SMEDA - Support to SME Development in Armenia

HORIZON 2020 - SME INSTRUMENT Introduction – for who is it?

provided by Civitta in October 2017

Agenda

1	About CIVITTA and experience in H2020
2	What is the SME Instrument?

CIVITTA

Civitta is a leading independent consultancy in Emerging Europe

AT GLANCE
- √ Partner-owned firm with 13 offices in 10 countries: Latvia, Lithuania, Estonia, Belarus, Russia, Ukraine, Moldova, Serbia, Romania + UK sales office
- √ 180+ employees

SERVICES
- √ Management Consulting (Strategy & Innovation, Organization, Processes & Change, Sales & Export, Finance, IT)
- √ Grants & Project Management
- √ Market Research & Data Analytics
- √ Entrepreneurship Support & Startups
- √ Public Policy & Development

CLIENTS
- √ Central and local governments
- √ International organizations
- √ Education and R&D
- √ Health and social work
- √ Energy and Utilities
- √ Financial and insurance services
- √ Professional services
- √ Telecommunications and ICT
- √ Manufacturing
- √ Retail and wholesale
- √ Food and FMCG
- √ Transportation and infrastructure
- √ Startups and innovation

● Home markets
● Countries in which we have completed projects

Sales office

We also worked in the US, Iran, Kazakhstan, **Macedonia**, **Montenegro**, Senegal, Egypt, Malaysia, Zambia, Cameroon, Ghana, Uganda and other countries

CIVITTA

3

With natural growth and M&A activities Civitta now has 16 offices in 10 countries
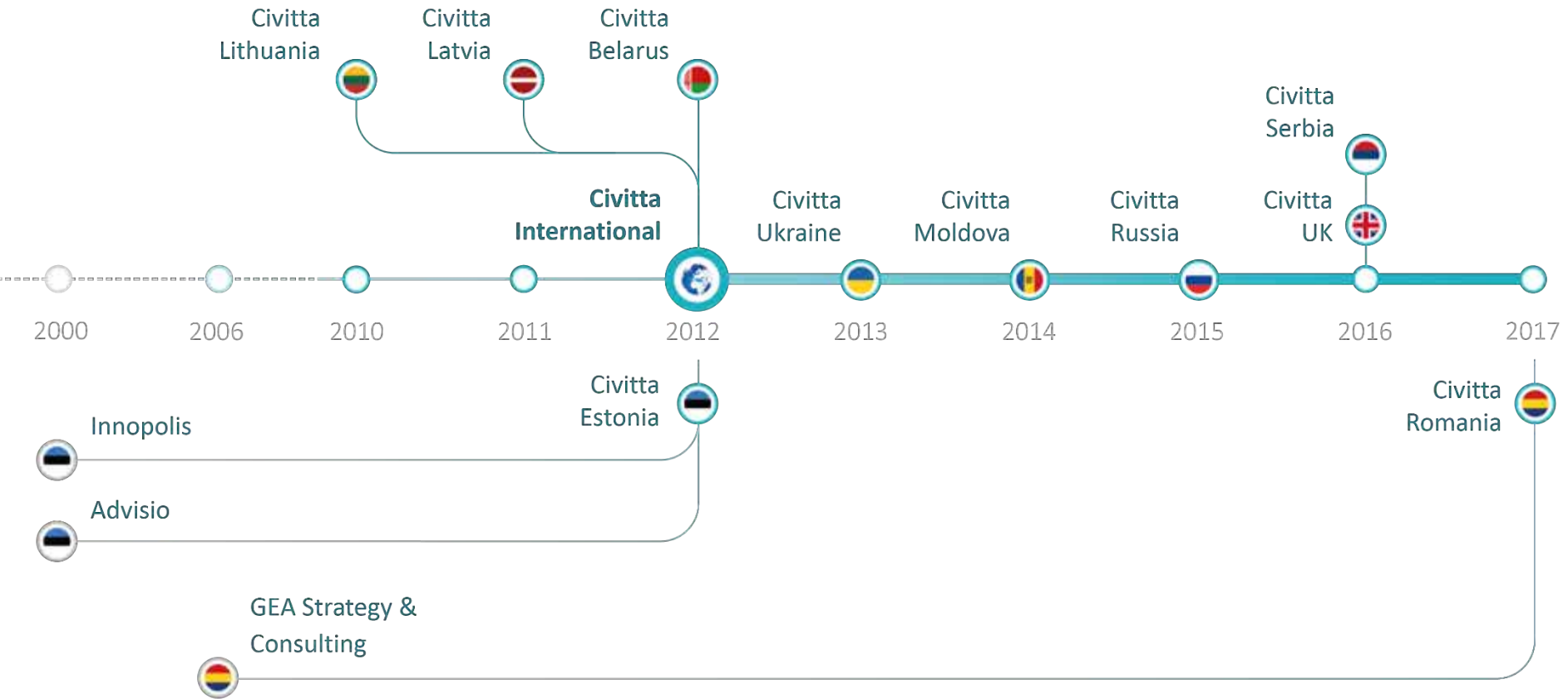
Grants and Project Management is one of our core services

Grants and Project Management

- Process of securing external financing for organization's growth and ensuring successful implementation of a project.

How it works:

Grant opportunities identification	Project design	Preparation of application	Implementation support
Evaluation of client needs, choice of the most suitable grants mechanism and assessment of project eligibility	Development of scope, budget and timetable for the project, partner search and design of a consortium	Compilation of a formal application including any additional documentation (e.g. business plan, cost-benefit analysis or feasibility study), client support during the evaluation period	Project administration, budget control and reporting, public procurement management, coordination of partners
Result: identified opportunity tailored to the client	**Result:** thoroughly developed project structure	**Result:** submitted application for the grant and smooth evaluation process	**Result:** smooth-running project within time and budget restraints

CIVITTA

CIVITTA – Active in FP7, H2020 and COSME

CIVITTA current projects in FP7/H2020 and COSME

CEED-Tech: CIVITTA – coordinator.

ICT-2013-11 (FP7). Project value – EUR 6m

HUB-IT: Civitta - Coordinator

REV-INEQUAL-09-2017. Project Value – EUR 3 mln

Startupreneurs I: CIVITTA - coordinator.

COS-EYE-2015-4-01 (EASME). Project value – EUR 0.6m

Startupreneurs II: CIVITTA - coordinator.

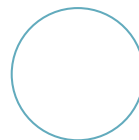COS-EYE-2016-4-01 (EASME). Project value – EUR 0.5m

PANEL 2050: CIVITTA – subcontractor.

EE-09-2015 (H2020). Project value – EUR 1.7m

Discover-IT: CIVITTA – partner.

ICT-13-2014 (H2020). Project value – EUR 0.7m

DANDELION: CIVITTA – partner.

ICT-13-2014 (H2020). Project value – EUR 1m

INSEC: CIVITTA– partner.

ICT-13B-2014 (H2020). Project value – EUR 1.1m

BIOCOM: CIVITTA – partner.

H2020-BBI (H2020). Project value – EUR 1m
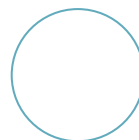
Merlin

ICT-32-2017 (H2020). Project value - EUR 1.0m

CIVITTA has attracted funding for 15 projects in SME-instrument Phase 1

Sample of projects, funded with the help of CIVITTA

Intelligent process control system (LT)

New rubber devulcanization process (LV)

Small satellite propulsion system (LT)

Energy efficient window coverings (LT)

Biosynthetic material for tissue growth (LT)

Waste gasification system (UK)

Medical waste gasification system (UA)

Smart LED-system for plant growth research (LT)

Solar Energy for off-grid households (LT)

Intelligent Robot swarms as Belt Barrier (LT)

Innovative camera stabilisation system (LT)

3D Metal Printer (UA)

World's first standardised machine tending robot (LT)

World's first passive, smart mobile house (UA)
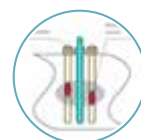
Dosimeter system (LT)

CIVITTA has attracted funding for 2 projects in SME-instrument Phase 2

Small satellite propulsion system (LT)

Development of final product, development of pilot production line, and piloting with lead-customer of final product to bring TRL from 7 to 9 and simultaniously prepare the company for orgnaisational growth and increase investment readiness of the company.

Project Budget: 1,1 mEUR
Duration: 2 years

Mass-customisation business model for patient specific medical implants (LT)

Development of infrastructure supporting the mass-customisation, developing of pilot project with surgeons, developing of international curriculum for medical students, and developing of final commercialisation strategy for market introduction and scaling

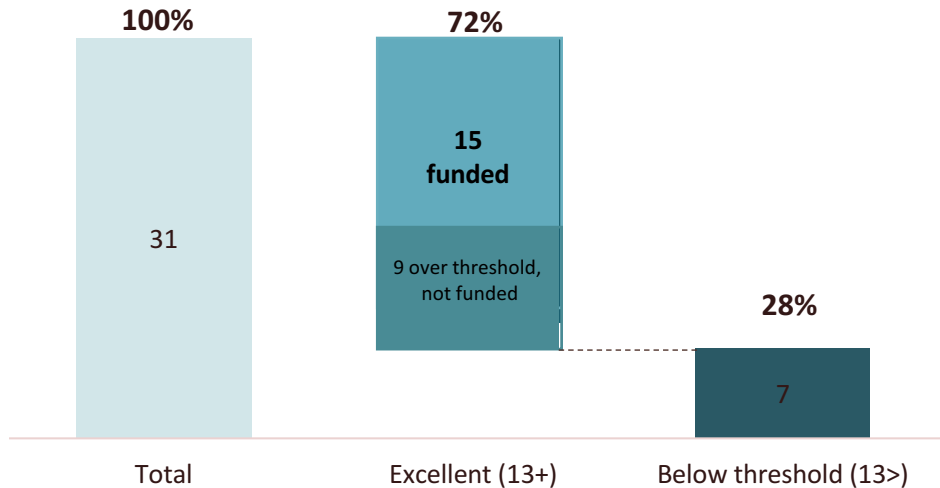**Project budget:** 1,5 mEUR
Duration: 2 years

CIVITTA's success rate is almost 8 times higher than the average EU-wide success rate

The EU average for successful proposals is 8,3%. CIVITTA prepared excellent quality and **successfully funded projects to 48% of its total clients** (15 out of 31).

CIVITTA's clients with successful Phase 1 applications

- 100%
- 31 (Total)
- 72%
- 15 funded
- 9 over threshold, not funded
- Excellent (13+)
- 28%
- 7 (Below threshold (13>))

Civitta has attracted funding for SMEs in the following topics:

- ∨ High risk ICT innovation / Open disruptive innovation
- ∨ Space research and development
- ∨ Low carbon energy systems
- ∨ Nano & Advanced Manufacturing;
- ∨ Sustainable food production;
- ∨ New Business Model Innovation.

CIVITTA employs:
- ∨ **Official SME Instrument Business Coach**
- ∨ **Certified EU SME Instrument evaluators**

SME-Instrument Business Coaches   **SME-Instrument Evaluators**

CIVITTA experts in SME-instrument

Dmitrij Sosunov, Civitta LT Partner

Funding attraction, Horizon 2020 and SME instrument

Graduated Executive school at ISM University

📞 +37061558907

✉️ dmitrij.sosunov@civitta.lt

Sander van der Molen, Civitta LT Associate Partner

Innovation specialist and Business Coach for H2020 SME instrument

Graduated Utrecht University and Maastricht University

📞 +370 613 59 730

✉️ sander.vandermolen@civitta.lt

Giedrė Jankūnaitė, Civitta LT, Project Manager

EU/EC funding attraction, High-tech, start-ups and SME's development

Master in Innovation Management at ISM,

📞 +370 699 96 673

✉️ giedre.jankunaite@civitta.lt

CIVITTA

Agenda

1	About CIVITTA and experience in H2020
2	What is the SME Instrument?

CIVITTA

What is the SME instrument?

Horizon 2020 programme for funding **innovative SMEs.**

Aim: to fill the gaps in funding and to accelerate the exploitation of innovation

Low administrative burden, especially for Phase 1

Bottom-up programme: you can submit your own innovative idea
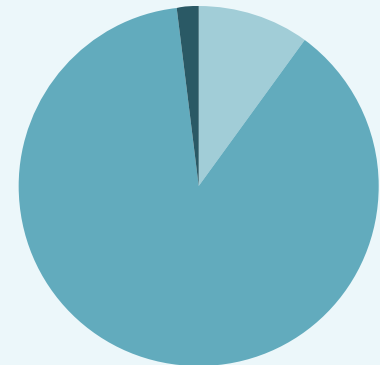
Are you an SME?

SME checklist:
- 250 employees
- 50m EUR turnover
- 43m in assets

SME Instrument budget

2014-2020: 3 billion EUR (4% of total Horizon 2020 funding)

- Phase 1
- Phase 2
- Evaluation & coaching

SME Instrument finances feasibility studies and validation activities

SME Instrument phases		
Phase 1	**Phase 2**	**Phase 3**
Feasibility assessment	**Innovation project**	**Commercialisation**
Objective Assess technical feasibility and market potential of new ideas	Develop, test, prototype, pilot innovative processes, products and services	Receive support measures toward commercializing SMEs' innovative products
EU financing 50,000 EUR lump sum	0,5 - 2,5 million EUR (70% of total project)	None
Duration 6 months	12-24 months	SMEs can start receiving support already during Phase 1 or Phase 2
Deliverable Feasibility assessment and business plan	Technology or product that is ready for commercialization and scale-up	Support and coaching received, access to risk finance, and networking opportunities (EEN)
Coaching 3 days	12 days	N/A
Success rate 6-8%	3-4%	N/A

CIVITTA

SME Instrument sponsors projects operating under 13 themes

✓ **High risk ICT innovation / Open disruptive innovation**

✓ **Nanotechnologies, or other advanced tech for manufacturing and materials**

✓ **Space research and development**

✓ **Healthcare biotechnology sector**

✓ **Competitive agriculture, forestry, agri-food and bio-based sectors**

✓ **Blue growth**

✓ **Low carbon energy systems**

✓ **Transport and Smart Cities Mobility**

✓ **Climate action, environment, resource efficiency and raw materials**

✓ **Security research and development**
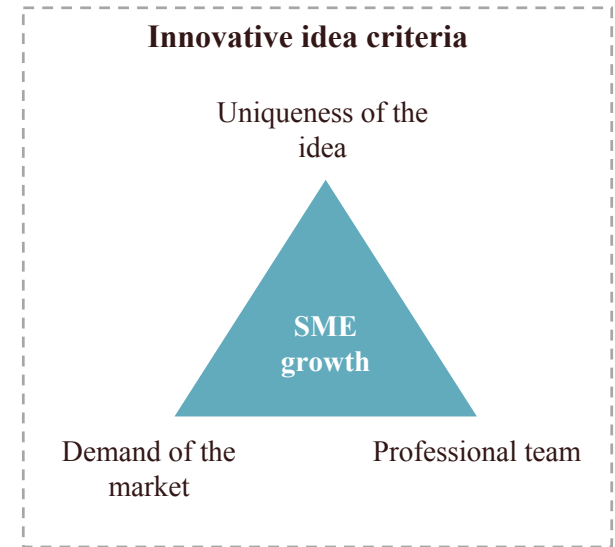
✓ **Biotechnology-based industrial processes**

✓ **ICT solutions for Health, Well-Being and Ageing Well**
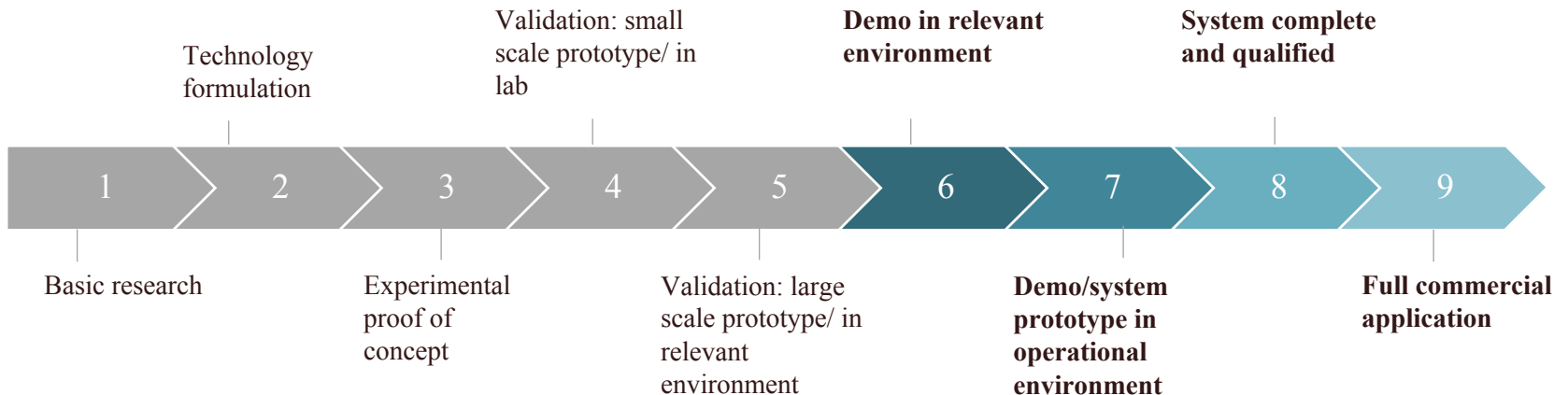
✓ **SME business model innovation**

CIVITTA

SMEs with groundbreaking ideas and potential for high growth should apply

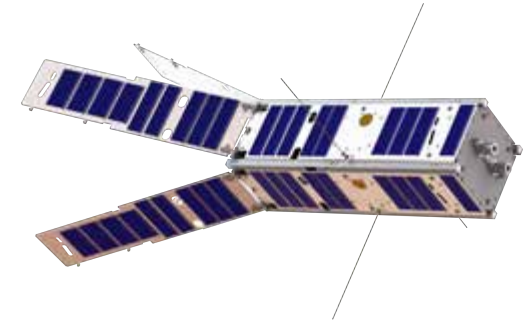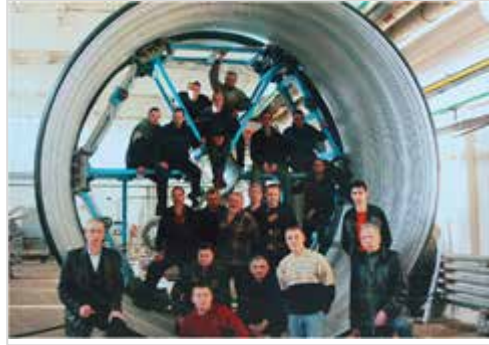**If you complete this "readiness checklist", you are ready to apply:**

√ Your SME has an **innovative**, **ground-breaking** product and/or solution with potential for high growth and your ambition is to launch the product/solution in other European countries.

√ Your innovative idea is open and disruptive and satisfies the **"innovative idea" criteria**.

√ Your product or solution is at a **technology readiness level of 6 or above**:

Innovative idea criteria

Uniqueness of the idea

SME growth

Demand of the market

Professional team

Technology readiness levels

Technology formulation

Validation: small scale prototype/ in lab

Demo in relevant environment

System complete and qualified

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

Basic research

Experimental proof of concept

Validation: large scale prototype/ in relevant environment

Demo/system prototype in operational environment

Full commercial application

Examples

CIVITTA

Receiving a score above threshold (13 for Phase 1; 12 for Phase 2) does not guarantee funding

Good quality proposal: score guideline

<10: poor quality	10-12: needs significant improvement	12-13: good quality	>13: potential for funding

10	**12**	**13*** **Threshold**	**15**

What the evaluators look for in each section:

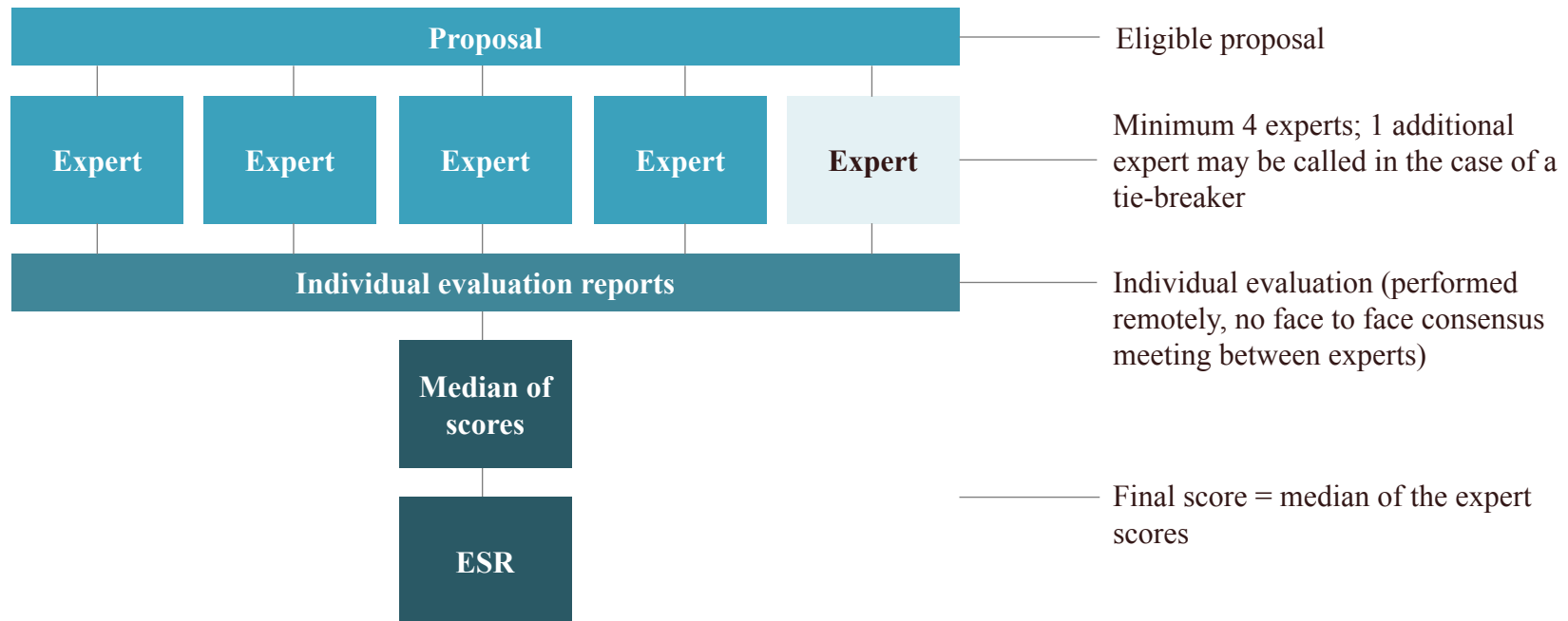| Impact	Excellence	Implementation
• Demonstrate the project will generate revenue and create jobs • Provide concrete and realistic figures on the market size, market share and sales price • Demonstrate that your project has European or international dimension	• Demonstrate how your product/service/process is disruptive • Show the added value of your idea and why it is viable and better than existing solutions	• Demonstrate your commercial competence • Show the credibility of your team and your work plan • Demonstrate how you will organise your team
Max 5 points, 1,5 coefficient	**Max 5 points**	**Max 5 points**

√ Avoid being too technical. Focus on: **market, competitors, financial plan, team, skills, organization, time plan**.

*Receiving a score above 13 does not automatically guarantee funding – you are still competing with other high quality proposals for limited funding. The threshold for Phase 2 is 12. However, you are eligible to gain the **Seal of Excellence**.

CIVITTA

Preparation and implementation steps for Phase 1 and 2

√ Preparation Phase 1 | 1,5 months

√ Preparation Phase 2 | 3 months

√ Evaluation and grant agreement | 2 months + 1 month

√ Evaluation and grant agreement | 4 months + 1 month

√ Implementation Phase 1 | 4-6 months

√ Implementation Phase 2 | 24 months

| M1 | M2 | M6 | M11 | M14 | |

17,5 kEUR
advance payment

32,5 kEUR
repayment of balance

Max 50%
advance payment

Phase 1

Phase 2

CIVITTA
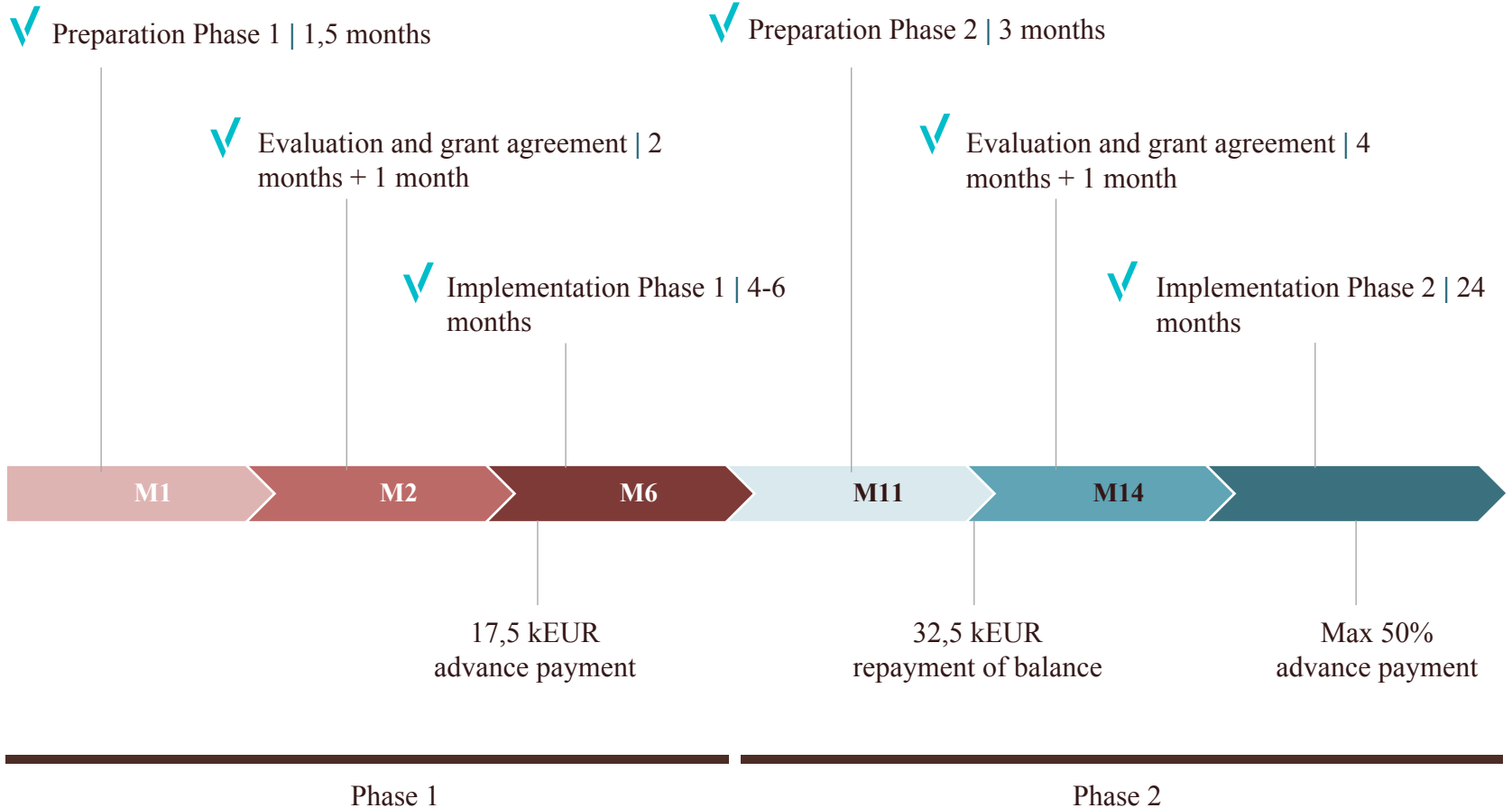
Evaluation of proposals: total of 4 experts with different backgrounds evaluate proposals

| Proposal | Eligible proposal |

| Expert | Expert | Expert | Expert | Expert | Minimum 4 experts; 1 additional expert may be called in the case of a tie-breaker |

Individual evaluation reports — Individual evaluation (performed remotely, no face to face consensus meeting between experts)

Median of scores
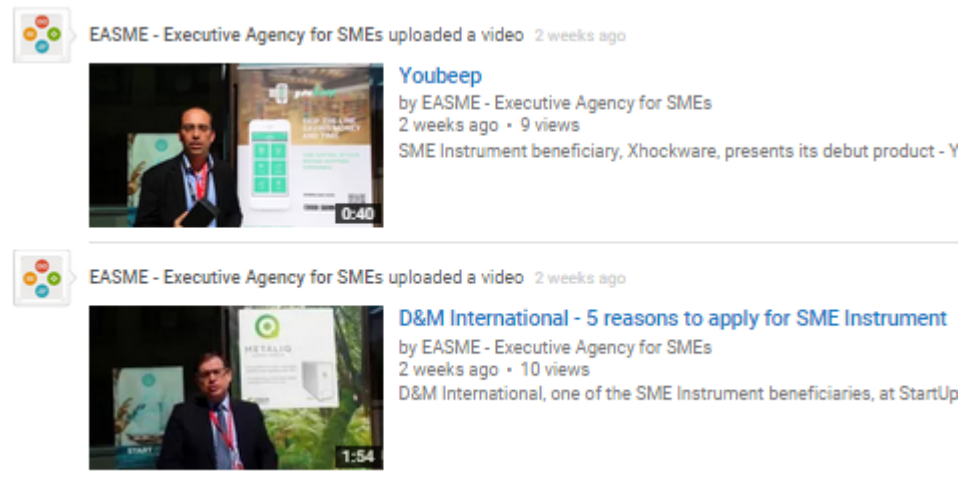
Final score = median of the expert scores

ESR

Experts evaluate each section of the proposal: impact, excellence, implementation. Each section receives a score out of 5 and the total score is out of 15.

Overall, experts pay attention to the following: your **technology**, **market knowledge**, **commercialisation plan**, and the **financial angle**.

CIVITTA

There are many ways to connect with the SME Instrument community

✓ **Twitter**: follow the official SME-instrument Twitter account for news and tips;

✓ Online tips from **SME Instrument evaluators** (https://ec.europa.eu/easme/en/news/precious-tips-4-sme-instrument-evaluators);

✓ Subscribe to **SME Instrument newsletter** (https://ec.europa.eu/easme/en/horizon-2020-sme-instrument-newsletter);

✓ **LinkedIn**: join "Innovative SMEs" group;

✓ **YouTube**: EASME playlist

✓ **Slideshare**: follow EASME

✓ **Webinars**: regularly organized by EASME (https://ec.europa.eu/easme/sites/easme-site/files/SME-instrument-webinar-subcontracting.pdf);

✓ **Frequently Asked Questions** online: https://ec.europa.eu/easme/sites/easme-site/files/FAQ_for_applicants-SME_Instrument_02_10_15.pdf

H2020 SME Instrument
@H2020SME

Linked in

Innovative SMEs
a subgroup of EU projects & partner search - EASME

EASME - Executive Agency for SMEs uploaded a video   2 weeks ago
Youbeep
by EASME - Executive Agency for SMEs
2 weeks ago • 9 views
SME Instrument beneficiary, Xhockware, presents its debut product - Y

EASME - Executive Agency for SMEs uploaded a video   2 weeks ago
D&M International - 5 reasons to apply for SME Instrument
by EASME - Executive Agency for SMEs
2 weeks ago • 10 views
D&M International, one of the SME Instrument beneficiaries, at StartUp

CIVITTA

Next Opportunities to apply

Deadline for all SME-instrument themes

Phase 1

| Feb 24 2016 | May 03 2016 | Sep 07 2016 | Nov 09 2016 | Feb 15 2017 | May 03 2017 | Sep 06 2017 | Nov 08 2017 |

Phase 2

| Feb 03 2016 | Apr 14 2016 | Jun 15 2016 | Oct 13 2016 | Jan 18 2017 | Apr 06 2017 | Jun 01 2017 | **Oct 18 2017** |

CIVITTA

CIVITTA

SME INSTRUMENT: HOW TO DEVELOP A WINNING PROPOSAL?

Registering your organisation on the Participant Portal

For the SME Instrument, there are additional steps you need to take because you need to verify your organisation's status as an SME. Steps to take:

1. Register in Participant Portal, receive Participant Identification Code (PIC)

2. Register as an SME (complete the SME-questionnaire). Need to provide: annual turnover and annual balance sheet total.

3. Appoint a LEAR (Legal Entity Appointed Representative)

4. Send documentation to Brussels

5. Upload financial data

Registering an organisation:

CIVITTA

Proposal structure consists of 5 sections and an administrative form

Administrative forms (including) Abstract	Section 1. Excellence	Section 4. Members of the consortium
	Section 2. Impact	Section 5. Ethics and security
	Section 3. Implementation	Annexes
2000 characters	Phase 1: 10 pages Phase 2: 30 pages	No limit

CIVITTA

Administrative forms

Table of contents

Section	Title	Action
1	General information	Show
2	Participants & contacts	Show
3	Budget	Show
4	Ethics	Show
5	Call-specific questions	Show

How to fill in the forms

The administrative forms must be filled in for each proposal using the templates available in the submission system. Some data fields in the administrative forms are pre-filled based on the previous steps in the submission wizard.

Read more

CIVITTA

Writing a quality abstract in 2000 characters

✓ Will be public!

✓ Easy to read

✓ Appealing

✓ Convincing

✓ Result oriented

✓ Summarising proposal

✓ No layout
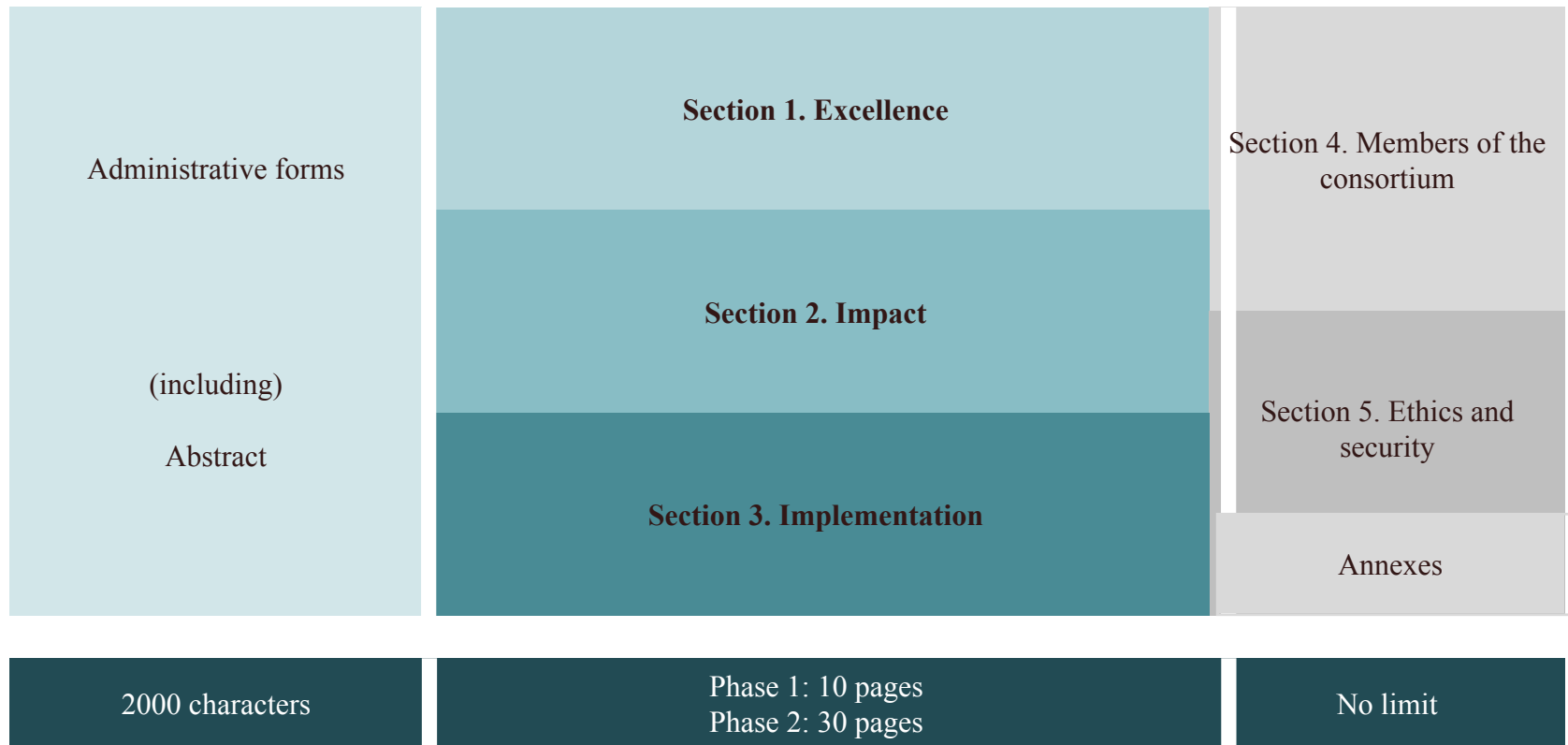
✓ No bullets, use numbers: 1)…., 2) ……, and 3) …..

Example:

Reducing energy consumption and carbon footprint by implementing Collect and Reflect(TM) blinds for solar energy collection and reflection (Collect and Reflect)

Rising energy bills is a relevant topic for households in the European Union. The share of household income spent on energy bills is growing and is impacting not only low-income households. Many of existing solutions for lowering energy bills for households are expensive and are targeted at home owners. They include new passive buildings, better insulation of existing buildings and/or generation of locally renewable energy (e.g. geo-thermic, solar, wind).

Even though many already proven solutions exist that aim to increase energy efficiency and energy production in buildings via walls and roofs, windows are usually considered as a subject of energy loss and not taken into account for sustainable energy production. Could we optimize certain features of windows, such as blinds, and how should we do it? We believe that in the future, window blinds could add additional warmth in the winter and help to keep rooms cool in the summer; become a source of light; produce electricity; and when needed, block or let light in. By working on the Collect (TM); Reflect project, Saules vejo aruodai (SVA) is making first steps to realize this dream by inventing blinds that can heat and cool. SVA, an SME from Lithuania, invents, patents, makes and supplies solar energy transformation products. Recently SVA has invented a break-through solution, Collect & Reflect(TM) thermal blinds, which can help save energy and thus reduce energy bills and decrease the carbon footprint of households. These blinds have innovative technology and special coating that make rooms warmer during the winter and colder in the summer. They help to decrease the need to heat and cool rooms, which results in lower energy bills and lower CO2 emissions. Collect& Reflect (TM) thermal blinds have huge potential to affect the window treatment market worldwide and transform traditional blinds into an active energy saving tool accessible for any household.

CIVITTA

Proposal structure consists of 5 sections and an administrative form

Administrative forms	Section 1. Excellence	Section 4. Members of the consortium
(including)	Section 2. Impact	Section 5. Ethics and security
Abstract	Section 3. Implementation	Annexes

| 2000 characters | Phase 1: 10 pages
Phase 2: 30 pages | No limit |

CIVITTA

Proposal: key elements of Section 1-3

√ **Excellence**

- Objectives
- Relation to work programme
- Concept and Approach
- Ambition

√ **Impact**

- Expected Impacts
- Users/Market
- Company
- Dissemination and exploitation of results
- Intellectual Property, knowledge protection and regulatory issues

√ **Implementation**

- Work plan – work package and deliverable
- Management structure and procedures
- Consortium as a whole (if applicable)
- Resources to be committed

The proposal template

Section 1: Excellence

An innovative idea is not enough – you need to know how you can commercialise it: think about the **market**, **competitors**, and what the **customers** are thinking.

One consistent story line:

Suggested Approach	Template
Problem	
Foreseen solution	
Current status of solution	
Objective of project	1.1 Objective
Relation to WP	1.2. Relation to WP
Inside the solution	1.3. Concept & Approach
Why is it different?	
What is future development?	1.4. Ambition
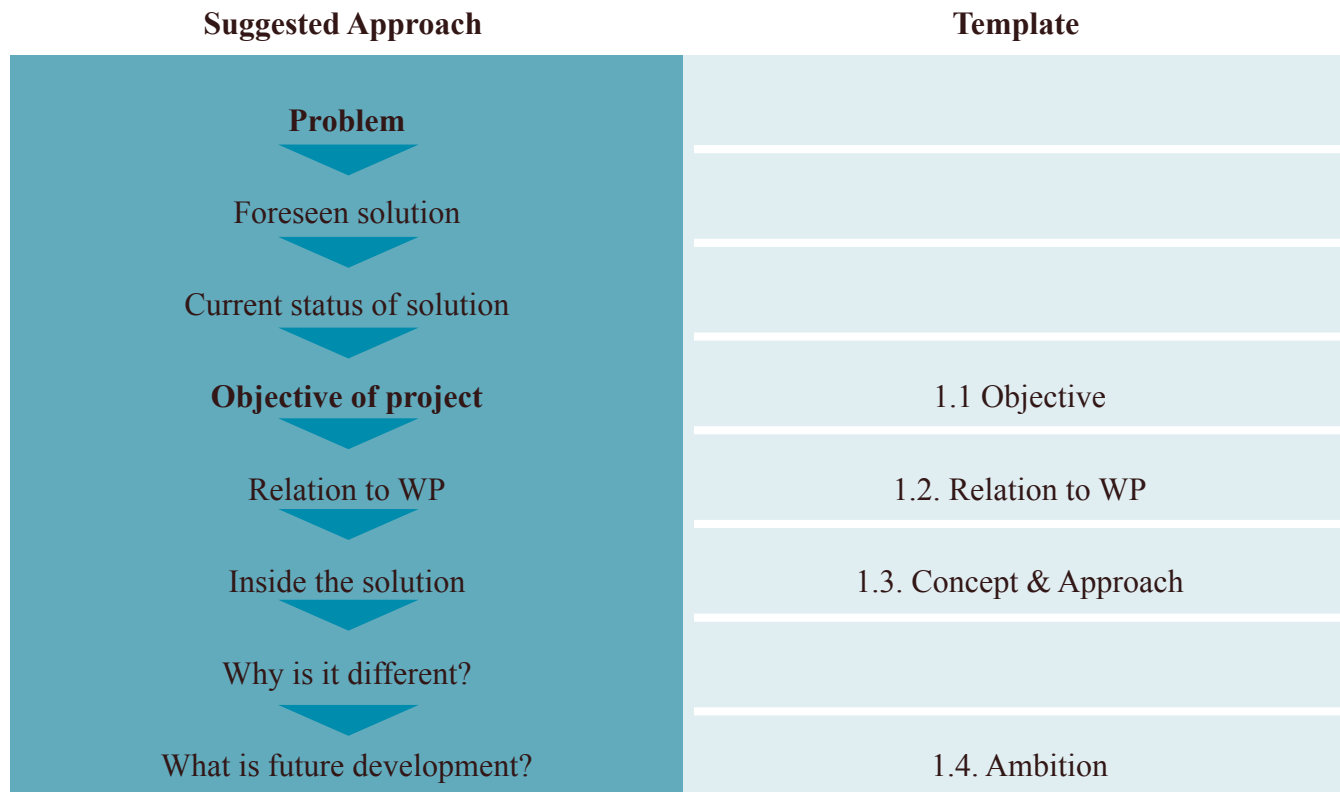
Section 2.1: Expected impacts on the users and on the market

One consistent story line:

Suggested approach	Template
What is the market you target? (sector/geography)	
Who are the typical users?	
Pain/gain for users	2.1 Expected impact a) Market/users
Value proposition	
Partners for joint effort	
Barriers to overcome	
Hero of the day	2.1 Expected impact b) Company

CIVITTA
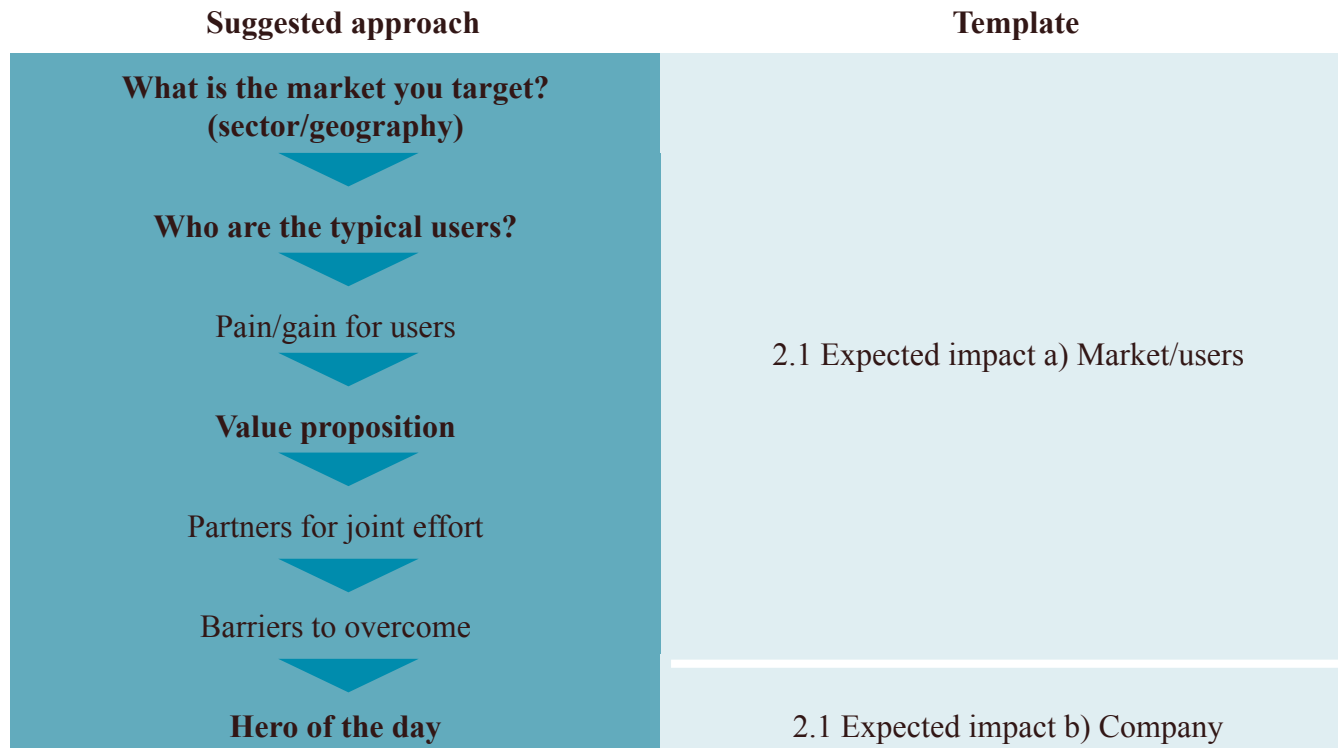
Section 2.2: Measures to maximise impact

One consistent story line:

Our approach	Template
Outline of the business plan: product/market fit and how to do it?	2.2 Measures to maximise impact a) Dissemination and exploitation of results
What will be done in and outside the project?	
You: patents, trademarks, design registration, copyright, 'trade-secrets'	2.2 Measures to maximise impact b) Intellectual Property, knowledge protection and regulatory issues
If relevant, describe consortium partners	
What will happen in the future?	
Regulation/ Standards	

CIVITTA

Section 3: Implementation

One consistent story line:

Our approach	Template
What will you do? Why? Who will be responsible? How will you achieve your goals? What is the link between activities?	3.1 Work plan
Who is responsible and how to manage the project?	3.2 Management structure
With whom will the project be managed?	3.3 Consortium as a whole
Using what resources?	3.4 Resources to be committed

CIVITTA

Proposal structure consists of 5 sections and an administrative form

Administrative forms	Section 1. Excellence	Section 4. Members of the consortium
(including)	Section 2. Impact	Section 5. Ethics and security
Abstract	Section 3. Implementation	Annexes

| 2000 characters | Phase 1: 10 pages
Phase 2: 30 pages | No limit |

CIVITTA

Section 4: Members of the Consortium

Use this section to present in a convincing way the capability of your organisation (legal entity AND people).

- Can you do what you promise?

- Short biography of organisation and people, accomplishments, premises, existing infrastructure, laboratories.

- There is no page limit, so use graphs, pictures of people, office, lab, factory, prototype, product, webpage, etc.

Section 4: Members of the consortium

4.1. Participants

Participant 1. Civitta (Coordinator)

CIVITTA

Civitta is the leading independent management consul the Western CIS region. The company was establishe 2010 and has grown to an international strategy cons located in Lithuania, Latvia, Estonia, Belarus, Ukraine invested 300,000+ project hours in 1000+ projects.

participated in EU-wide consortiums to implement projects assisting leading authorities in making challenging decisions by providing fact-based advice and h background in the energy sector, innovation, and ICT-related projects, project supe management and has a long working relationship with universities, governments, ar

One of Civitta's core strengths is taking on a multidimensional approach when mar and large-scale projects by focusing on client satisfaction and continuously learning successful international projects both by leading consortiums and participating ir working in multicultural and diverse groups, often consulting clients in other regic analysts are the key personnel of Civitta that have enabled the company to grow anc

Civitta has a strong track record in energy, ICT sector, security and management o experience through various large-scale projects, including restructuring the entir developing the Lithuanian Energy Sector Independence Plan for the Lithuanian I understand the needs and importance of smart meters and their security and apply in project management and provide the knowledge and experience necessary for the s

Relevant experience

Civitta has a strong experience in project management via many international, regior employees are encouraged to gain PRINCE2 or PMP certificate, proving the cor management

CIVITTA

Section 5: Ethics and Security

- Ethics: Are you raising any ethical issues as identified in the administrative forms? If you answer "yes" to any of the ethical issues listed in the administrative form, you must perform an ethical self-assessment. Ethical issues may occur in the following topics:
    - Human embryos/ fetuses
    - Humans (if research involves human participants)
    - Human cells/ tissues
    - Protection of personal data
    - Animals
    - Non-EU countries
    - Environment protection
    - Dual use
    - Misuse
    - Other ethical issues

- Security: is your project a security threat for EU?

This guide will take you through the documents you must provide if you run into ethical issues: "How to complete your ethics Self-Assessment" (link)

EASME tips for SME Instrument

Excellence	Impact	Implementation
Disruptive	Generate revenues and create jobs	Commercial competence
Added value	European or international dimension	Credibility of your team and of your work plan
Viable and better than existing solutions	Protection of intellectual property	How you will organise your team
Understand the risks		Role of external partners
		Realistic time frame

Source: https://ec.europa.eu/easme/en/sme-instrument-essential-tips-your-application

Dos and Don'ts

✓ DO:

- Make sure your organisation is in the right stage of development (TRL 6 or above)

- Focus on the business plan: how will you generate revenues and jobs

- Show you are willing to enter the global competition

- You should have a European dimension

- Take time on form: create a catchy title and attractive abstract

- Use figures, data, pictures

- Ask colleagues to read and comment on the proposal

- Resubmit, if unsuccessful the first time

- Don't forget Intellectual Property Rights

- Pay attention to evaluation and feedback (in case you do not win): even though the evaluation report may not provide much detail, pay attention to the evaluation of each section. Strive to get "very good to excellent" on each section.

✗ DON'T:

- Focus too much on the project and not enough on the business opportunity

- Focus on research – the SME Instrument is for the transition from experiment to real life implementation and conceptualization

- Undervalue the importance of describing the value and expertise of your company

- Propose an idea without a concept for its commercialization

- Propose an idea which is not very innovative

- Try your luck

CIVITTA

Get inspiration from successful examples of SME Instrument projects

You can see examples of winning proposals (project abstracts and beneficiaries) in the SME-instrument projects list: https://ec.europa.eu/easme/en/sme-instrument-projects

V Two perspectives:
- You either don't fit in or
- You stand out

Examples of successful Phase 1 projects

Open disruptive innovation	BlindShell - making smart phones accessible for the visually impaired
	New System for Credit Rating of Hybrid Securities
Food production and processing	LIFEOMEGA - Innovative highly concentrated Omega 3 food supplement
	MycoQuest - Rapid on-site detection of Mycotoxin in wheat
Nanotechnologies	NOVLASE - Novel light sources for biomedical-imaging applications
	BrailleJet - Digitally controlled Braille jet printing
Transport	D3IMPACT - Data-driven decisions for intelligent management of public transportation
Business model innovation	KRTS - The Art of Losing Weight
	CHoKO - Clearing House for Knowledge Options - creating a marketplace for knowledge

CIVITTA

Using Self-Evaluation before submission

Self-evaluation form

SME instrument

This form is made available to applicants who may themselves wish to arrange an evaluation of their proposal (e.g. by an impartial colleague) prior to final editing and submission. The aim is to help applicants identify ways to improve their proposals.

The forms used by the experts for their evaluation reports will be broadly similar, although the detail and layout may differ.

A self-evaluation, if carried out, is not to be submitted to the Commission, and has no bearing whatsoever on the conduct of the evaluation.

Scoring

Scores must be in the range 1-5. Half marks may be given. Evaluators will be asked to score proposals as they were submitted, rather than on their potential if certain changes were to be made. When an evaluator identifies significant shortcomings, he or she must reflect this by awarding a lower score for the criterion concerned.

Interpretation of the scores

0 — The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
1 — Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses.
2 — Fair. The proposal broadly addresses the criterion, but there are significant weaknesses.
3 — Good. The proposal addresses the criterion well, but a number of shortcomings are present.
4 — Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are present.
5 — Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

All the questions below are evaluated on the following scale:

- Scores from 0 to 2.99 – generate "Insufficient"
- Scores from 3 to 4.99 – generate "Insufficient to Fair"
- Scores from 5 to 6.99 – generate "Fair to Good"
- Scores from 7 to 8.99 – generate "Good to Very Good"
- Scores from 9 to 10.0 – generate "Very Good to Excellent"

The marks are transformed to the scale of 1-5. Each project is evaluated by 4 experts and the final market is the avarege of their marks. Threshold under each individual criteria is 4, 13 in sum.

Criterion 1 - Impact

1. The proposal indicates in a convincing way that there will be demand/market (willing to pay) for the innovation when the product /solution is introduced into the market
2. The targeted users or user groups of the final product/application, and their needs, are well described and the proposal provides a realistic description of why the identified groups will have an interest in using/buying the product/application, compared to current solutions available
3. The proposal demonstrates very good understanding of the needs for a realistic and relevant analysis of market conditions, total available market size and growth rate, competitors and competitive solutions and key stakeholders, or includes a plan for achieving this information
4. It is described in a realistic and relevant way how the innovation has the potential to boost the growth of the applying company
5. 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. The initial commercialisation plan is outlined and explains how will be further developed (in-house development, licensing strategy, etc)
6. The innovation /solution has a clear European dimension both with respect to commercialisation and with respect to competitor / competition evaluation
7. The proposal includes a realistic and relevant description of status and strategy of knowledge protection, the need of "freedom to operate analysis", and current IPR situation, which could include a plan for achieving this information. If relevant, potential regulatory requirements are also addressed
8. Overall perception including other pertinent factors not covered by the above questions (25% weight in the assessment of this criterion)

Mistakes almost all applicants make

CIVITTA

All applicants make these claims (where is the evidence?)

- Our solution will disrupt the market

- Our technology is unique

- We have no competitors

- We will earn millions and grow exponentially

- Our team is the best for the job

- *Odobreno, Virtual Horizon 2020 Summit*

CIVITTA

Biggest challenges for applicants according to EASME

Define and describe your market

- What is my market?

- Who is my customer?

- What are regulations?

- What are ways of distribution?

- What do I want to do with my product/service?

- Why is the customer interested?

- *Bernd Reichert (EASME) – Horizon 2020 Virtual Summit*

CIVITTA

Most common mistakes applicants make

- Idea is unclear and not described convincingly

- Low innovation ambitions in the project

- Lack of understanding of SME-instrument purpose

- Low awareness and understanding of market trends, market needs, current competitive / state-of-the-art solutions

- Poor description of applicant capacity and competences to successfully implement the project

- Proposed technology has not reached TRL 6 yet

- Unclear go-to-market strategy

- *Odobreno, Horizon 2020 Virtual Summit*

CIVITTA

Lack of Consistency

- Project objectives do not match with activities, methods and expected impacts

- Financial prospect does not match go-to-market strategy

- Different market size estimations

- Different estimates of current TRL level

- Different names of the innovation

- Inconsistent pricing

- Financial tables do not add up

- Images not explained

CIVITTA

No clarity in proposal

- Who will be subcontracted, for what and why?

- What will happen after the project?

- How will the applicant scale-up?

- Explaining the images in the proposal

- Not clear why relevant for European Union

- Not clear what is new value for users

- No explanation on how to reach customer (distribution/sales)

- Lack of explanation on who will install/maintain/repair

- How will the company grow in structure/team?

- Who are your critical partners?

CIVITTA

No clarity on customer

- Who is the buyer (person/organisation)
- Who makes buying decision?
- Who is the user?
- Who are important stakeholders?
- Which market from industry point of view?
- Which market from geographical point of view?
- How does the value chain look like?

Main changes to SME-instrument for 2018-2020

CIVITTA
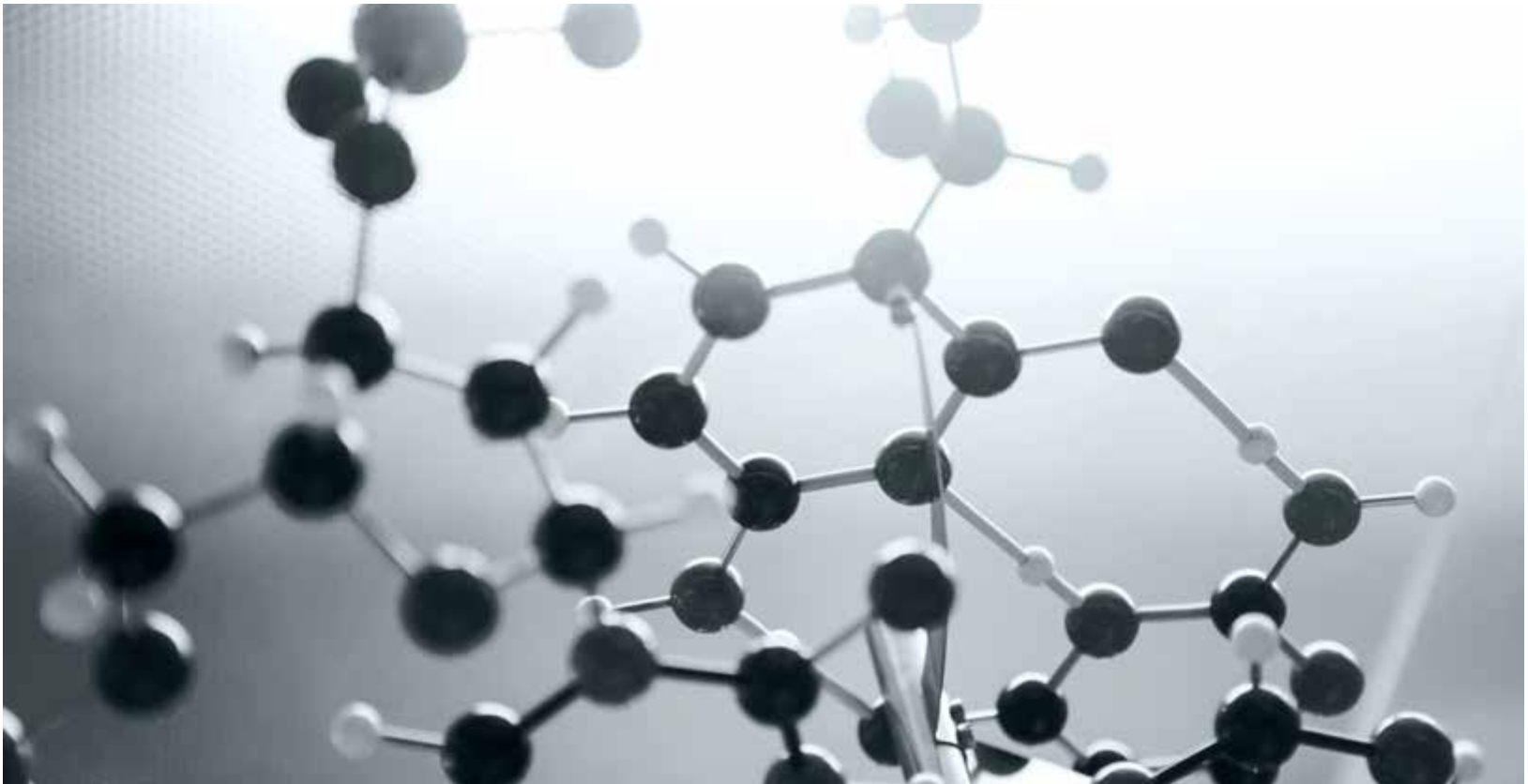
Main changes to SME-instrument for 2018-2020

- No more pre-defined topics

- Increase in budget

- Extra pitch/interview in Brussels for Phase 2

- 50 % weight of section "Impact"

- More investors as evaluators

CIVITTA

We look forward to working with you!

Sander van der Molen

sander.vandermolen@civitta.lt
+370 613 59 730
www.civitta.com

Civitta Estonia
24a Riia St.,
EE-51010 Tartu,
Estonia

8 Lõõtsa St.,
EE-11415 Tallinn,
Estonia

Civitta Lithuania
27 Gediminas Ave.,
LT-01104 Vilnius,
Lithuania

84-211 H. Manto St.,
LT-92294 Klaipėda,
Lithuania

Civitta Latvia
6 Maskavas St., LV-
1050, Riga,
Latvia

Civitta Moldova
16 T. Malinovski St.,
MD-2019, Chisinau,
Moldova

Civitta Belarus
11 Z. Biaduli St.,
BY-220034, Minsk,
Belarus

Civitta Ukraine
20 a Kozhum'yatska st.
04071, Kyiv,
Ukraine

The "Support to SME Development in Armenia" (SMEDA) Project is co-funded by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ's PSD SC Regional Programme. SMEDA is part of the EU4Business and EU4Innovation Initiatives.

The content in this publication does not necessarily reflect the views of the European Commission

12 Proshyan Street
0019 Yerevan, Armenia
M +374 91 43 94 06
T +374 10 269 986
www.giz.de, www.smeda.am