others' ideas and needs. Not doing so can cause you to overlook key components of negotiations and leave them dissatisfied.
EMOTIONAL INTELLIGENCE	You need a high degree of emotional intelligence to read other parties' emotions. This will enable you to pick up on what they're implying rather than explicitly saying and advantageously manage and use your emotions.
PLANNING	Clear idea of what you hope to achieve and where your boundaries lie is essential. Without adequate preparation, you can overlook important terms of your deal or alternative solutions. Consider the zone of possible agreement (ZOPA) Understand your best alternative to a negotiated agreement (BATNA) – do not leave the table empty-handed.
VALUE CREATION	Shift your goals from growing your 'own deal' to expanding the 'deal'. You will realize the greater value and you will establish a sense of rapport and trust that benefits future discussions.
STRATEGY	Understanding clearly the effective negotiation tactics. By knowing what works and what doesn't, you can tailor your strategy for every negotiation. To develop a strong strategy, do the following: Define your role Understand your value Consider your counterpart's view point Check in with yourself
REFLECTION	Reflect on past negotiations and identify areas for improvement. Successful or not - think about what went well and what could have gone better. Identify areas you want to work on and create a plan of action.

Ethics and Negotiation

The principles behind negotiation ethics to create win-win agreements for you and your bargaining counterpart

Asking yourself the following questions, you can illuminate the boundaries between right and wrong at the negotiation table and in the process discover your own ethical standards:

Reciprocity:

Would I want others to treat me or someone close to me this way?

Publicity:

Would I be comfortable if my actions were fully and fairly described in the newspaper?

Trusted friend:

Would I be comfortable telling my best friend, spouse, or children what I am doing?

Universality:

Would I advise anyone else in my situation to act this way?

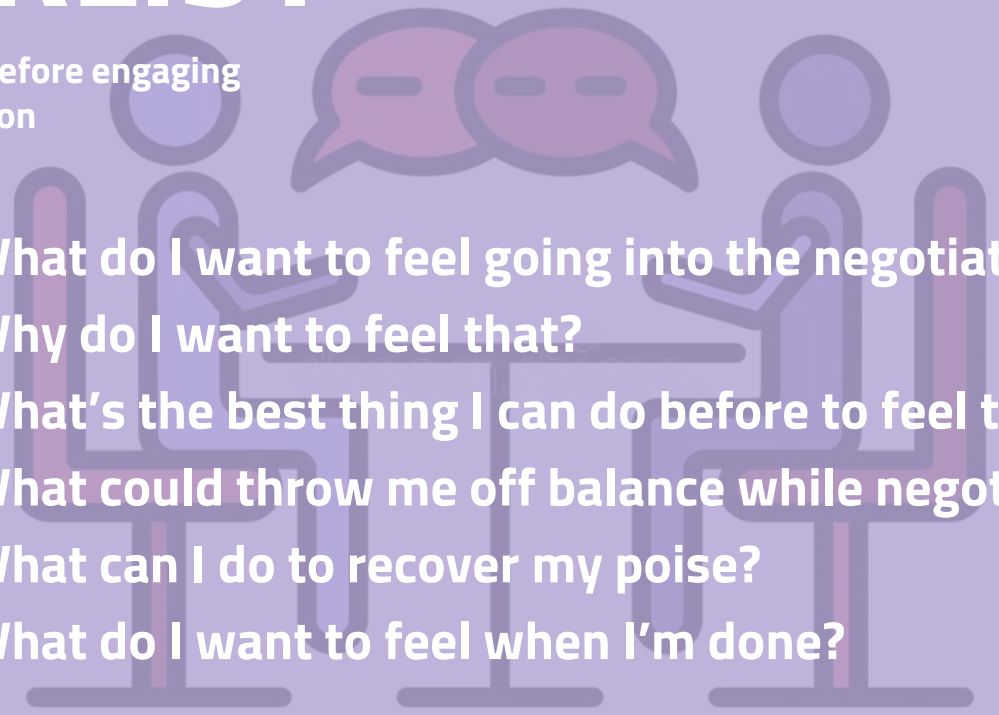
Legacy:

Does this action reflect how I want to be known and remembered?



CHECKLIST

six questions to ask before engaging
in your next negotiation

- 
- What do I want to feel going into the negotiation?
 - Why do I want to feel that?
 - What's the best thing I can do before to feel that way?
 - What could throw me off balance while negotiating?
 - What can I do to recover my poise?
 - What do I want to feel when I'm done?

CHECKLIST

Negotiation Preparation

- What do I want from this negotiation? List short-term and long-term goals and dreams related to the negotiation.
- What are my strengths—values, skills, and assets—in this negotiation?
- What are my weaknesses and vulnerabilities in this negotiation?
- What lessons can I apply from past negotiations to improve my performance?
- What is my best alternative to a negotiated agreement, or BATNA? That is, what option would I turn to if I'm not satisfied with the deal we negotiate or if we reach an impasse? How can I strengthen my BATNA?
- What is my reservation point—my indifference point between a deal and no deal?
- What are the other side's interests? How important might each issue be to them?
- What do I think their reservation point and BATNA may be? How can I find out more?
- What is my relationship history with the other party? How might our past relationship affect current talks?
- Are there cultural differences that we should prepare for?
- To what degree will we be negotiating electronically? Are we prepared for the pros and cons of negotiating via email, teleconference, etc.?

CHECKLIST

Negotiation Preparation

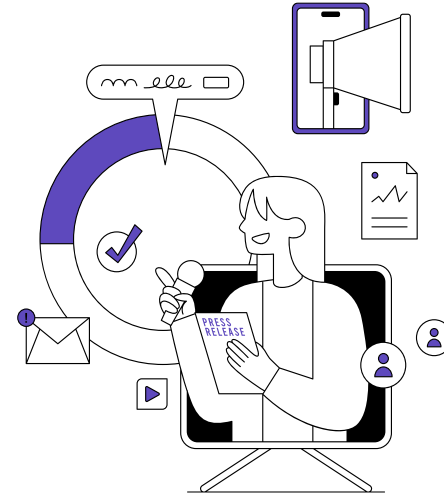
- What is the hierarchy within the team? What are the patterns of influence and potential tensions? How might these internal dynamics affect talks?
- What potential ethical pitfalls should we keep in mind during the negotiation?
- Who should be on my negotiating team? Who should be our spokesperson? What specific responsibilities should each team member have?
- Do we need to involve any third parties (agents, lawyers, mediators, interpreters)?
- What authority do I have (or does our team have) to make firm commitments?
- Am I ready to engage in interest-based bargaining? Be prepared to try to create value by trading on differences in resources, preferences, forecasts, risk tolerance, and deadlines.
- If we disagree about how the future plays out, can we explore a contingency contract—that is, stipulate what will happen if each side's prediction comes true?
- Have I practiced communicating my message to the other side? How are they likely to respond?
- Is an agreement likely to create net value for our company?



DO YOU HAVE ANY QUESTIONS?

EXERCISE

Team work in breakout rooms



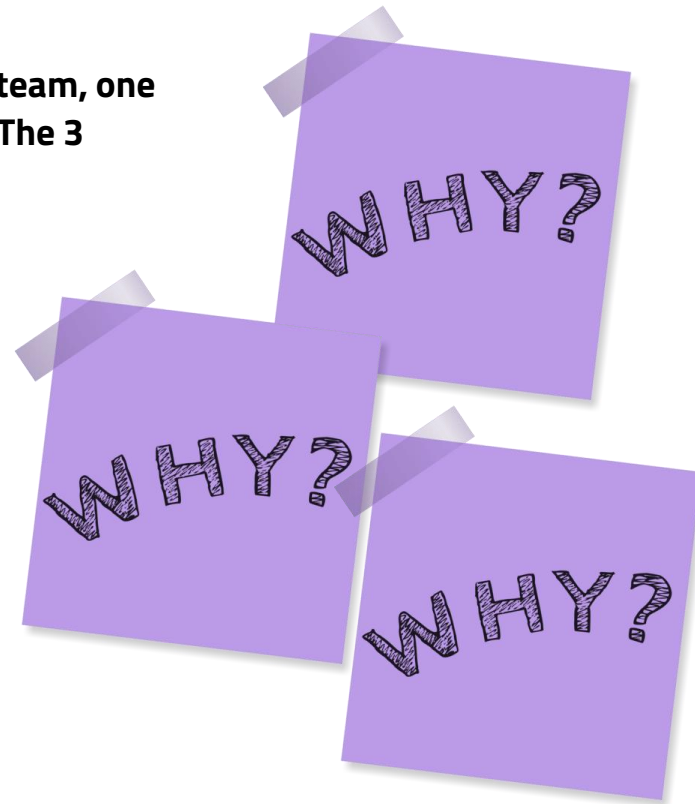
Team Activity - The 3 'Whys'

Each team is given a thought-provoking conversation starter.

One participant will ask a conversation starter question to the team, one person answers and then others respond to the answer using 'The 3 Whys.'

After 5 - 10 minutes, the participants will switch roles.

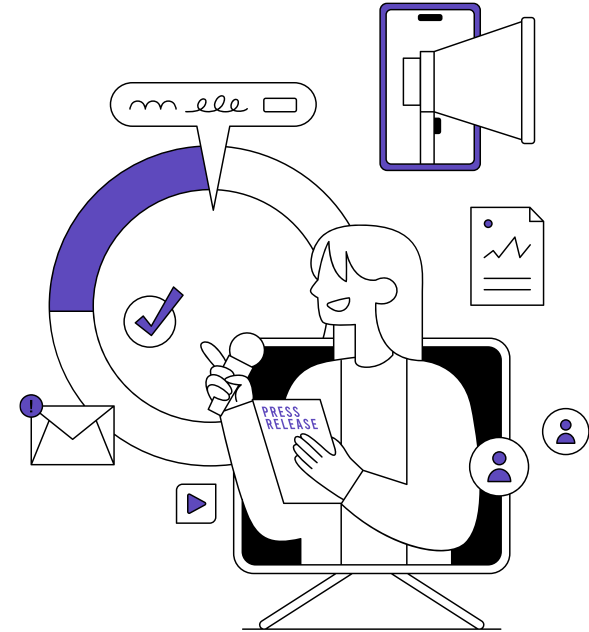
Discuss your experience using the follow-up questions.



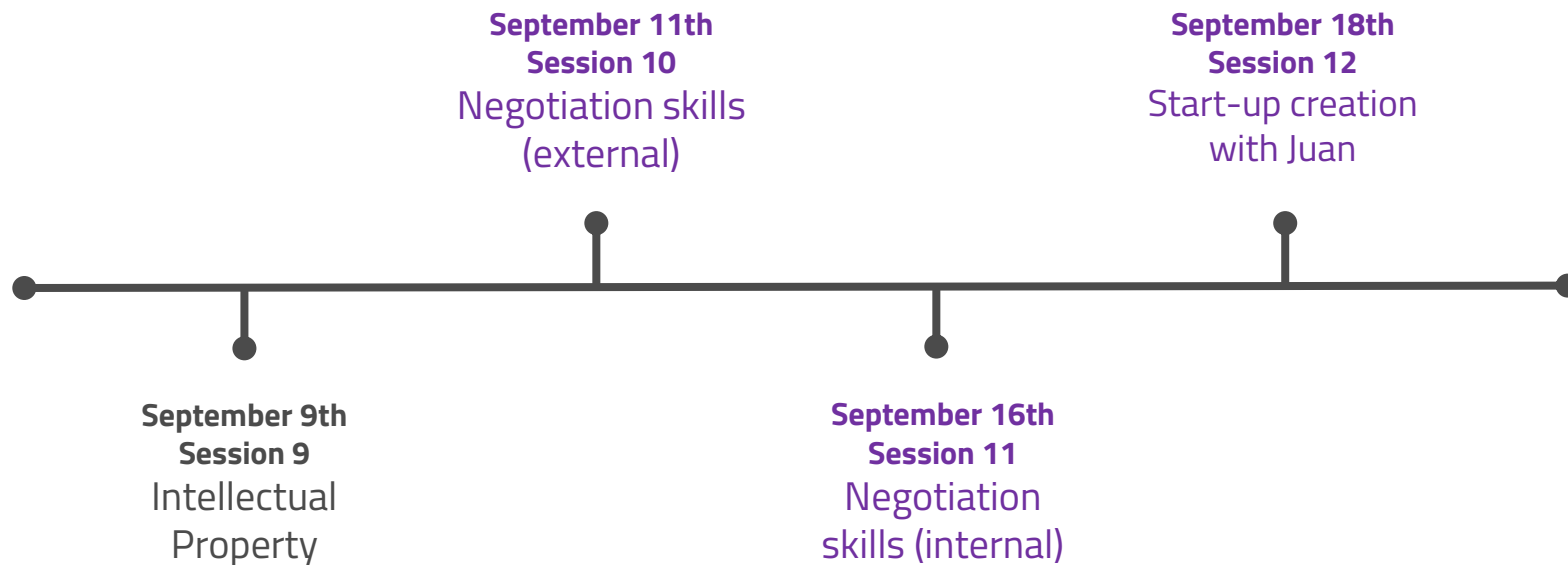
EXERCISE

Team work in breakout rooms

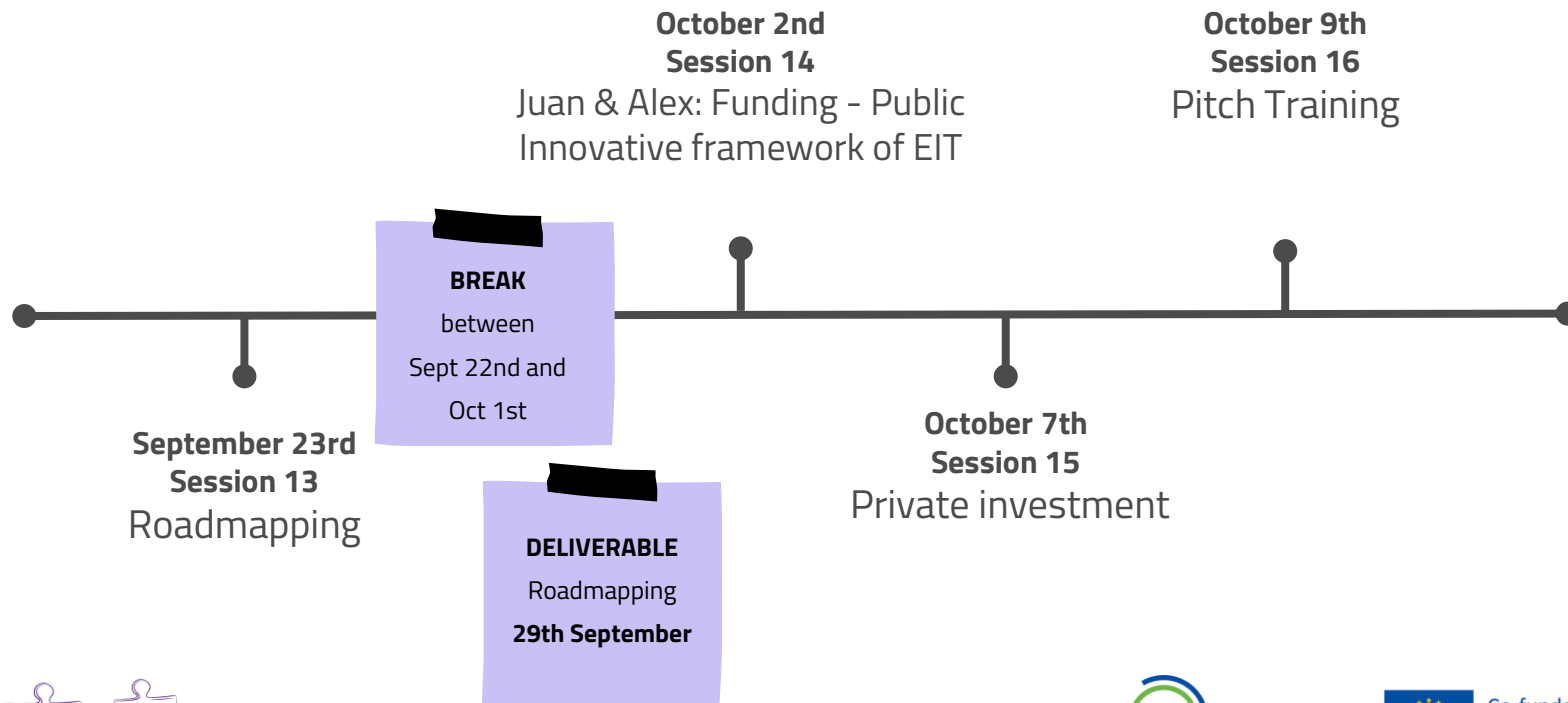
We met again at 18:15h CET



Sessions



Sessions



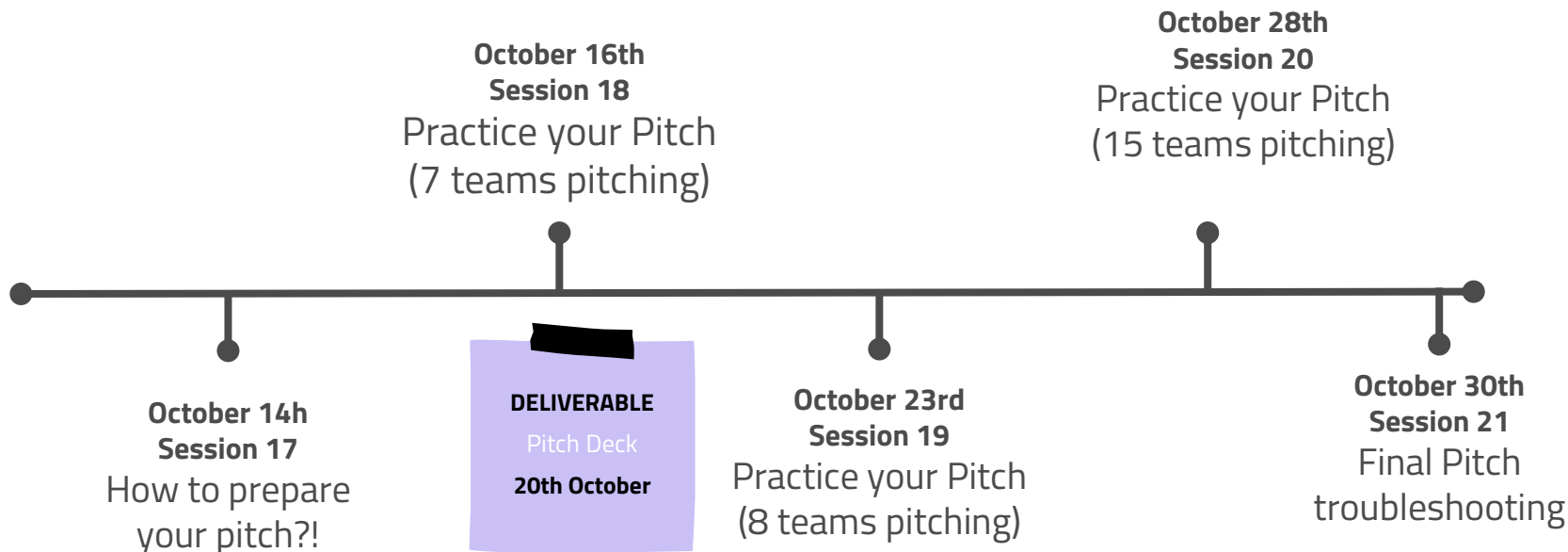
Contact Us!

Do you have any questions?

teamup@eitfood.eu



Sessions



Graduation: Pitch competition

