How to write a competitive SME Instrument Phase II proposal?

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Innovation in SMEs; access to risk finance expert

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Instytut Podstawowych Problemów Techniki PAN
www.kpk.gov.pl

Materials from European Commision are used in this presentation
Smart way of raising money for innovative projects

There are four ways of funding innovation projects:

• **The ”Hard” way:**
  "Bootstrapping": Secure that revenues from consultancy or sales can cover the cost of the innovation project.

• **The ”Expensive” way** – however also often intelligent way:
  Convince investors to invest in the company and provide funding for the innovation project, and "give away" part of the ownership in the company.

• **The ”Difficult” way:**
  Borrow in the Bank. - Just try – you will find it is rather difficult. Banks love security – and hate risk. Remember, you will need to repay the loan!

• **The ”Smart” way:**
  Apply for public or private ”Grants”. You do not give away ownership. No need for repayment of the money, and evaluation criteria focus on opportunities – and if funded it might also attract investors!
Figure 5. The “Valley of Death” between Public and Private Sector Development Activities

R&D Funding

Government funding

SME Instrument = bridge

Private sector funding

Basic scientific research proven

Products demonstrated and scaled up

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3 Phases of the SME Instrument

**Phase 1**
- **Feasibility study**
- SME carry out a feasibility study to verify the viability of the proposed disruptive innovation or concept.
- EUR 50,000
- Coaching (3 days)
- 10 pages Proposal

**Phase 2**
- **Demonstration, Market Replication, R&D**
- Assisted by the EU, the SME further develops its proposal through innovation activities, such as demonstration, testing, piloting, scaling up, and miniaturization.
- EUR 0.5-2.5 Million
- Coaching (12 days)
- 30 pages Proposal

**Phase 3**
- **Commercialization**
- Support in reaching new markets, acquiring investors, networking.
- Services offer

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The SME Instrument relevance - for whom?

- SMEs from the Member States or countries associated (like Ukraine) with the program H2020
- High growth potential companies which are interested in implementing their innovations on the European and international markets
- Companies with adequate capacity to implement the project (experience in introducing new products and services to the market, as well as adequate resources)
- Companies that have the status of small and medium enterprises (SMEs)
- Companies that have an innovative solution that reached level 6 on a TRL scale.
The SME Instrument relevance - for whom?

- Single companies ("old and young") with interesting technology or business innovation projects.
- Investor portfolio companies in need of extra funding
- Spin-off’s from Universities and Research Institutions with commercial ambition and with interesting technology or business innovation projects.
- Clients of University Institutes and Research Institutions
  The clients of the University or Research institution can use part of the H2020 SME funding to pay for this type of services (subcontracting).
previous beneficiaries

**WHO ARE THE FIRST WINNING SMES?**

- **Going beyond borders**: 50% are already trading on the global market, while 75% on the EU market.
- **Established**: 85% have more than 3 years on the market and/or more than 5 employees.
- **Innovation Champions**: 50% of beneficiaries were already recognized by prizes.

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### First success stories

- 5 SME Instrument companies appeared in the Deloitte 2015 Technology Fast 500 ranking

<table>
<thead>
<tr>
<th>SMEI Project Number</th>
<th>SME name</th>
<th>SMEI Project Acronym</th>
<th>SMEI Topic</th>
<th>SMEI Phase</th>
<th>Deloitte position</th>
<th>Country</th>
<th>Growth %</th>
<th>Industry sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>684310</td>
<td>AlPhasense Oy</td>
<td>AMPED</td>
<td>ICT (ODI)</td>
<td>2</td>
<td>24</td>
<td>Finland</td>
<td>3169%</td>
<td>Software</td>
</tr>
<tr>
<td>683740</td>
<td>Nox Medical</td>
<td>Respiratory Analyzer</td>
<td>Health</td>
<td>1</td>
<td>124</td>
<td>Iceland</td>
<td>750%</td>
<td>Life sciences</td>
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<td>728498</td>
<td>INPHOTECH SP ZOO</td>
<td>OMiProbe</td>
<td>ICT (ODI)</td>
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<td>438</td>
<td>Poland</td>
<td>250%</td>
<td>Hardware</td>
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<tr>
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<td>Multiposting</td>
<td>JET</td>
<td>ICT (ODI)</td>
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<td>France</td>
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<td>Media</td>
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<tr>
<td>666788</td>
<td>ARCAM AB</td>
<td>EBMPPerfom</td>
<td>NMP</td>
<td>2</td>
<td>493</td>
<td>Sweden</td>
<td>214%</td>
<td>Hardware</td>
</tr>
</tbody>
</table>

[www.kpk.gov.pl](http://www.kpk.gov.pl)
• Rank #24 with 3169% growth
• In March 2015, the European “SME Instrument” invested EUR 1,8 M into AlPhasense for up-scaling of their Financial Search Engine

Who is using AlPhasense?

More than 450 firms rely on AlphaSense, including investment managers, global banks, research firms and corporations.

- Investment Research
- Corporate Strategy / M&A
- Investor Relations
- Private Equity
- Investment Banking
- Business Research

66% of the world’s largest equity-focused hedge funds use AlphaSense

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• On 1 December 2015, Immunovia a Swedish SME in the life science sector went public on NASDAQ and raised EUR 6.4M

• In March 2015, the European „SME Instrument” invested EUR 4.2M for clinical validation of a serum protwin biomarker signature for the early diagnosis of pancreatic cancer

Mats Grahn Immunovia, CEO

"The SME instrument has been a decisive financial and confidence support to convince investors to subscribe to our share issue this year (2015) required to entry in the market in US and EU."
• **eVision**, a Dutch SME that obtained a 2,3 M€ Phase 2 grant in 2015 for developing its flagship product: the eVision Predictive Vision Software. The aim is to decrease the likelihood of fatal accidents at work. The SME instrument grant helped them to grow double digit in the last months, and to create 183 high qualified jobs in Europe in less than 1 year.

**Peter Kortenhorst** eVision, CEO

"The financial support of the SME instrument has been very valuable as it allowed us to continue our investment in people and technology. Perhaps even more so important is the fact that being part of Horizon 2020 has been boost for morale internally and a testimony of our innovation towards the market"
AgriCloud P2
Project: Demonstration of a cloud-based precision farming management system for a sustainable and intensive agriculture to secure long-term food supply in Europe - Phase II

This phase 2 proposal targets the pilot application and market introduction of AgriCloud, a cloud-based precision farming (PF) management system for more efficient, sustainable production of crops in Europe. The objectives are: final technical development, product demonstration through field trials with six pilot customers, market launch in five selected EU countries and market replication leading to a turnover of 28 m € within 5 years after launch. Today, most farmers manage their crop by gut feeling, leading to inappropriate fertilization, plant damage and unnecessary environmental impact. AgriCloud is the first holistic FP approach, processing all available data from agronomic sensors, machinery and service companies and, backed by plant nutrition expert knowledge, facilitates a targeted use of fertilisers and herbicides, efficient machinery utilisation and workflow management. Farmers are operating a mixed stock of stand-alone agricultural machinery. AgriCloud meets their need for integrated solutions with only one data infrastructure for a coordinated, easy-to-use machinery control from one user interface. By using AgriCloud, they will increase yield production between 3-10%, reduce lodging to 50-100%, reduce fertilisers by 12-20% and improve harvest efficiency by 12-20%. Their annual savings amount to approx. 130€/ha, which enables amortization of the AgriCloud invest within 1-1.5 years. The EU agricultural industry faces the challenge of responding to an increasing demand for food whilst at the same time having to ensure the sustainable use of resources. The Commission already identified PF as a key technology to solve this problem. However, European farmers have not yet adopted PF due to drawbacks of existing solutions. AgriCloud is able to solve those bottlenecks and contributes to Europe’s drive towards more competitiveness and long-term sustainability in agriculture as well as towards the recent EU Common Agriculture Policy (CAP).

Topic: Resource-efficient eco-innovative food production and processing

Partners:
AGRI CON GMBH PRECISION FARMING COMPANY (Coordinator)
AgriCon Hungary Precision Farming Kft (Partner)
BAG Precision Farming Sp. z o.o. (Partner)
Precision Farming (Partner)

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Since 2009, POLYTEDA’s ICT product addresses the Physical Verification (PV) stage of semiconductor design before the actual manufacturing of a microchip at the fab (Fabrication Plant). The layout view of a microchip has to be verified by identifying and fixing any design errors. This requires sophisticated software known as Design Rules Checking (DRC) tool. An overlooked error may cause multi-million dollar losses and time to market delays. Today’s PV tools may take up to several days to make just one iteration on modern increasingly complex, dense (often billions of transistors) microchips. The proposed disruptive ICT PV workflow along with an innovative cloud-based business model will set new rules and ultimately disrupt the market. It will increase the competitiveness of European semiconductor microelectronics industry and advance enabling and industrial technologies. This project will allow POLYTEDA CLOUD to further develop its product, increase revenues, generate jobs and seize the PV market, currently estimated at 1.6bn $. POLYTEDA CLOUD concept intends to: -Move PV software and services from an outdated and ineffective CAPEX model using (dedicated expensive hardware and software) to a more cost-efficient OPEX model (pay-per-use of shared cloud-based resources). -Lower the entry barrier for smaller design companies by using a high quality, cloud-ready PV workflow. This innovative solution and business model for PV of semiconductor design optimize the manufacturing process with resulting cost-effectiveness. Benefits for fabs include the higher quality of tape-outs, winning new clients and increasing sales of the fabs proprietary IP. European industry will pioneer the PV cloud-based services and consequently become less dependent on the dominating US EDA tool vendors. The market entry threshold would be lowered for smaller design companies due to a more affordable and easier to use innovative PV workflow.

**Project:** Innovative Cloud-Based PV Workflow for Semiconductor Foundries

**Project type:** Phase 2

**Total budget:** 1.744.125 €

**EU Contribution:** 1.220.888 €

**Call ID:** H2020-SMEINST-2-2016-2017

**Partners:** LIMITED LIABILITY COMPANY "POLYTEDA CLOUD" (Coordinator)

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Benefits for companies

• **Entrance to the club of the best European SMEs**

• **Recognition at European and international level**

• **Access to coaching in the business and management field**

• **Networking opportunities**

• **Support in obtaining further financing**
Before you apply...

• Does the company have a potential for application in the framework of the Instrument for SMEs?

• Is the solution owned by the company in line with the requirements of the competition for the thematic area?

• Has the solution reached TRL 6? (Exception: Health, Open Disruptive Innovation)

• Does the company have an account on the Participant Portal and the number of PIC?

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Find your call – all topics

- ICT: open disruptive innovation
- Nanotech, or other advanced tech for manufacturing and materials
- Space research and development
- Diagnostics devices and biomarkers
- Sustainable food production and processing
- Blue growth
- Low carbon energy systems
- Greener and more integrated transport
- Eco-innovation and sustainable raw material supply
- Urban critical infrastructure
- Biotechnology-based industrial processes
- Mobile e-government applications (od 2015 r.)
- SME business model innovation (od 2015 r.)
General annex G of the Work programme 2016-2017,

Where a topic description refers to a TRL, the following definitions apply:

- TRL 1 – basic principles observed
- TRL 2 – technology concept formulated
- TRL 3 – experimental proof of concept
- TRL 4 – technology validated in lab
- TRL 5 – technology validated in relevant environment (industrial environment in the case of key enabling technologies)
- TRL 6 – technology demonstrated in relevant environment (industrial environment in the case of key enabling technologies)
- TRL 7 – system prototype demonstration in operational environment
- TRL 8 – system complete and qualified
- TRL 9 – actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)
CALL: HORIZON 2020 DEDICATED SME INSTRUMENT 2016-2017
Call identifier: H2020-SMEINST-2016-2017
Publication date: 14 October 2015

CALL SUMMARY

Budget Information:
Up to 10% of the annual budget will be used for phase 1 funding and at least 87% of the annual budget for phase 2 funding. At least 1% of the annual budget will be used for phase 3 funding.

CALL UPDATES

• 25 November 2016 15:14

An overview of the evaluation results (flash call info - 13-10-2016 cut-off - Phase II) is available.
Deadlines

Application deadlines in 2017 – phase II:

• 18 January 2017
• 6 April 2017
• 1 June 2017
• 18 October 2017

• A single company can only submit one proposal for Phase 1 or 2 in a given subject area. Another application can be made on receipt of the results of the evaluation or completion of the project at any stage.

• Submission of applications, signing contracts (Grant Agreement) is done electronically, through the Participant Portal.

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Content of the proposal

- Proposal should be based on the feasibility study resulted from Phase I or another feasibility study
- Project activities may include: demonstration, testing, prototyping, piloting, scaling, miniaturizing, design, market replication, and other efforts to market the product
- The result of the project is **commercialization plan of the innovation**.
- The amount of funding from EC: EUR 0.5 - 2.5 million (grant, 70% of eligible costs)
- Duration of the project: 12-24 months
Proposal structure

- *Form A – coordinator’s administrative data;*
- *Forms B (1-3) – Project idea (up to 30 pages);*
- *Attachments (4-5)*
## 1 - General information

<table>
<thead>
<tr>
<th>Topic</th>
<th>Type of action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Call identifier</strong></td>
<td>Acronym</td>
</tr>
</tbody>
</table>
| **Proposal title** | Max 200 characters (with spaces). Must be understandable for non-specialists in your field.  
Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: <= *> & |
| **Duration in months** | Estimated duration of the project in full months. |
| **Free keywords** | Enter any words you think give extra detail of the scope of your proposal (max. 200 characters with spaces). |

### Abstract

Short summary (max. 2,000 characters, with spaces) to clearly explain:
- Summarise your business innovation project and its objectives.
- Describe the expected outcome (products/solutions), the advantages and achievements, its novelty, and state of development.
- Describe the commercial potential and its European dimension; if the project application, the end users and/or customers and their needs and how these needs are met via the outcome of the project.
- Describe how the business innovation project is aligned with the business strategy of the SME(s) participating in the project.
- Will be used as the short description of the proposal in the evaluation process and in any communications with the programme management committees and other interested third parties.

Do not include any confidential information.

Use plain text, avoiding formulae and other special characters.

For the European/International dimension of the action, it is common practice to submit proposals in English. If the proposal is written in another language than English, please include an English version of this abstract in the "Technical Annex" section.

Remaining characters: **2000**

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Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under the 7th Framework Programme, Horizon 2020 or any other EU programme(s)?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

Please give the proposal reference or contract number.
# Proposal Submission Forms

## Declarations:

1. The coordinator or sole applicant declares to have the explicit consent of all applicants on their participation and on the content of this proposal.

2. The information contained in this proposal is correct and complete.

3. This proposal complies with ethical principles (including the highest standards of research integrity — as set out, for instance, in the [European Code of Conduct for Research Integrity](https://ec.europa.eu/research/participants/portal/desktop/en/organisations/organization.html) — and including, in particular, avoiding fabrication, falsification, plagiarism or other research misconduct).

4. The coordinator or sole applicant confirms:
   - to have carried out the self-check of the financial capacity of the organisation on https://ec.europa.eu/research/participants/portal/desktop/en/organisations/organization.html, where the result was “weak” or “insufficient”, the coordinator confirms being aware of the measures that may be imposed in accordance with the H2020 Grants Manual (Chapter on Financial capacity check).
   - is exempt from the financial capacity check being a public body including international organisations, higher or secondary education establishment or a legal entity, whose viability is guaranteed by a Member State or associated country, as defined in the H2020 Grants Manual (Chapter on Financial capacity check). If
   - as sole applicant in the proposal is exempt from the financial capacity check.

5. The coordinator or sole applicant hereby declares that each applicant has confirmed:
   - they are fully eligible in accordance with the criteria set out in the specific call for proposals, and
   - they have the financial and operational capacity to carry out the proposed action.

The coordinator is only responsible for the correctness of the information relating to his/her own organisation. Each applicant remains responsible for the correctness of the information related to him and declared above. Where the proposal to be retained for EU funding, the coordinator and each beneficiary applicant will be required to present a formal declaration in this respect.

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**Personal data protection**

Your reply to the grant application will involve the recording and processing of personal data (such as your name, address and CV), which will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, your replies to the questions in this form and any personal data requested are required to assess your grant application in accordance with the specifications of the call for proposals and will be processed solely for that purpose. Details concerning the processing of your personal data are available on the [privacy statement](https://www.kpk.gov.pl). Applicants may lodge a complaint about the processing of their personal data with the European Data Protection Supervisor at any time.

For personal data may be registered in the Early Warning System (EWS) only or both in the EWS and Central Exclusion Database (CED) by the Accounting Officer of the Commission, should you be in one of the situations mentioned in:

- the Commission Regulation 2008/1302 of 17.12.2008 on the Central Exclusion Database (for more information see the [Privacy Statement](https://www.kpk.gov.pl)).
2 - Administrative data of participating organisations

PIC

Legal name

Short name:

Address of the organization:
- Street
- Town
- Postcode
- Country
- Webpage

Legal Status of your organisation:

Research and innovation legal statuses:
- Public body: no
- Non-profit: no
- International organisation: no
- International organisation of European interest: no
- Secondary or Higher education establishment: no
- Research organisation: no
- Small and Medium-sized Enterprises (SMEs): no

Nace code

Department1 carrying out the proposed work

Department name:

Street: [Field for street name and number]

Town:

Postcode:

Country:
## 4 - Ethics issues table

### 1. Human Experimentation

<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your research involve human embryonic stem cells (ESCs)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will they be directly derived from embryos within the project?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are they previously established cell lines?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does your research involve the use of human embryos?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does your research involve the use of human foetal tissues/cells?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2. Humans

<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your research involve human participants?</td>
<td></td>
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<tr>
<td>Are they volunteers for experiments in social or human sciences research?</td>
<td></td>
<td></td>
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<tr>
<td>Are they persons unable to give informed consent?</td>
<td></td>
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<tr>
<td>Are they vulnerable individuals or groups?</td>
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<tr>
<td>Are they children/adolescents?</td>
<td></td>
<td></td>
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<tr>
<td>Are they patients?</td>
<td></td>
<td></td>
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<tr>
<td>Are they healthy volunteers for medical studies?</td>
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<tr>
<td>Does your research involve physical interventions on the study participants?</td>
<td></td>
<td></td>
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<tr>
<td>Does it involve invasive techniques?</td>
<td></td>
<td></td>
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<tr>
<td>Does it involve collection of biological samples?</td>
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</tr>
</tbody>
</table>

If your research involves processing of genetic information, please also complete the section "Protection of personal data" (Box 4).

## 3 - Call specific questions

### Call specific declarations

I declare on my honour that neither I nor any of the members of the consortium (if relevant) are involved in concurrent submission or implementation with another SME instrument Phase 1 or Phase 2 project.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your proposal build on a SME instrument Phase 1 project? Please indicate.</td>
<td></td>
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</tr>
</tbody>
</table>

Please give the proposal ID Phase 1 project or the acronym.

### Excluded Reviewers

You can provide up to three names of persons that should not act as an evaluator in the evaluation of the proposal for potential competitive reasons.

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Institution</th>
<th>Town</th>
<th>Country</th>
<th>Webpage</th>
</tr>
</thead>
</table>

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COVER PAGE

Title of Proposal

List of participants

<table>
<thead>
<tr>
<th>Participant No *</th>
<th>Participant organisation name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Coordinator)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td></td>
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</tr>
</tbody>
</table>

* Please use the same participant numbering as that used in the administrative proposal forms.

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   1.3 Concept and approach
   1.4 Ambition

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      b) Company
   2.2 Measures to maximise impact
      Dissemination and exploitation results
      Intellectual Property, knowledge protection and regulatory issues
      Communication

3. Implementation
   3.1 Work plan – Work packages, deliverables and milestones
   3.2 Management structure and procedures
   3.3 Consortium as a whole
   3.4 Resources to be committed
1. Excellence

1.1. Objectives

• Describe the **specific objectives** for the project, which should be **clear, measurable, realistic and achievable within the duration of the project**. Objectives should be consistent with the expected exploitation and impact of the project (see section 2); Project activities may include: **demonstration, testing, prototyping, piloting, scaling, miniaturizing, design, market replication, and other efforts to market the product**.

• Explain the industrial/economic/social problem to overcome, or the business opportunity to be taken advantage of, that has not yet been solved/ offered and can be solved/ offered through your innovation business project and how this relates to the work programme topic;

• Explain also how your solution solves the stated problem or avails of the business opportunity;

• Describe the objectives and expected outcome of your innovation business project.
1.2. Relation to the work programme

• Indicate the work programme topic to which your proposal relates.

1.3. Concept and methodology

(a) concept

• Explain the current stage of development of the business innovation project and the key milestones that have led to it (e.g. proof of concept completed, early field trials under way), or similar indications of results. The description shall refer to the results obtained in the feasibility analysis carried out in Phase 1, or through other means, in case of direct application to Phase 2;

• Describe the positioning of the business innovation project, e.g. where it is situated in the spectrum from ‘idea to application’, or from ‘lab to market’. Refer to Technology Readiness Levels where relevant (see General Annex G of the work programme).
(b) methodology

- Describe and explain the concept and the activities that you will implement during this project (e.g. demonstration, testing, prototyping, pilot lines, scale-up studies, miniaturisation, design, performance verification, market replication encouraging the involvement of end users and potential clients, research etc.);

- Explain how the concept and objectives for the project fit into the overall plan to reach the market;

- Describe how your project intends to develop something new to Europe that addresses EU-wide challenges;

- Where relevant, describe how sex and/or gender analysis is taken into account in the project’s content.

Sex and gender refer to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to http://ec.europa.eu/research/science-society/gendered-innovations/index_en.cfm
1.4. Ambition

- Explain the novelty of your innovation business project;
- Describe the expected key market application(s) extracted from the results already achieved, that differentiates your project and provides the highest added value for potential customers;
- Describe the expected performance/impact on defined needs, when in use, including improvement potential over time, regarding costs, environmental benefits, ease-of-use and any other relevant benefit and/or added value for end users and/or potential clients compared to alternatives solving the same or similar problems. Main advantages of your solution with respect to competing solutions.

**Diff. Phase 1/Phase 2**

Phase 1: Answers the question: What are my real chances of delivering disruptive idea? (feasibility study)
Phase 2: After positive verification of the market for your idea, it answers how do you deliver it to the market
1. Excellence

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

- Clarity and pertinence of the objectives:
  - The objectives for the project as well as the approach and activities to be developed are consistent with the expected impact (commercialisation/deployment). Specifications for the outcome of the project and criteria for success are well defined.

- Credibility of the proposed methodology:
  - The expected performances of the innovation are convincing and have the potential to be relevant in terms of value for money.

- Soundness of the concept, including appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge:
  - The proposal reflects a very good understanding of both risks and opportunities related to a successful market introduction of the innovation, from a technical, commercial and regulatory point of view.

  - The feasibility assessment (developed under Phase I or through other means) demonstrates the technological/practical/economic viability of the innovation.

- Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential:
  - With the proposed innovation, the company aims to explore new market opportunities addressing EU/global challenges.

  - The current stage of development (TRL 6 - see note 1- or similar for non-technological innovations) is well described. The steps planned to take this innovation to the market are clearly outlined.

  - The proposal makes a realistic comparison with the current state-of-the-art solutions, including costs, environmental benefits, gender dimension - see note 2-, ease-of-use and other features.

- Overall assessment of the Excellence criterion (25% weight in the assessment of this criterion)
2. Impact

2.1. Expected Impacts

a) Users / Market

- Explain which **user needs** have been identified and will be met upon completion of the project;

- Describe the main economic benefits for the users that compared to **current state-of-the-art** will make the users buy or invest in the innovation. What are you planning to use as unique selling points?

- Describe the **type of market** (e.g. a niche market or high volume market). **What is the estimation of total available market size and growth rate?** What are the market trends? Describe if and how your project addresses European and/or global markets;

- List **main competitors** and describe their competitive solutions;

- Describe the most relevant market segments for initial introduction of the new solution;
• Describe the most important **market barriers** to be overcome to realise the commercialization strategy;

• Describe the targeted users of the final solution; in which market segment/geographical areas do you see these potential users, and **how do you intend to reach them?**

*Not only chances, but also the obstacles must be clear for you.*

*And the ways to overcome them.*
b) Company

• Describe the relevance, rationale and alignment of the innovation business project with regard to the business strategy of the participating SME(s);

• Indicate the growth potential of your solution (Turnover, market share, employment creation, sales, return on investment and profit);

• Explain if and how you will use the offered coaching services for SME instrument beneficiaries (of up to 12 days) to fully exploit the project result in your company based on the gaps and feasibility assessment developed under phase 1 or through other means;

• Indicate the estimated funding requirements to reach the commercialisation stage. Envisaged financial mix: percentage or relevance of own funds, SME instrument funding, other external funding.

This time you need to have a secure source of funding for the outstanding 30% of the project’s costs.
2.2. Measures to maximise impact

a) Dissemination and exploitation of results

• Explain which stakeholders are key to get involved for making a successful commercial exploitation;

• Describe briefly, apart from the activities planned to be developed during phase 2, further steps needed to be taken before the results/applications/products are fully ready for the market;

• Describe the strategy plan for commercialisation of your business innovation project, including own commercialisation means or/and cooperation(s) needed with key third parties. Approximate time to market/deployment. Provide a draft plan for commercialisation. Add further measures for dissemination and exploitation as appropriate.

Consider the full range of potential users and uses including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training, where relevant.

Also the role of every team member/employee should be explained, if competencies are unique.
b) Intellectual Property, knowledge protection and regulatory issues

• Industrial Property Rights assets: describe the key knowledge (IPR) items and who owns them; patents (filed and/or granted) or other ways of protection; ownership;

• Describe the measures to ensure the possibility of commercial exploitation ('freedom to operate');

• Outline the strategy for knowledge management and protection as well as current IP status;

• Explain the regulatory and/or standard requirements to be fulfilled for the exploitation of the technology/product/solution or concept: how they are to be met;
• If you will take part in the pilot Open Research Data include information on how the participants will manage the research data generated and/or collected during the project, in particular addressing the following issues:
  
  o What types of data will the project generate/collect?  
  o What standards will be used?  
  o How will this data be exploited and/or shared/made accessible for verification and re-use? If data cannot be made available, explain why.  
  o How will this data be curated and preserved?  

You will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, data etc.).

Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project's results.
Where relevant include measures to provide open access (free on-line access, such as the 'green' or 'gold' model) to peer-reviewed scientific publications which might result from the project.

Open access publishing (also called 'gold' open access) means that an article is immediately provided in open access mode by the scientific publisher. The associated costs are usually shifted away from readers, and instead (for example) to the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research.

Self-archiving (also called 'green' open access) means that the published article or the final peer-reviewed manuscript is archived by the researcher - or a representative - in an online repository before, after or alongside its publication. Access to this article is often - but not necessarily - delayed ('embargo period'), as some scientific publishers may wish to recoup their investment by selling subscriptions and charging pay-per-download/view fees during an exclusivity period.
c) Communication

• Describe the proposed communication measures for promoting the product or service during the period of the grant. Measures should be proportionate to the scale of the project, with clear objectives. **Commercially confidential data or any data that could compromise the business success of the proposed business or service does not require dissemination.** Activities should be tailored to the needs of different target audiences, including groups beyond the project's own community. Where relevant, include measures for public/societal engagement on issues related to the project.
2. Impact

Note: The following aspects will be taken into account:

- The expected impacts listed in the work programme under the relevant topic;
  - The proposal describes in a realistic and relevant way how the innovation has the potential to boost the growth of the applying company.

- Enhance innovation capacity:
  - The proposal demonstrates the alignment with the overall strategy of the participating SME(s) and the need for commercial and management experience, including understanding of the financial and organizational requirements for commercial exploitation as well as **key third parties needed**.

- Strengthen the competitiveness and growth of companies and create new market opportunities:
  - **A European added value** has been used for all following aspects: a) the assessment of the market, b) the analysis of the competition, c) the impact on EU/global challenges.
  - The proposal indicates in a convincing way that there will be demand/market (willingness to pay) for the innovation when the product/solution is introduced into the market.

- **Address issues related to climate change or the environment, or bring other important benefits for society (not already covered above):**
  - The targeted users or user groups are well described including a realistic description of why the identified groups will have an interest in using/buying the product/application, compared to current solutions available.
Impact of the project is to be derived from the PHASE 1

PHASE 1 – initial commercialization plan

PHASE 2 – commercialization strategy
3. Implementation

3.1. Work plan – Work packages, deliverables and milestones

Please provide the following:

i) brief presentation of the overall structure of the work plan

ii) timing of the different work packages and their components (Gantt chart or similar)

iii) detailed work description i.e.

• a description of each work package (please use table 3.1a)

• a list of work packages (table 3.1b);

• a list of major deliverables (table 3.1c);

iv) Graphical presentation of the components showing how they inter-relate (Pert chart or similar)
3.2. Management structure, milestones and procedures (only to the extent relevant in single entity proposals)

• Describe the organisational structure and the decision-making (including a list of milestones (table 3.2a));

• Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project;

• Describe, where relevant, how effective innovation management will be addressed in the management structure and project plan.

Innovation management is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is its typical output. It also allows a consortium to respond to an external or internal opportunity.

• Describe any critical risks, relating to project implementation, that the stated project objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with critical risks identified and mitigating actions (table 3.2b).
3.3. **Consortium as a whole (if applicable)**

- Describe the consortium. How will it match the project’s objectives and bring together the necessary expertise? How do the members complement one another (and cover the value chain, where appropriate)? In what way does each of them contribute to the project? Show that each has a valid role and adequate resources in the project to fulfil that role.

*The individual members of the consortium are described in a separate section 4. There is no need to repeat that information here.*
3.4. Resources to be committed

Please provide the following:

• a table showing number of person/months required (**table 3.4a**)

• a table showing ‘other direct costs’ (**table 3.4b**) for participants where those costs exceed 15% of personnel costs (according to the budget table in section 3 of the proposal administrative forms)

Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the administrative proposal forms, and the number of person/months, shown in the detailed work package descriptions.
3. Quality and efficiency of the implementation**

Note: The following aspects will be taken into account:

- **Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables:**
  - The proposal demonstrates that the project has the relevant resources (personnel, facilities, networks, etc.) to develop its activities in the most suitable conditions. If relevant, describes in a realistic way how key stakeholders/partners/subcontractors could be involved and why and how they were selected (subcontractors must be selected using the best-value-for-money principles). (Where relevant-participants in a consortium are complementary).
  - Complementarity of the participants and extend to which the consortium as a whole brings together the necessary expertise:
    - The team has relevant technical/scientific knowledge-management experience, and a very good understanding of the relevant market aspects for the particular innovation. If relevant, the proposal includes a plan to acquire missing competences, namely through partnerships or subcontracting (subcontractors must be selected using the best-value-for-money principles).

- **Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role:**
  - Taking the project’s ambition and objectives into account, the proposal includes a realistic time frame and a comprehensive implementation description.
  - The work package descriptions and major deliverables and milestones are realistic and relevant, including appropriateness of the allocation of tasks and resources, risk and innovation management.

- **Overall assessment of the Quality and Efficiency of Implementation Criterion (25% weight in the assessment of this criterion)**

Comments: **Best value for money is a crucial criterion for choosing the subcontractors!!**
4. Members of the consortium

Please provide for each participant, the following (if available), please provide:

- **a description of the legal entity and, in case of consortia, its main tasks, with an explanation of how its profile matches the tasks in the proposal**;

- **a curriculum vitae or description of the profile of the persons, including their gender, who will be primarily responsible for carrying out the proposed activities**;

- **a list of up to 5 relevant publications, and/or products, services (including widely-used datasets or software), or other achievements relevant to the call content**;

- **a list of up to 5 relevant previous projects or activities, connected to the subject of this proposal**;

- **a description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work**;

- **a description of any third parties that are not represented as project partners, but who will nonetheless be contributing towards the work (e.g. providing facilities, computing resources)**

- **In case of a newly created company, explain the purpose of the company creation**.

**Attachments**
4.1. Third parties involved in the project (including use of third party resources)

5. Ethics and security

5.1. Ethics

You need to submit an ethics self-assessment.

5.2 Bezpieczeństwo – does the project involve:

• activities or results raising security issues: (YES/NO)
• 'EU-classified information' as background or results: (YES/NO)
Gantt chart – for scheduling

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Proposals, that failed to succeed:

- Focused on technology, not commercialization
- Insufficient information on the competition
- No innovation - offering a product that already exists
- Unconvincing description of the company (you have to write why it has to be this particular company instead of competition)
- Just trying their luck (SME instrument is not a lottery!)
"If you can’t explain it to a six year old, you don’t understand it yourself."

ALBERT EINSTEIN

© Lifehacks Quotes
What does the good proposal look like?

**Main things:**

- 10 (phase 1) or 30 (phase 2) pages in the 1st part – evaluators do not read more!
- Do not answer questions, describe each issue
- Separate each issue
- **Distinguish the most important things** (*bold*, *different color*, *frame*, etc., *The more creative, the better*)
- Language: *"English Brussels"* - not every evaluator is an Englishman
- Insert pictures (good quality) and diagrams
- First page: project name, contents, name of applicant company
- If shortcuts - add a list of acronyms
- Source - eg. Web links, preferably once in the text
- Verdana or Calibri font and spacing 1.5
- Do not thicken the text, do not insert the whole text in the frame
- Colors should not be tiring;)
1. Objectives

The History of SkyBurz

Erik Balatan: The idea for SkyBurz originated from working in the aeronautics and defence industry between 2000 - 2007, where exchanging design and maintenance data for manufactured products is never done over the internet. A visit to Italian company Aelia Airnamacci in 2005 really made it clear that even sub-contractors are strictly prohibited from sending design data to the prime contractor over the internet. The military is notoriously paranoid about sending any confidential data over the Internet and industries with close ties to this industry tend to inherit a similar attitude/culture when it comes to data security. In addition to encrypting the data, the data must either be sent over expensive dedicated lines between physical sites or be transmitted by personal carriers (usually employees of the company) that deliver encrypted DVDs-ROM, magnetic or solid-state drive to the recipients. This is both impractical and prohibitively expensive in the long-term and SkyBurz aims to propose a solution that allows these industries to get the same level of security using the Internet.

In 2010 Innovatek made a demonstrator that explained the proposed solution for secure transfer of data over the internet, this was at the beginning of the cloud services industry. The proposed solution was presented in different forums within The Norwegian Defence and Security Industry, but did not at the time, spark much enthusiasm.

The summer of 2015 Innovatek put together a team comprising 2 students, 1 graduate and the project leader and conceptor of SkyBurz (Erik Balatun) to make a demonstrator on how, technically, the SkyBurz concept could be realized. The result of the summer activity was a working prototype that exceeded the original expectations of a demonstrator. Upon completion of the prototype we contacted potential users for qualification of SkyBurz. Among those we contacted was the Government of Estonia - the contact was made based on a user case relating to The Estonian Government's needs for secure transfer of data to foreign friendly locations, including Estonian embassies in friendly countries. We had used the Estonian case as one of the user cases in the summer project and therefore sent information to contacts we established in Estonia. Upon some qualifications back and forth, we were invited to Estonia in November 2015 to explain and demonstrate SkyBurz. Based on this meeting and discussions thereof, including recommendations from specialists within encryption, we defined the hypothesis that we wish to qualify and therefore seek support within the Horizon 2020 program for our doing.

To date an advanced prototype of SkyBurz is being tested internally in Innovatek as to functionality and usability, pending the mentioned feasibility study and the making of a Business plan.
Section 1: Objectives of the Action and Implementation Strategy

1.1. Specific objective(s) of the Action

1.1.1. Relation to the COSME Work Programme

COSME (the Programme for the Competitiveness of Enterprises and Small and Medium Enterprises, SMEs) is the European Union programme aimed to: (i) strengthen the competitiveness and sustainability of the Union enterprises, and (ii) encourage an entrepreneurial culture and promote the creation and growth of SMEL. “EURES®” is aligned with several of the objectives of the COSME Work Programme, both at the general level and the specific challenge and scope of the topic. Both are detailed in the following two tables.

<table>
<thead>
<tr>
<th>Generic objectives</th>
<th>How EURES® aligns with the objectives</th>
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<tbody>
<tr>
<td>Improve access to finance for SMEs in the form of equity and debt</td>
<td>EURES® will support SME start-ups and entrepreneurs who would like to operate light Remotely Piloted Aircraft System (RPAS) in Europe, by offering them access to information via a web portal. The development of civil RPAS applications will bring clear benefits to European economy, SMEs and citizens.</td>
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<tr>
<td>Improve access to markets, particularly inside the Union but also at global level</td>
<td>Light Remotely Piloted Aircraft Systems (RPAS with a weight &lt;150kg) is an emerging market presenting a vast potential for the development of civil applications and services by SMEs and entrepreneurs; EURES® will: (i) significantly improve the access to this market in the EU and at international levels, and (ii) offer a...</td>
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Success stories

1. Excellence

1.1. Objective

Project Motivation

Nowadays one of the challenges of Europe is its readjustment through the technological development of SMEs as well as their capability of innovation (innovation plus commercialization). Many European SMEs develop technological fields which can be applicable in different industrial sectors outside their own scope. However, the day-to-day activity, the lack of external support and training, and the resultant weak strategic vision prevent them from innovating in markets other than their own. In this sense, cross-sectoral collaboration among clusters is a key point to promote this technology transfer, the generation of new value chains and the creation of emerging industries. It is not beneficial that SMEs with a vast potential of innovation understand their potential or even have the necessary support that would allow them to use their knowledge in other sectors. In addition, the versatility of SMEs from a technical point of view provides the market with employers that can easily adapt to other sectors, thereby contributing to the sustainability of the European labour market.

Project Objectives

ACTIVATE aims to foster cross-sectoral innovation among SMEs from four different sectors: aerospace, agro-food, health and ICT, allowing 60% of the project budget to SMEs. The project will focus its effort in setting-up strategies that allow clusters to lead the engagement of SMEs in activities intended to create new services and products and therefore the generation of new value chains and emerging industries across Europe. Furthermore, ACTIVATE intends to set-up strategies to achieve stable growth of cross-sectoral and cross-border innovation beyond the project.

To ensure the accomplishment of this purpose, several measurable objectives are defined for ACTIVATE project. The following table indicates those objectives, the related work packages and when they will be achieved during the project execution.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Related WP</th>
<th>Expected period for accomplishment</th>
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<tbody>
<tr>
<td>Objective 1 (CT): Facilitate the emergence of cross-sector new value chains resulting from the analysis and assessment of advanced technologies among four sectors with strong synergies: Aerospace, Agro-food, Health and ICT.</td>
<td>WP2</td>
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EUROPEAN UNION CONCERNS

CAESARIS project aims at developing a new, integrated security and search and rescue airborne solution conceived to detect people, both visible and hidden behind opaque layers (like foliage, trailer covers, boat covers) or in darkness and reduced visibility conditions.

Fig. 1 CAESARIS potential applications

CAESARIS project mainly targets the Law Enforcement market [Homeland Security and Security, smuggling, human trafficking, terrorism, etc.]. However, Search and Rescue (Victims detection, natural disaster area inspection, maritime missions, etc.) will be also considered as a secondary market.

Concerning law enforcement, EU had identified that our societies face serious security challenges that are growing in scale and sophistication [3]. Many of the European challenges are cross-border and cross-sectoral in nature and no single EU State is able to respond to them on its own. Hence, EU started on 2020 an ambitious programme to enhance surveillance and security arrangements across EU countries and third
Rehearsal

Excellence

- disruptive innovation – innovation that influences the market
- it has the potential to change the dynamic of the market
- addressed a societal challenge
- added value of your idea
- why it is viable and better than existing solutions
- opportunities
- demonstrate that you understand the risks (of launching or failure)

Scientific and technical quality. The proposal must convince the evaluators that they deal with a high-quality solution that will change the rules prevailing in the market, and that respond to societal challenges. It is also important to present not only opportunities faced by the project, but also that the applicant knows the risks associated with its implementation.
Impact

- generate revenues and create jobs – main goal
- market conditions evolution of the competition – disruptive idea
- european or international dimension
- intellectual property
- concrete and realistic figures on the market size, the market share, the sales price
- commercialisation plan
- Business plan drawn on the basis of the feasibility study from phase 1

The applicant must demonstrate that the project will **generate revenues and create new jobs**. You need to explain the **current conditions** in the target market and what **competition** is to be expected. It should identify **concrete and realistic data** on the market size, potential **market share**, which could include the company, **the price** at which they will be sold solution. You should also submit a **plan of commercialization** for at least **3 years ahead**. It is exceptionally important to take into account the **European dimension** of the project. If the project involves activities exclusively on the domestic market, it will not be funded by the SME instrument. Another important element is the **protection of intellectual property**.
Disruptive idea

• a completely new product – previously unused
• It changes the whole market and way of life of consumers
• significantly affects the market and companies
• breaking innovations can arise through other use of yet existing solutions.
### Indicative budgets (EUR million)

- **After first two years with quite small budgets, the Commission will significantly expand the funding of the SME Instrument in the coming years.**

<table>
<thead>
<tr>
<th></th>
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<td>253</td>
<td>260</td>
<td>353</td>
<td>438</td>
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## Budget split (EUR)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Amount</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Phase I</td>
<td>58,300,000 EUR</td>
<td>11%</td>
</tr>
<tr>
<td>Phase II</td>
<td>468,196,565 EUR</td>
<td>89%</td>
</tr>
<tr>
<td>Total</td>
<td>526,496,565 EUR</td>
<td>100%</td>
</tr>
</tbody>
</table>
### Phase I statistics – 2014-2015

<table>
<thead>
<tr>
<th>Country</th>
<th>No. Of evaluated projects</th>
<th>Under the threshold</th>
<th>Over the threshold</th>
<th>Funds granted as % of the total funds in phase II</th>
<th>Success rate of application</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Projects rejected</td>
<td>Projects under the budget</td>
<td>Financed projects</td>
<td>Funds granted</td>
</tr>
<tr>
<td>Hiszpania</td>
<td>2195</td>
<td>1748</td>
<td>205</td>
<td>242</td>
<td>12 100 000</td>
</tr>
<tr>
<td>Włochy</td>
<td>2768</td>
<td>2411</td>
<td>163</td>
<td>194</td>
<td>9 700 000</td>
</tr>
<tr>
<td>Wlk. Brytania</td>
<td>1190</td>
<td>908</td>
<td>138</td>
<td>144</td>
<td>7 200 000</td>
</tr>
<tr>
<td>Niemcy</td>
<td>894</td>
<td>741</td>
<td>72</td>
<td>81</td>
<td>4 050 000</td>
</tr>
<tr>
<td>Francja</td>
<td>636</td>
<td>535</td>
<td>38</td>
<td>63</td>
<td>3 150 000</td>
</tr>
<tr>
<td>Holandia</td>
<td>501</td>
<td>425</td>
<td>33</td>
<td>43</td>
<td>2 150 000</td>
</tr>
<tr>
<td>Dania</td>
<td>285</td>
<td>217</td>
<td>28</td>
<td>40</td>
<td>2 000 000</td>
</tr>
<tr>
<td>Szwecja</td>
<td>287</td>
<td>229</td>
<td>18</td>
<td>40</td>
<td>2 000 000</td>
</tr>
<tr>
<td>Irlandia</td>
<td>208</td>
<td>161</td>
<td>14</td>
<td>33</td>
<td>1 650 000</td>
</tr>
<tr>
<td>Estonia</td>
<td>164</td>
<td>134</td>
<td>8</td>
<td>22</td>
<td>1 100 000</td>
</tr>
<tr>
<td>Polska</td>
<td>677</td>
<td>637</td>
<td>20</td>
<td>20</td>
<td>1 000 000</td>
</tr>
<tr>
<td>Austria</td>
<td>155</td>
<td>123</td>
<td>13</td>
<td>19</td>
<td>950 000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14300</strong></td>
<td><strong>12181</strong></td>
<td><strong>953</strong></td>
<td><strong>1166</strong></td>
<td><strong>58 300 000</strong></td>
</tr>
</tbody>
</table>
Phase II statistics – 2014-2015

<table>
<thead>
<tr>
<th>Country</th>
<th>No. Of evaluated projects</th>
<th>Projects rejected</th>
<th>Projects under the budget</th>
<th>Financed projects</th>
<th>Funds granted</th>
<th>Funds granted as % of the total funds in phase II</th>
<th>Success rate of application</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>504</td>
<td>301</td>
<td>168</td>
<td>35</td>
<td>72 925 629</td>
<td>16%</td>
<td>7%</td>
</tr>
<tr>
<td>Spain</td>
<td>598</td>
<td>329</td>
<td>220</td>
<td>49</td>
<td>66 411 353</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Italy</td>
<td>669</td>
<td>474</td>
<td>165</td>
<td>30</td>
<td>42 801 273</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>268</td>
<td>163</td>
<td>87</td>
<td>18</td>
<td>40 583 773</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Germany</td>
<td>362</td>
<td>230</td>
<td>111</td>
<td>21</td>
<td>37 811 100</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>France</td>
<td>446</td>
<td>296</td>
<td>129</td>
<td>21</td>
<td>37 263 400</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Sweden</td>
<td>175</td>
<td>101</td>
<td>58</td>
<td>16</td>
<td>26 339 891</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Ireland</td>
<td>94</td>
<td>48</td>
<td>34</td>
<td>12</td>
<td>24 849 143</td>
<td>5%</td>
<td>13%</td>
</tr>
<tr>
<td>Danemek</td>
<td>129</td>
<td>80</td>
<td>40</td>
<td>9</td>
<td>14 413 467</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Austria</td>
<td>76</td>
<td>44</td>
<td>26</td>
<td>6</td>
<td>8 923 445</td>
<td>2%</td>
<td>8%</td>
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<tr>
<td>Estonia</td>
<td>58</td>
<td>29</td>
<td>24</td>
<td>5</td>
<td>8 789 181</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>Poland</td>
<td>104</td>
<td>81</td>
<td>21</td>
<td>2</td>
<td>5 407 996</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>4738</td>
<td>3041</td>
<td>1419</td>
<td>278</td>
<td>468 196 565</td>
<td>83%</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

www.kpk.gov.pl
Useful links

- Krajowy Punkt Kontaktowy Programów Badawczych UE
  http://www.kpk.gov.pl

- Participant Portal

- EASME
  http://ec.europa.eu/easme/sme_en.htm

- Intellectual Property Rights (IPR) Helpdesk
  http://www.iprhelpdek.eu
Contact details

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