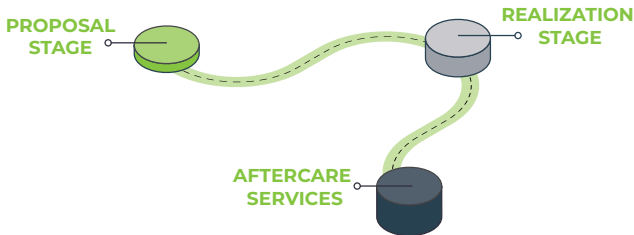


LEEP-SME

Aim of the project

To improve European Research funding organisations' (RFOs) ability to recognize and work with exploitation potential in proposals and running and completed projects in order to lead them to generation and exploitation of applicable results.

Exploitation potential



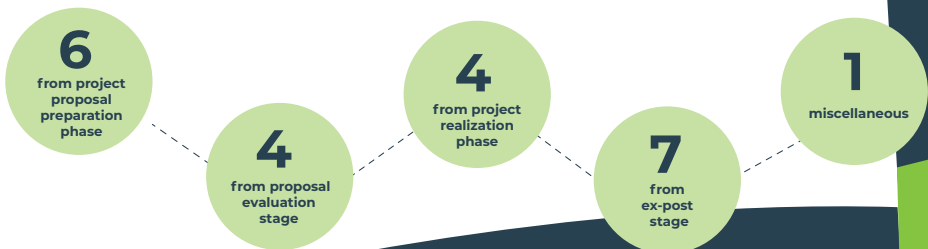
Consortium

4 partners from 3 countries:

- TA CR
- FICYT
- FUNDECYT-PCTEX
- EUREKA

Good practice

In summer we would like to share with you: **22 GPs from 4 partners**



Project results

LEEP-SME offers a set of good practices (GPs) applicable to work with R&D projects in different stages of their lifecycle (proposal writing, evaluation, realization and ex-post). In this table the GPs are organized by the relevant stage. To self-diagnose if a GP is a good match for your organisation, we recommend using [THIS SURVEY](#) or the link inserted to the name of each GP in the table.

GP	Owner	Description
Proposal Stage		
Proposal eligibility requirement: Exploitation guarantor	TA CR	An exploitation guarantor is a party that is engaged in the project as a third party or a beneficiary that intends to utilise the results in practice. It can be a public institution (a city, a ministry etc.) or a private company. The guarantor is involved in the project proposal and defines the character of the results. In most TA CR calls, it is an eligibility requirement to engage an exploitation guarantor to ensure applicability.
Proposal eligibility requirement: Plans to achieve market entry	EUREKA	As an instrument supporting the development of near-to-market solutions, Eureka's Eurostars programme requires applicants to answer a number of questions focusing on the market entry, potential market size, barriers, sales, and profit forecasts. This section of the application form requires concise and convincing answers to demonstrate the market readiness of the solution within 2 years of project end – the latter is an eligibility criteria for the programme.
Proposal eligibility requirement: Business plan	FICYT	An instrument that provides enough information about the company and its business strategy for the evaluators to more accurately assess the exploitation potential and relevance of the product/technology that the company plans to develop.
Advanced support services for successful application submission	FUNDECYT-PCTEX	Support service for the identification of market challenges and for an innovation diagnosis of SMEs, performed individually for each potential applicant during the project proposal preparation phase. This accompaniment service, which is conducted in a personalised way by specialised advisors, is focused on the identification of enterprise challenges in order to know potential needs or problems that can be solved through RDI projects.
Implementation plan	TA CR	An eligibility requirement that entails a description of planned implementation of results at the end of a project. The indicators for each plan must be quantified in terms of: new employees, income, exports, number of produced goods.
RDI development (project preparation and execution) - Sapiem	FUNDECYT-PCTEX	Entrepreneurship support service offered by the University of Extremadura to help students during the whole entrepreneurship process. Its main purposes are to keep the talent in the region, to identify innovative business models, to provide students with the possibility of developing their business ideas and to promote a high-impact entrepreneurial culture.
Evaluation Stage		
Expert community	EUREKA	Eureka's expert community provides agencies from its member countries access to a pool of thousands of specialized industry and academic experts from across numerous sectors. Agencies can benefit from a wider expert pool than are available at national level with a broader range of expertise and higher flexibility in working availability.
Centralized evaluation process	EUREKA	Eureka's centralised evaluation process provides a trusted procedure for evaluation of international projects in Eurostars and other Eureka programmes. In particular, the two-stage process involves remote and panel stages providing for efficient and high-quality evaluation.
Evaluation criteria	EUREKA	The evaluation criteria used in Eureka programmes ensure a strong focus on commercialisation with sub-criteria scores for market size, market access and risk, competitive advantage, clear and realistic commercialisation plans, time to market.
Steps to speed up the project proposal control and evaluation process	TA CR	For the purpose of reduction of time between the launch of the call and the resolution of the financial support, which is over six months now, TA CR applies, for example, the following strategies: Accepting or rejecting based on the presented data instead of asking for new administrative documentation, explanation or corrections after proposal submission. Avoiding the resubmission of unimproved unsuccessful proposals in a recurrent way and hence avoiding the reception of proposals already evaluated in previous calls. Rejecting proposals that are similar to those already presented in previous calls, possibly by using text comparison automation of project proposals.
Realization Phase		
Internal evaluators	TA CR	TA CR Department of Internal Evaluation used to have eight members. They cover the following roles: evaluators of projects in their realization phase, rapporteurs, internal consultants which play the role of an insider in specific and large projects, internal experts that supervise or check on external evaluators, review and supervise their work and consequently write comments and communicate with them about occurring issues.
Monitoring and evaluation of the execution potential of the results	FICYT	An instrument that provides a close follow-up of the research projects to ensure their correct execution and an opportunity for clients to transfer / utilise results through external collaborations and/or additional funding.

Authorised consultants	TA CR	TA CR is defining a new communication strategy to be closer to their clients and to create an atmosphere of confidence, whereby being the authorized consultants is one of the main tools for this purpose. The internal experts in the role of consultants participate in close collaboration with the beneficiaries in the review of the project's evolution and its results, participation in meetings or communication between beneficiaries and the Agency, in order to avoid undesirable situations.
On-site monitoring visits	TA CR	TA CR has the obligation of verifying the correct use of funding, which is why it carries out on-site monitoring in order to analyse progress of the projects during their realization phase. Because of the lack of human resources, this monitoring is performed only in cases where suspicious signals are detected by TA CR staff or in very large and expensive projects. TA CR gathers very useful inputs from these visits.
Ex-Post Stage		
Mapping of innovation capacities	TA CR	A tool for longitudinal mapping and analysing innovation capacities using primary and secondary data for strategy building. The used survey and interviews have a standardized set of questions. The idea is to create a methodology for mapping the innovation environment that allows to compare data over time. The data is used for defining the S3 and RIS3 strategies, programme planning, etc.
Investment readiness activities	EUREKA	Eureka's investment readiness activities focus on assisting companies in two key areas for scaling up: internationalisation and corporate venturing. In the former area, missions are organised for selected SMEs to visit high growth markets and to be introduced to the local ecosystem, investors, and potential partners. For the latter, SMEs – in particular startups – are introduced to corporates in sessions organised around specific themes/challenges set by each corporate. Finally, selected SMEs are invited to one-on-one pitching sessions. The aim is to create new growth opportunities, widen contacts, and broaden horizons for participating companies.
Highly specialised support service to help the beneficiaries find further funding	FICYT	Highly specialized support services to help the companies find additional funding and regional calls to foster the participation of regional entities in international RDI funding programmes and help increase their internationalisation.
Close ex-post follow-up to monitor further exploitation and support service on additional funding programmes	FUNDECYT-PCTEX	Support services for the identification of additional funding programmes and the development of the proposal for those programmes. After the development of an RD project, the company needs to identify the resources to develop demonstrators, short runs of the new product to test the market, make presentations in specialised fairs, etc., and we help them to identify the existing financial support for such actions.
Market impact reports	EUREKA	Market Impact Reports (MIRs) aim to follow up on the achievements of Eureka project participants specifically with regard to commercialisation. They are requested 1, 2, and 3 years after the end of the project and allow for close monitoring of market entry via a short online questionnaire, which can be updated by participants to avoid re-entering existing data. They focus on questions such as the expected or realised time frame for market entry, reasons for delay or deviation from original plans, additional revenue achieved/expected in different markets, the impact of the project on revenue and market position, the impact of the project on new market entry / targeted regions, the creation of spin-off companies, and the use of and need for external financing for commercialisation.
R&D Observatory and the Strategic Information System on RDI	FUNDECYT-PCTEX	Strategic system for monitoring RDI policies in the framework of the Smart Specialisation Strategy. It is a system that, based on reliable information sources, integrates data on activities, results, and policies in real time with the final aim to help the regional government to make strategic decisions on R&D and innovation.
Sectoral reports	FUNDECYT-PCTEX	It is a tool to connect scientific and technological knowledge with the industry needs in order to better align the RDI developed in the region with real problems in the market. The work is done by external experts from the University under the coordination of FUNDECYT-PCTEX.
General		
General recommendations and recommendations based on Taftie SELECT Study	TA CR	A good practice from Estonia and its national database of economic entities, which allowed for the comparison of the economic situation before and after the project, in order to analyse the economic situation before and after the innovation was developed.

For more information about the GPs:

- [LEEP-SME Design Option Paper \(download here\)](#)