

El Instrumento Pyme de H2020

¿Cómo conectar con el evaluador desde el índice hasta el final de la propuesta?

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Índice

- 1) Aspectos generales sobre la evaluación: el proceso en la práctica.
- 2) Principios generales y criterios de evaluación.
- 3) Recomendaciones generales.
- 4) Errores más frecuentes...
- 5) ... Y algunos ejemplos de aciertos!
- 6) Consideraciones finales.

Aspectos generales de la evaluación

El proceso de evaluación en la práctica



Recepción de propuestas

Comprobación
admisibilidad y
elegibilidad de
propuesta a *topic*

Asignación de
propuestas a expertos



Evaluación individual

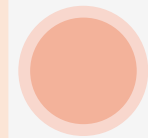
2-4 IER
Chequeo
admisibilidad



Revisión evaluaciones individuales

Informe de consenso
ESR

Ranking provisional
de propuestas



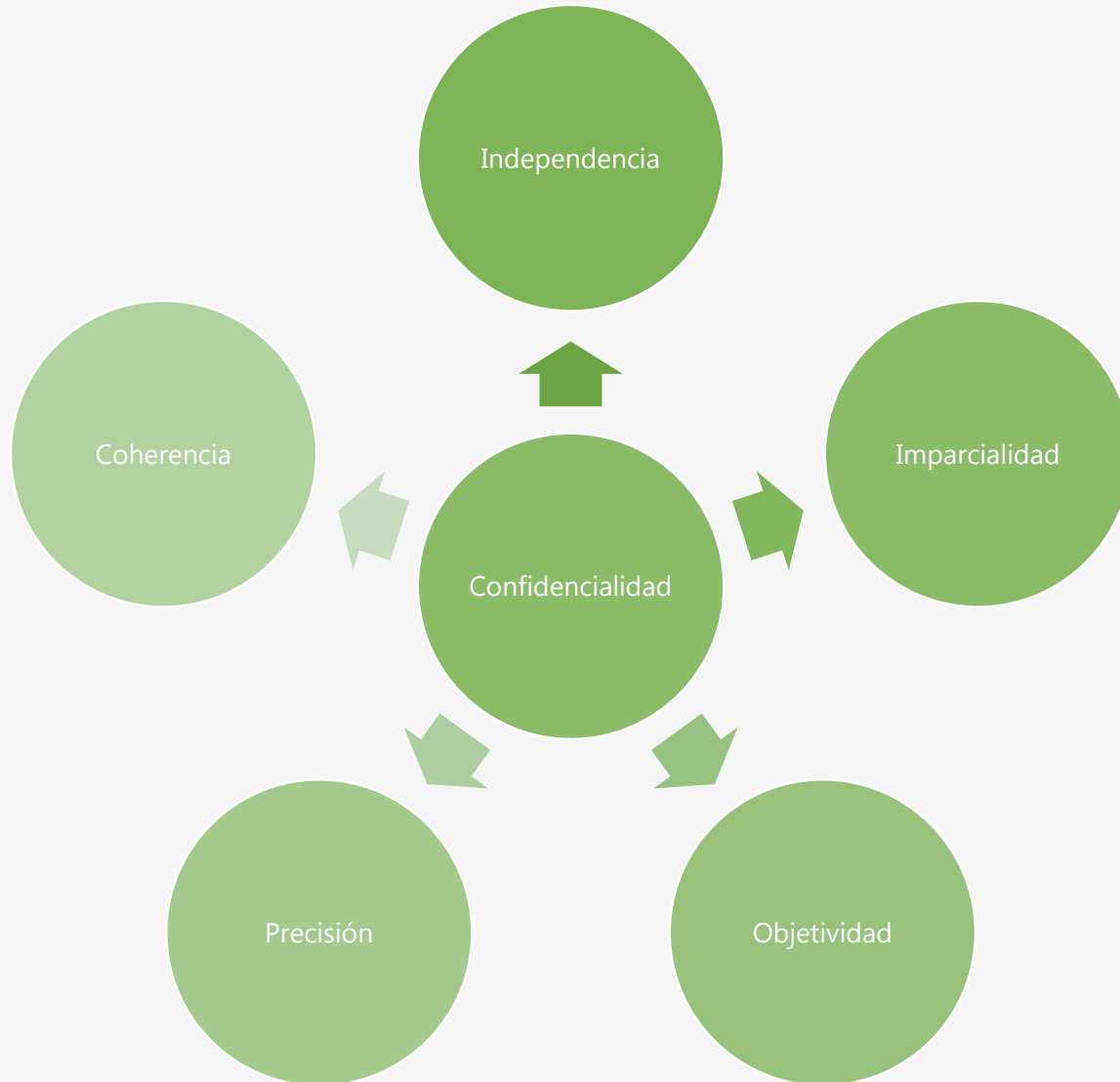
Finalización evaluación

Ranking definitivo de
propuestas

Análisis de la propuesta, tanto de proyectos de
Fase 1 como de Fase 2.

Principios generales y criterios de evaluación

Principios generales en la evaluación



Independencia: el experto valora en función de su criterio personal. No es delegable.

Imparcialidad: el trato a todas las propuestas debe ser igual, con independencia de factores ajenos a la propuesta.

Objetividad: la evaluación de la propuesta debe estar basada en su propio contenido –y no en cambios que pudieran introducirse–.

Precisión: la valoración debe hacerse en virtud de los criterios de evaluación y el *topic* en cuestión.

Coherencia: el standard de evaluación debe ser el mismo para todas las propuestas.

Criterios de evaluación

El Instrumento Pyme está dirigido a cualquier pequeña y mediana empresa **altamente innovadora**, que tenga **potencial de crecer** y **crear impacto** a nivel EU o internacional.

Impacto

Capacidad de dar servicio a las necesidades EU/globales.

Grado de comprensión del mercado.

Probabilidad de capacidad de crecimiento y de creación de riqueza de la pyme.

Excelencia

Capacidad disruptiva de la innovación.

Credibilidad del potencial de la innovación.

Calidad y Eficiencia en la Implementación

Valoración de la organización del proyecto.

Capacidad operativa del proyecto para conseguir los resultados esperados.

- ✓ 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"

PROPOSAL XYZ, Ph1, 17 Dec 2014	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Median	ESR
Criterion 1 - Impact	3,81	4,02	2,66	4,28	3,92	3,92
Sub-criterion					Average of 2	Qualitative
1	7	7,2	4	8,5	7,10	Good to Very Good
2	7	8,8	6	8,5	7,90	Good to Very Good
3	6	8	4	7,5	7,00	Good to Very Good
4	8,5	7,5	4	9	8,00	Good to Very Good
5	7,5	8,6	5	9,5	8,05	Good to Very Good
6	7	8,5	8	7	7,75	Good to Very Good
7	9,5	9	7	10	9,25	Very Good to Excellent
8	8	7,5	5	8,5	7,75	Good to Very Good
Criterion 2 - Excellence	4,04	3,94	1,72	4,42	3,99	3,99
Sub-criterion					Average of 2	Qualitative
1	8	8,6	5	9,5	8,30	Good to Very Good
2	9	7,6	4	7	8,30	Good to Very Good
3	8	8,8	3	10	8,40	Good to Very Good
4	8	7,4	2	8,5	7,70	Good to Very Good
5	7,5	6,8	4	9	7,15	Good to Very Good
6	8	8	3	9	8,00	Good to Very Good
Criterion 3 - Implementation	4,19	3,97	2,06	4,69	4,08	4,08
Sub-criterion					Average of 2	Qualitative
1	8,5	8,8	4,5	9	8,65	Good to Very Good
2	8	8,5	3	8,5	8,25	Good to Very Good
3	9	7,5	5	10	8,25	Good to Very Good
4	8	7	4	10	7,50	Good to Very Good
TOTAL	12,04	11,93	6,44	13,39	11,99	11,99

Apoyo en la creación de masa crítica.

Instrumento Pyme Fase 1

Propuestas Instrumento Pyme Fase 1

Objetivo: valoración de la viabilidad del proyecto, técnica y comercial.

- Viabilidad del concepto,
- Valoración del riesgo tecnológico,
- (Pre)Estrategia de innovación,
- Estudio de mercado.

Extensión máx.: 10 págs. (anexos no incl.)

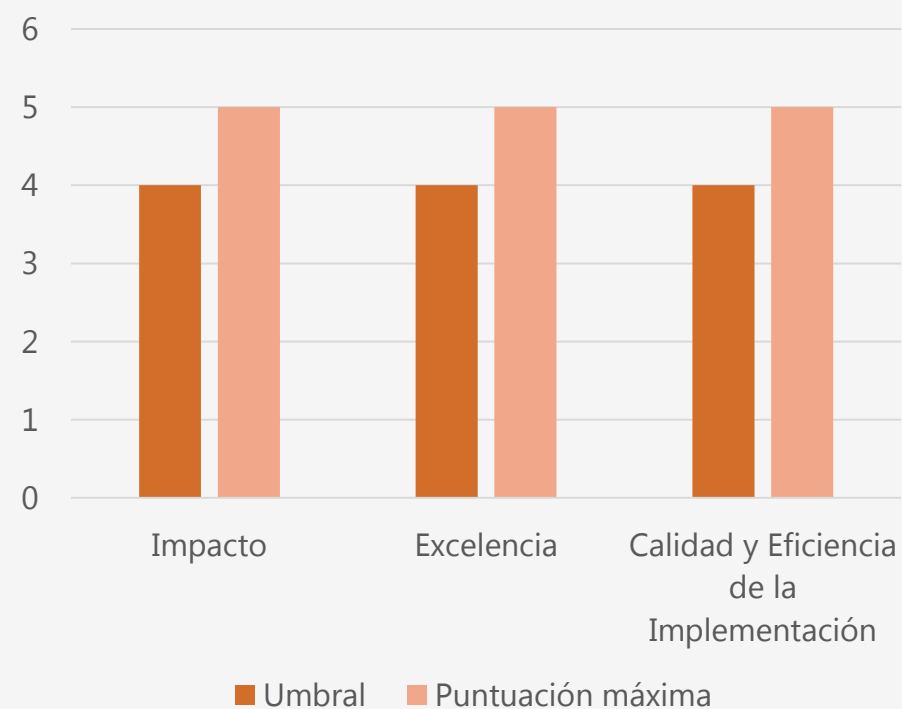
Resultado: estudio de viabilidad.

Timing: 6 meses.

Financiación: 50 kEuros.

Sólo las oportunidades altamente convincentes deben ser financiadas.

Criterios de evaluación



Umbral total de la propuesta: 13/15

Instrumento Pyme Fase 2

Propuestas Instrumento Pyme Fase 2

Objetivo: valoración de actividades para lanzar la innovación al mercado (TRL 6 -> 9)

- Estrategia de comercialización y modelo de negocio,
- Estrategia de protección de la innovación,
- Análisis de mercado,
- Operatividad: subcontrataciones y gestión del proyecto.

Extensión máx.: 30 págs. (anexos no incl.)

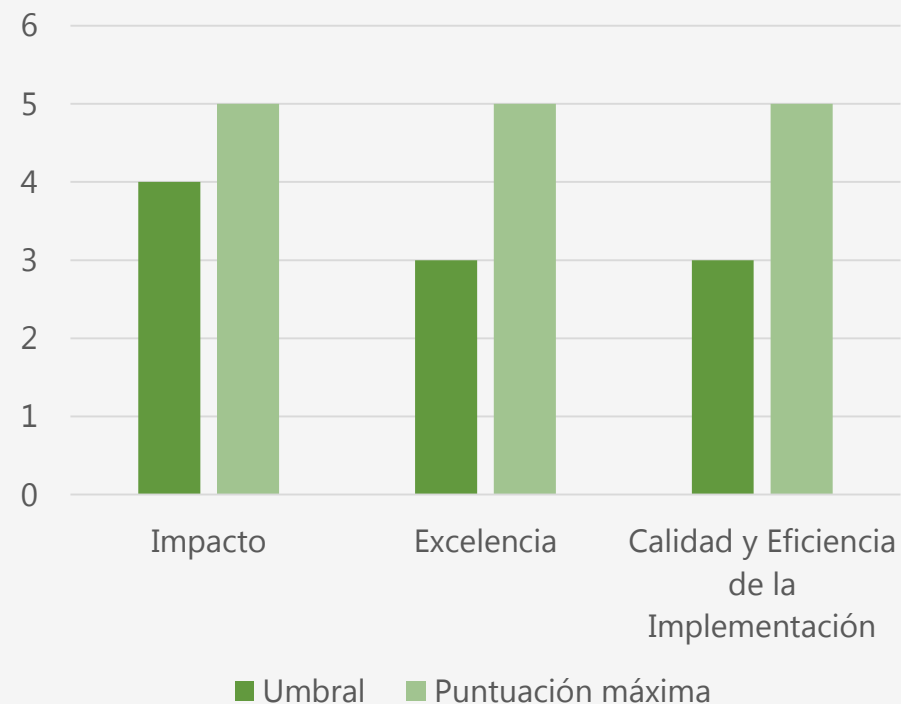
Resultado:

Timing: 1-2 años.

Financiación: 70% de 0,5 a 2,5 MioEuros.

Sólo los proyectos de innovación basados en un plan empresarial sólido y estratégico deben ser financiados.

Criterios de evaluación



Umbral total de la propuesta: 12/15

Recomendaciones generales

Recomendaciones generales I

Convince de la oportunidad de negocio.

Análisis del mercado actual.

Valoración de tendencias.

Utiliza un enfoque y una estructura orientada a mercado, *business-friendly*.

Descripción de los usuarios finales, clientes y segmentos, canales....

Descripción y estrategia de protección de *IP*.

Demuestra que el proyecto aporta la mejor relación valor-precio.

Comparación de tecnologías.

Análisis de competidores y sus productos.

Justifica que el proyecto es "ejecutable".

Análisis de recursos: financieros, redes, *key partners*....

Aporta credibilidad a la propuesta.

Descripción de *TRL: roadmap*.

Informes independientes, *Letters of Support*...



**¿Por qué la
UE, como
inversor,
debe
apostar por
tu proyecto?**

Recomendaciones generales II



Conecta con el evaluador.

Diseño de un buen *story-telling*.

Uso de recursos estilísticos.

Atención al formato de la propuesta.



Redacta un buen extracto de la propuesta: *project-pitch*...

Apóyate en los recursos disponibles.



[EASME](#)

[National Contact Points](#): CDTI

[Enterprise Europe Network](#): IVACE, etc.



Responde a todas las preguntas del *template*.

[Fase 1](#)

[Fase 2](#)

Recomendaciones generales III

Recomendaciones en la redacción de la propuesta (Fase 2) respecto a eventuales futuros *Project Reviews*.

Describe cuál es la contribución del proyecto al desarrollo de las tecnologías actuales.

Destaca los objetivos de cada periodo.

Profundiza en los *deliverables* e hitos de cada periodo.

Trabaja cuidadosamente la gestión del proyecto de innovación.

Plan de trabajo.

Uso de recursos.

Posibles desviaciones al plan inicial.

Plan de contingencias.



Errores más frecuentes

Errores más frecuentes...

La idea no se describe convincentemente, no se presenta de forma clara.

1.4 Ambition

The overall market is composed of the various stakeholders in the construction industry (the concrete production industry, construction companies), the government agencies involved in the field of construction and public works and all of the actors involved in the use and consumption of the aggregates production. For the EU28 countries, the total production of aggregates for 2014 showed a 1,5% increase compared with 2013 production, indicating a recovery from the recession of the previous seven years. The industry annual turnover is estimated to be in excess of €15 billion, testament to its economic importance as well as its strategic importance as Europe's most-used construction material.

The primary aggregates came from 25,000 quarries and pits, operated by 15,000 companies.

The European Aggregates Industry is demonstrating its commitment to the Circular Economy through producing 202 MTon of recycled materials in 2014, which represents a 5% increase on 2013 production.

The leading countries in recycling aggregates production are Germany, UK, Netherlands, France, and Belgium. Production of secondary materials in other countries is slowly increasing.

El proyecto es poco ambicioso y no responde a los retos europeos / globales.

The project aims at the eco-sustainable redevelopment of said hotel facility, focused on well-being in its wider sense. The strategic approach combines environment, functions and services in a wide space that involves the sea, the beach, the promenade, the hotel facilities and the tourist services.

Errores más frecuentes...

Hay una falta de alineación con el enfoque del Instrumento Pyme.

b) Intellectual property, Knowledge protection and regulatory issues

The Intellectual Property of the proposal comes from the research study made at the Polytechnic University of Catalonia, Barcelona, which has been published and presented in seminars and conferences. The protection of the research comes from the ISBN of the publications.

La propuesta refleja fundamentalmente las ventajas en el aspecto tecnológico, no resaltando suficientemente las de negocio.

Using automated DR trading implemented in ITI represents the “green alternative” to existing sources for ensuring grid stability and balancing. Such traditional methods include gas power plants, pumping power plants, diesels on standby, etc. Fully automated DR trading will increase DSM capacity by including a large number of smaller prosumers. Existing similar DSM solutions are not fully automated. Many of them still use telephone calls and manual intervention for supplying adaptation capacities. While this can be useful and certainly easier to implement, such a concept lacks few very important elements:

- There is no validation of realization – adaptation.
- Intervention has to be done manually, which introduces human factor, with risks for errors, safety and inconsistency.
- Intervention has long response time, typically few hours. Especially for intraday trading, such a concept is unusable.
- There is a limited number of prosumers that can be reached in the given (short) time. This also means, only large prosumers with high adaptation capacity are included in those programs.

Errores más frecuentes...

La propuesta no presenta una comprensión y análisis suficiente del mercado: tendencias, necesidades, comparativa con competencia, etc..

and traffic fuel for a thousand households. [redacted] power plants could provide zero CO2 energy for a billion households with biomass that is currently unused, without using any biomass that could be used as a food source. All this takes the total available market size for [redacted] into billions of Euros.

No hay una estrategia clara *go-to-market*:

a13.- THE REACHING OF THE POTENTIAL USERS

The project's results are of the interest for the very big number of categories of entities and persons listed above at the point 3.-.

The targeted users of the final solution are representative of the large listing presented at the above point a3.- with the first targeted users presented at the above point a11.-.

The target users are entities which correspond at one or more of the following requirements: (1.) compulsory needs of electrical energy; (2.) needs energy for EV / Electrical Vehicles; (3.) needs of energy for different types of agricultural irrigations, inclusive in mobile irrigations points / centres; (4.) needs of cheap electrical energy; (5.) needs of energy produced on houses, on

No hay una profundización suficiente sobre la oportunidad de negocio.

2.1 Expected Impacts

a) Users/Market

There are a number of different user needs the [redacted] bioenergy system will meet. In general there is the need to create more efficient and affordable ways to produce heat, electricity and traffic fuel from renewable resources. As [redacted] system can use previously un-usable biomass to generate biogas traffic fuel, heat and energy, the [redacted] power plant is extremely flexible and versatile: it generates energy in any weather from almost any type of biomass, and can store the energy it creates for later use. As the initial investment and set up costs are low, [redacted] power plants can be set up by small communities or companies, used as stand-alone power plants in developing countries or isolate areas, or used as additional energy sources for wind and solar energy or in energy intensive factories.

The main economic benefits come from the versatility and efficiency of the system. Very low cost biomass can be used as an input, even biomass with negative cost: for example municipal waste that would otherwise require costly treatments can be used as is to generate fuel, heat and electricity. The system is also extremely efficient compared to other bioenergy systems, as it uses a revolutionary way of using its own energy to make the process more efficient. No enzymes are required, which is a huge saving, as enzymes can account up to 80% of operational expenses of traditional biogas plants. The pay back term for the initial investment can be as low as 12-18 months.

[redacted] can also compete against other renewable energy sources like solar, wind and hydro energy. Compared to these, [redacted] system offers superior flexibility as the energy production plant can be located anywhere, it is independent of any weather conditions and can run 24/7, it can produce traffic fuel, heat and electricity at the same time, and it can store the energy it creates. Therefore [redacted] system can be used also as an additional energy source for wind and solar energy plants, where it can produce additional energy during poor weather conditions and during high demand. Due to its relatively low initial investment and set up costs, high efficiency and ability to generate traffic fuel, heat and electricity all at one, [redacted] can also compete directly with fossil fuels, including shale gas. Nuclear power, due to scale, is not seen as a direct competitor. However, the comparison has come up in early customer negotiations, and the [redacted] system can produce electricity more efficiently than a nuclear plant resulting in lower price per kWh.

Errores más frecuentes...

Se presenta una deficiente descripción de la ventaja competitiva: relación valor-precio.

COMPETING SOLUTIONS - Among the currently available indicators of impact, the main solutions are represented by:

- **Genuine Progress Indicator (GPI)** – measures the actual economic development, also taking into account environmental factors and the pollution created or cancelled by the business;
- **Environmental Performance Index (EPI)** – is a composite index taking into account natural resource endowments, past and present pollution levels, environmental management efforts, contributions to protection of the global commons, and the society's capacity to improve its environmental performance over time.

Solution	Environmental Sustainability	Socio-institutional Sustainability	Economic Sustainability	Combined Sustainability	Implemented in an available tool
GPI	Partial	Partial	✓	Linear sum	X
ESI	✓	Partial	X	X	X
	✓	✓	✓	✓	✓

Table 3 - Comparison of [redacted] against the main available competitor solutions.

Las hipótesis de P&L no están suficientemente explicadas.

FINANCIAL PLANNING (estimative values:)

Turnover (as the annual sales volume net of all discounts and sales taxes): (estimative)

Year 1	Year 2	Year 3
(estimative) 800000 €	(estimative) 1000000	(estimative) 1200000

Market share: (diminish as consequence of the new other entrants)

100%	90%	80%
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People

20	20	20
----	----	----

Selling with taxes

1200000	1200000	1200000
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ROI = (800000 - 640000) / 640000 = 25%	25%	25%
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Profit: 160 pcs x 1000 € = 160000 €	200 pcs x 1000€ = 200000 €	240 pcs x 1000€ = 240000 €
-------------------------------------	----------------------------	----------------------------

Employment creation: growing with (estimative) 20 people.

Sales: (with taxes): (estimative) 1200000 € Euro in the first year, and (estimative) 1 800 000 Euro in the year 3.

Errores más frecuentes...

Hay una descripción pobre de los perfiles de los integrantes del equipo y/o sinergias entre sus miembros (en el caso de consorcios).

Core Members	Role
██████████	CEO
██████████ ensures ██████████ overall by meeting all requirements to commercialize and gain long-term success. He has successfully led the company from its idea conception to first successful commercial prototypes in 2001. He has structured and implemented ██████████ multi-year business plan and budget as part of EU and international expansion. He leads the charge in business development, establishing contacts and sales agreements in Europe and around the globe. He has international executive management and operational experience in a variety of high level entrepreneurial positions that have reflected positively in Tesso's current expansion phase	
██████████	CFO
██████████ oversees the complete project management, finances, as well as operational processes of the ██████████ project. His vast managerial abilities have seen the successful opening of ██████████ manufacturing plant in 2001. His astute skills in finance, operations, and key commercialisation project milestones to led to ██████████ breaking even and turning of surplus on its ██████████ prototypes. He has been instrumental in setting pace on ██████████ key commercial developments, helping to implement the same methodologies for successful scaling of the business	

Para proyectos de Fase 2: No hay un detalle/justificación suficiente sobre las partidas de subcontratación.

██████████ plans to subcontract certain tasks for the following reasons:

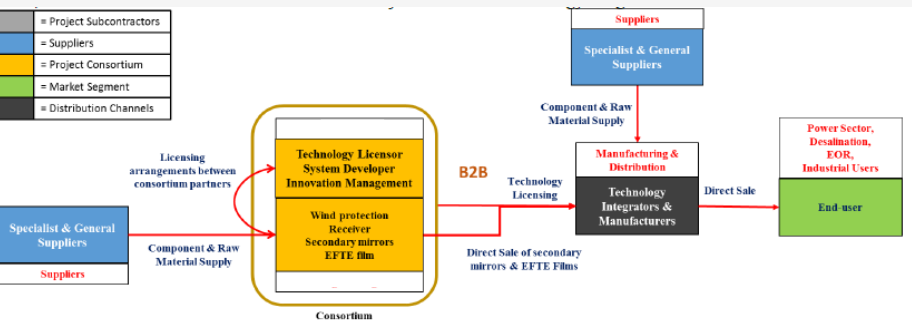
- ██████████ doesn't have the expertise requested to successfully performed the task, doesn't have the adequate material or software. In addition, several tasks as LCA analysis, certification, have to done by a third party:
 - Lawyer: ██████████ lawyer is ██████████ since 2012.
 - Juris: ██████████'s IP attorney is ██████████ since 2012.
 - Life Cycle Analysis: ██████████ will work with ██████████ (SME, FR)
 - Regulation Analysis: ██████████ will work with ██████████ (French leading agency)
 - Technology characterisation regarding standards: ██████████ will work with the ██████████ (FR)
 - Illustrators and Webmaster: ██████████ works with ██████████ since 2013.
 - Designer: ██████████ works with ██████████ (French young product designer) since 2016.
 - Consultant – advisory: ██████████ does not know the subcontractor, the budget has been estimated and we will ensure best value for money. Phase 2 advisory may help us on this task.
 - CE Certification: ██████████ will work with ██████████ (French leading Agency)
 - Characterization and Evaluation: ██████████ will work with ██████████, one of the best French Laboratory.
 - Electronic design: ██████████ works with ██████████ (SME FR) since 2015.

Y aciertos!

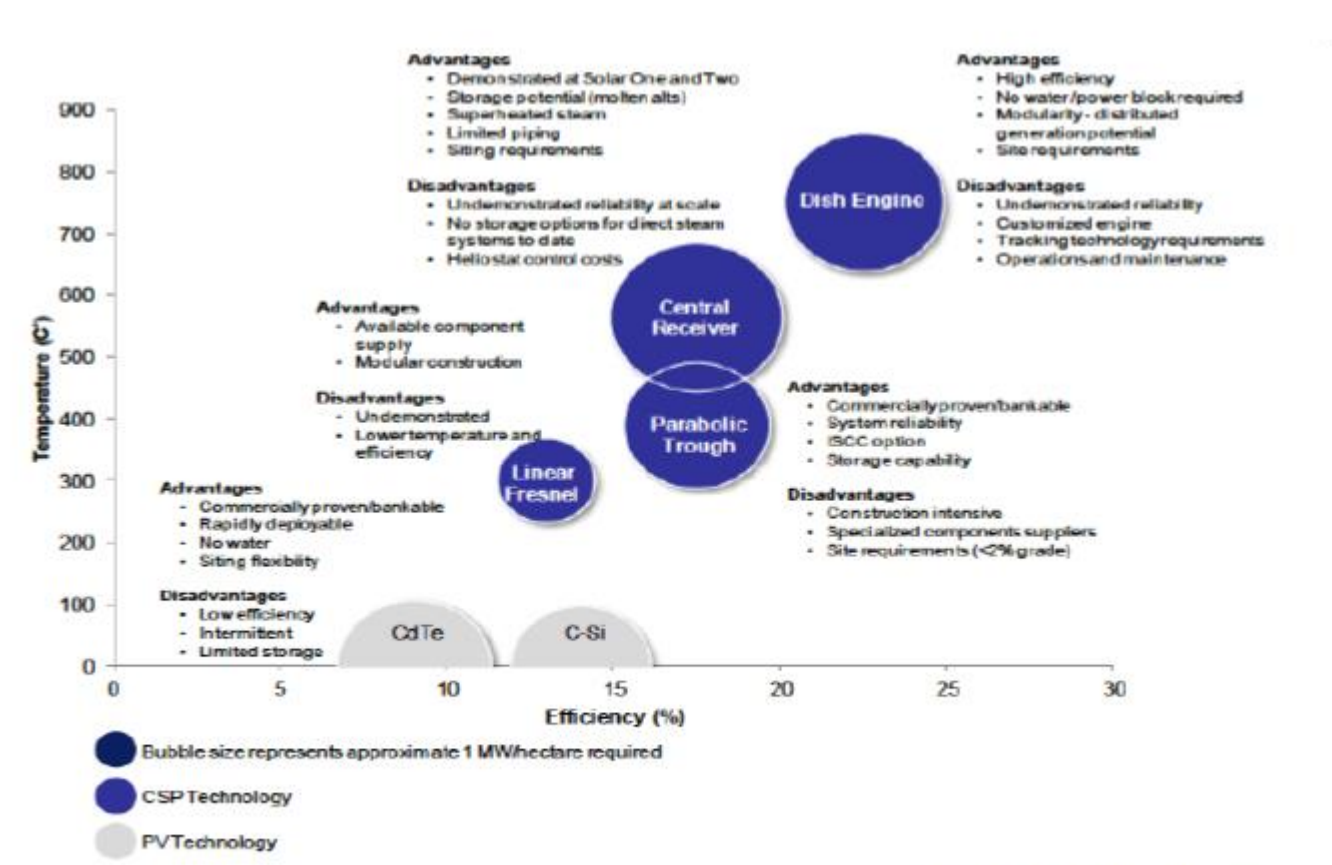
Y algunos ejemplos de aciertos!

Explicación gráfica del modelo de negocio.

Partners: Experts in steering and technical committee, Stakeholders panel, Environmental Associations and citizens (see list in section 4)	Activities: Country-base adaptation (language, legislation, interface), metrics update Resources: Extensive network of contacts, Already established beta version of sustainpower (Eureka!) Available DBs, Data, Algorithm, Transparency, Metrics	Value Proposition: Transparency, multi-disciplinary approach, public awareness, shared consensus, planning support, refurbishment tool -A monetary saving of around 0.2M€ per year -A time saving of around 50% for energy production site to be realized	Cust. Relationship: Legislation, public offer Channels: Lobbying, workshops and events, existing contact network	Cust. Segments: Public entities (incl. municipalities, public companies, regions), Private investors and associations (fuel distributors, technology producers, distributors, energy utilities and financial institutions), private interest groups
Costs: Metric update, management, marketing & communication		Revenues: Licence, Per-use fee		



Comparativas (de mercado, tecnológicas...), de estudios independientes.



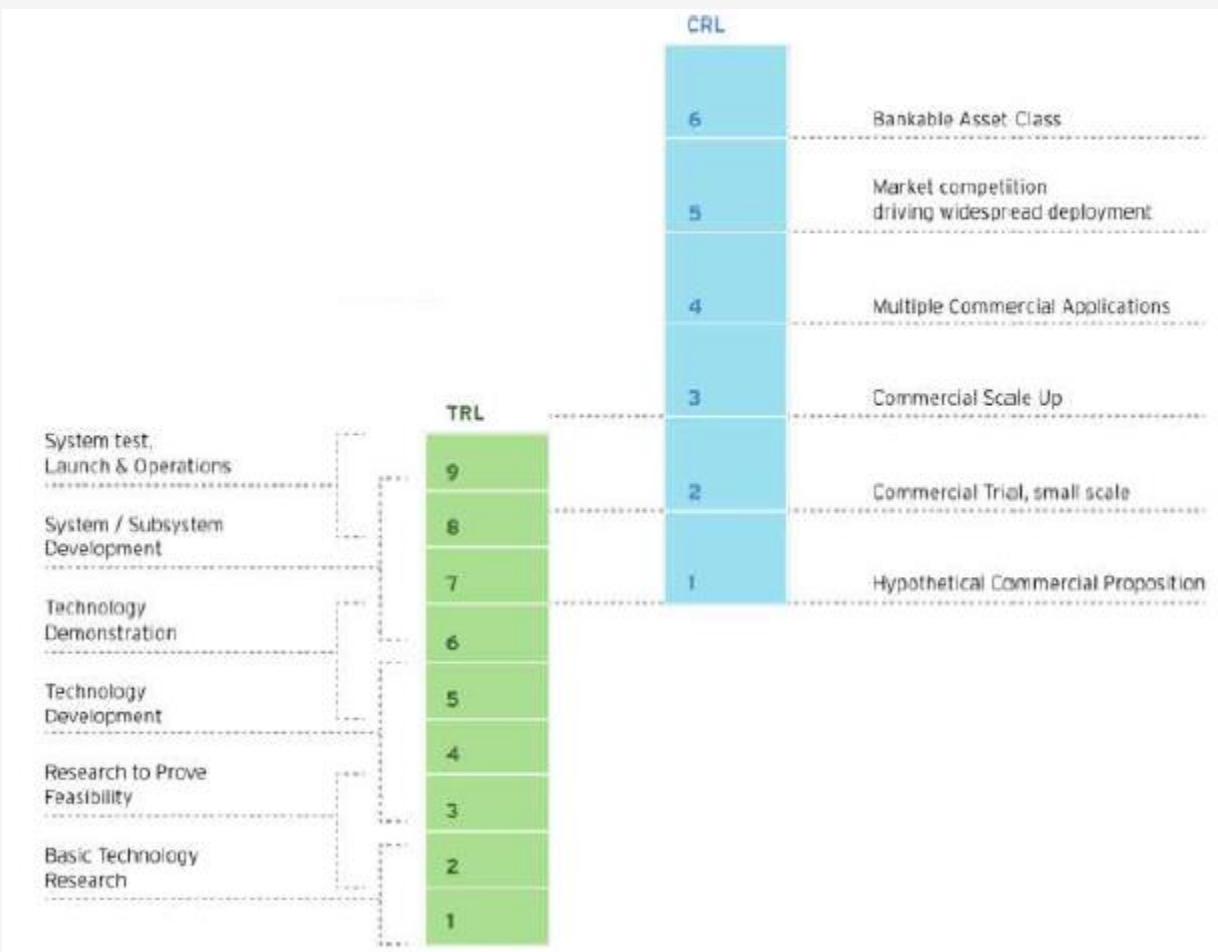
Y algunos ejemplos de aciertos!

Clara estrategia go-to-market:



	2017	2018	2019	2020	2021	2022	2023
Pre-commercial activities							
Market Launch Italy							
Germany, France, Austria, Denmark, Switzerland, Spain							
Netherlands, UK, Sweden, Finland							
Rest of EU29							
Russia/Western Europe							
Turkey / Rest of Asia							
USA / South America							
STRATEGY:	Own Sales Force		Distributors & Local Dealers				
			Manufacturing & Commer. Agents				

Figure 8: Commercialization plan of by geographical area. Three phases for the different distribution channel that will be utilized are also shown.



Y algunos ejemplos de aciertos!

Comparativa con competidores ganadora:

Product characteristic	Hydraulic - electronic	Pneumatic - electronic	NN
Energy efficiency	—	↑	↑↑
Easiness of integration	—	↑	↑↑
Environmental impact	—	↑	↑
Performance (Speed/Precision)	↑	—	↑
Cost efficiency	—	—	↑↑

Figure 6: product characteristics as compared to conventional pneumatic and hydraulic actuators in the market.



Figure 7: expected positioning in the pneumatic and hydraulic actuators markets.

Justificación de las subcontratas (Fase 2).

Does the participant plan to subcontract certain tasks?		Yes
If yes, describe and justify the tasks to be subcontracted		
Antenna design and manufacturing: WP1, Task 1.3 <u>Justification of the need for a Subcontractor:</u> In general antenna design is very specific and unique professionalism. Also, the design tools and the test equipment to examine what came out from the design are very expensive. This leaves the field of antenna development to companies specializing in antenna design. The requirements from our antenna are very challenging (the antenna is RF-UWB from 0.05GHz to 0.8GHz with linear phase response in the entire bandwidth) such a design can accomplished only by companies specializing in high-end antenna design.		

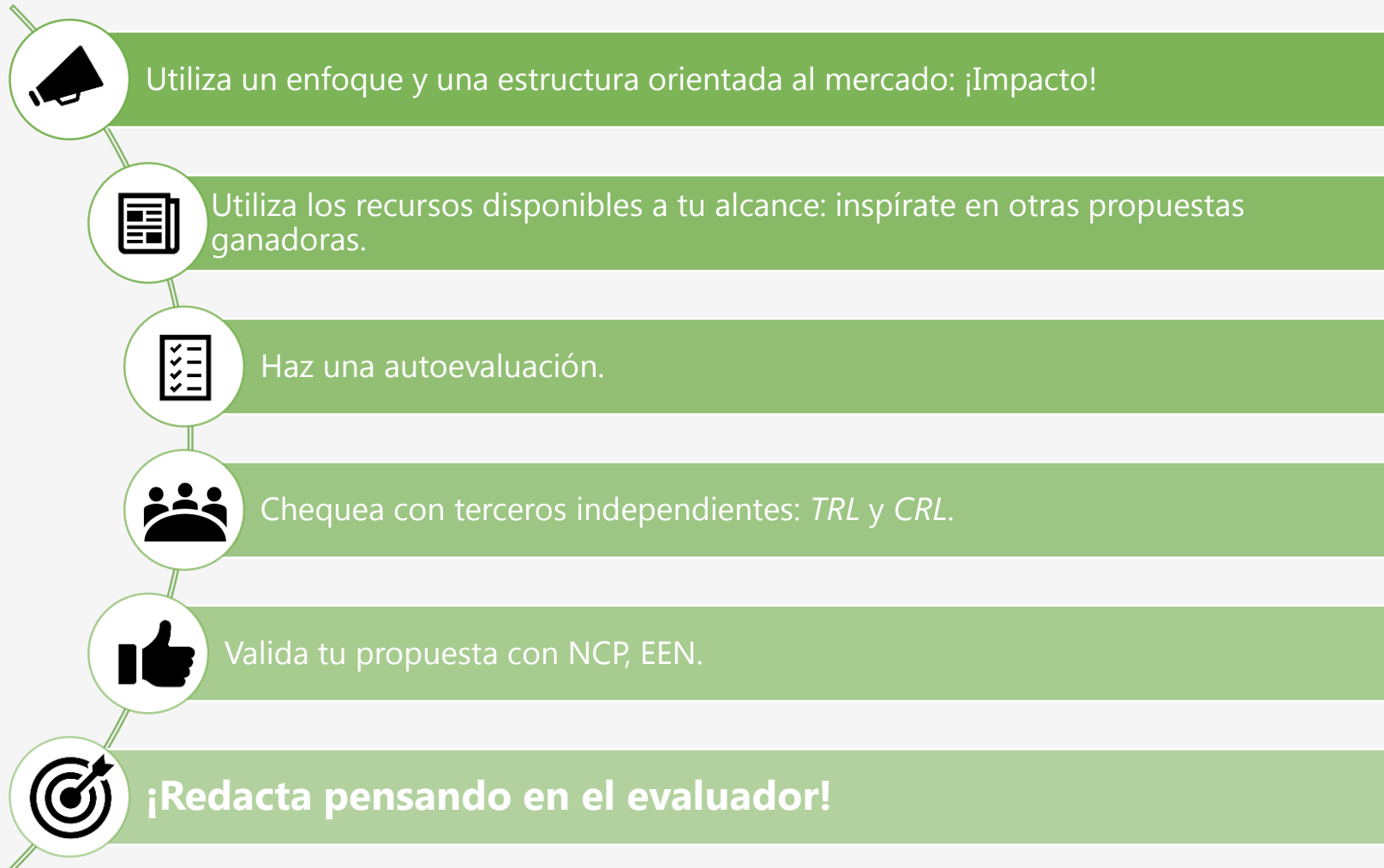
Number	WP	Task to be subcontracted	Justification of the 'best value for money'	Name of Subcontractor	Amount
1.3	1	Antenna design and manufacturing	is a world leader in the development of high quality, cost effective antenna. We believe that with the number of development cycles until reaching the desired antenna spec will be minimal, which means shortening the overall project development time and increasing the cost effectiveness of this task. <u>Tasks subcontracted:</u> Design, implement and test the UWB-RF antenna (Task 1.3) <u>Description of the tasks:</u> Antenna design and manufacturing Our antenna requirements are very challenging and is a world leader in the development of high quality, cost-effective antenna and above all we have good experience with them <u>Procedure followed to select:</u>		

Anexos de *LoS*, *MoU* de clientes potenciales, *key partners*...



Consideraciones finales

Consideraciones finales



¡Muchas gracias por vuestra atención!



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