



KIS-PIMS

" Knowledge Intensive Services for the Planning, Installation, Maintenance, and Scrapping (PIMS) services of renewable energy production systems "

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D3.2 - THE KIS-PIMS SUPPORT PACKAGE

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V1	2009-03-13	Integration of the Partners' review contributions

Project co-funded by the European Commission within the Competitiveness and Innovation Programme		
Dissemination Level		
PU	Public	X
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

The KIS-PIMS project is funded by the European Commission, Directorate General for Enterprises and Innovation, under the Competitiveness and Innovation Programme 'CIP' programme. It aims to develop Knowledge Intensive Services 'KIS' in the field of renewable energy production systems.

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Participant number	Participant organization name	Participant org. short name	Country
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Public players			
2	Motiva Oy	MOTIVA	Finland
3	OSEO Innovation	OSEO	France
4	Agence de l'Environnement et de la Maîtrise de l'Energie	ADEME	France
5	LandesEnergieVerein	LEV	Austria
Energy Clusters			
6	Pôle de Compétitivité "Développement des Energies Renouvelables dans le Bâtiment et l'Industrie"	DERBI	France
7	Pôle de Compétitivité CapEnergies	CAPENERGIES	France
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12	Valtion Teknillinen Tutkimuskeskus	VTT	Finland
13	Association pour la Recherche et le développement des Méthodes et processus Industriels	ARMINES	France
14	Antennen Umwelt Technik Becker	ATB	Austria
15	European Renewable Energy Centres agency EEIG	EUREC	Belgium

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EXECUTIVE SUMMARY

The KIS-PIMS Support Package is made of instruments and tools evaluated and selected to implement smoothly the Support Scheme described in Deliverable D3.1.

The tools are physical and software applications that allow innovation experts to diagnose and upgrade the business proposals submitted by innovative service SMEs of the renewable energy sector.

Instruments are broader. They are the financial and organizational schemes which enable the implementation of the KIS-PIMS Support Scheme to provide external services to the companies willing to innovate.

The description of the tools is organized by Step of the KIS-PIMS approach, then by type of tool and instrument (selection/collection, diagnosis and cure).

Most of the tools to be used within KIS-PIMS already existed. A few have been added specifically for KIS-PIMS, which are also presented in this report.

GLOSSARY

“**EC**” stands for the European Commission.

“**KIS**” stands for Knowledge Intensive Services. It is meant services involving science-based and technology-based innovations, process and business model innovations.

“**PIMS**” stands for Planning, Installation, Maintenance and Scrapping services.

“**RES**” stands for Renewable Energy Sources. Main technologies under scrutiny during the KIS-PIMS project are solar, biomass, wind, small hydraulic and geothermal, without excluding the other ones.

“**RET**” stands for Renewable Energy Technologies. It is meant the technologies that enable the conversion of RES into usable energy (electricity, heat, cold), and optionally by-products.

“**RTD**” stands for Research and Technical Development and designate the related activities.

“**SME**” stands for Small and Medium size Enterprise, as defined by the European Commission (see http://ec.europa.eu/research/sme-techweb/pdf/sme-definition_en.pdf).

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1. INTRODUCTION

This report is Deliverable D3.2 of the KIS-PIMS project. It aims at describing the set of instruments & tools and their use, which will allow for an appropriate support to the SMEs of the RE sector in their innovative service projects.

The support scheme described in Deliverable D3.1 is part of an integrated approach under the hat of the KIS Innovation Platform. It is modelled as follows:

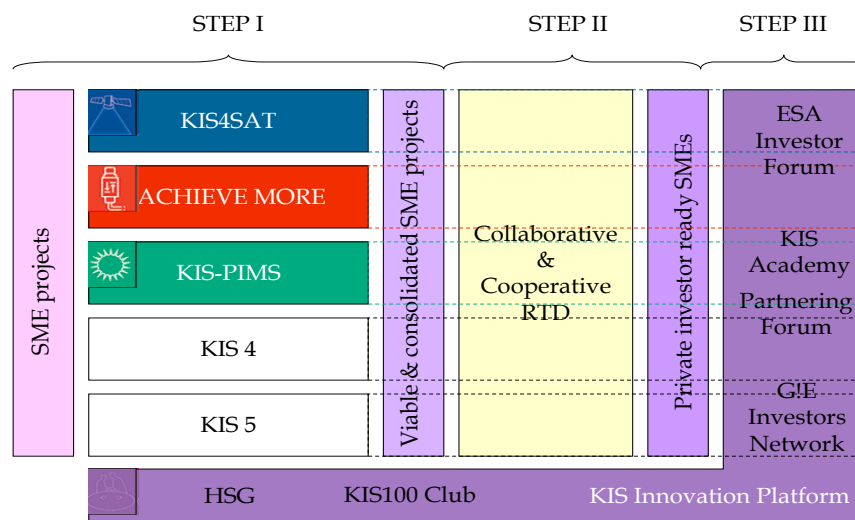


Exhibit 1: Integrated KIS-PIMS support scheme

The first Step must convert SME project ideas into validated and consolidated SME project, ready for investor presentation. The innovation experts will use detection, diagnosis and curing tools. The detection tools enable getting in touch with project proposers, either remotely or by direct contact. The diagnosis tools allow understanding the endeavours and risks of the proposed project, whereas the curing tools ease the joint work of the innovation expert with the SME Managers to upgrade the value proposition whilst lowering the risks.

After scanning the available tools and evaluating them against the KIS-PIMS requirements, a selection of them was retained. They are presented in the next section by Step of the KIS-PIMS support scheme in front of each of the expected functionalities specified in Deliverable D2.2.

In the last section, some guidelines for their appropriate use along the innovation process are given to the attention of innovation intermediaries.



D3.2 – The KIS-PIMS Support Package

This report was prepared under the lead of TECHNOFI and includes valuable contributions from most of the Partners: LEV, OSEO, ADEME, MOTIVA, CAPENERGIES, DERBI, TENERRDIS, ADVANSIS and MH.

2. DESCRIPTION OF THE SUPPORT PACKAGE

2.1. Tools for Step I

Step I aims at validating and consolidating innovative service ideas or projects. Therefore, three categories of tools are expected: detection, diagnosis and cure.

2.1.1. Detection tools

The detection tools enable getting in touch with project proposers, either remotely or by direct contact.

2.1.1.1. **Calls for project proposals**

Description

The detection and collection of SME project is achieved by publication of calls (more or less dedicated) for innovative service project proposals in the renewable energy sector. These calls will differ from one country to the other in order to fit the existing national and regional programmes. Yet, it is a well known tool by the SMEs to apply for getting funds.

KIS-PIMS being experimented in Austria, Finland and France, the calls are of two types: the Austrian two-phase mechanism, and the one-phase Finnish and French.

In Austria, the initiating call was issued by the National Innovation Agency FFG in view of fostering collaborations between SMEs and research bodies with an emphasis on the public ones. Then, relevant SMEs which went successfully through the FFG scheme can apply for a second support at LEV, the Styrian regional energy agency, without filling in a new application. The main documents can be found in German at the following address:

<http://www.ffg.at/content.php?searchbox=innovationsscheck&submit=Find>

In Finland, the call for proposal is published by the National Innovation Agency TEKES. It was prepared in collaboration with MOTIVA and ADVANSIS. The documents of the Call are given in ANNEX A.

The call is open continuously until the end of August 2009. The following websites promote the it:

- TEKES: http://www.tekes.fi/ajankohtaista/hakuajat/haku aika_tiedot.asp?id=7008
- MOTIVA: <http://www.motiva.fi/palveluinnovaatio>

In France, the call for proposal is published by the National Innovation Agency OSEO. It was prepared in collaboration with TECHNOFI, the 3 *Pôles de Compétitivité* CAPENERGIES, DERBI & TENERRDIS and ADEME. The Call documents are given in ANNEX B, or can be downloaded from one of the following web sites:

http://www.oseo.fr/a_la_une/agenda/appels_a_propositions/appel_a_projets_kis_pims

<http://www2.ademe.fr/servlet/getDoc?cid=96&m=3&id=58470&p1=1>

<http://www.capenergies.fr/index.php?2009/01/09/101-le-projet-europeen-kis-pims>

<http://www.pole-derbi.com/articles.asp?id=5303>

http://www.tenerrdis.fr/rep-a_la_une/ido-53/ouverture_de_l_appel_a_projets_kis_pims.html

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2.1.1.2. Trade fairs and exhibitions

Trade fair and exhibition are public or professional events where it is convenient to meet myriads of SMEs in a short time. It is seen as a second powerful detection tool of potential service project proposals by the KIS-PIMS Partners. In France, it has been made use of the Europe INNOVA conference in Lyon in October and of the ENERGAIA exhibition & Conference in Montpellier to detect 4 potential project proposals in the scope of the Call. These are only examples, but such events must be seen as a powerful existing tool to detect innovative service propositions.

2.1.2. Diagnosis Tools

The diagnosis tools allow understanding the endeavours and risks of the proposed projects.

2.1.2.1. Project risks assessment tool

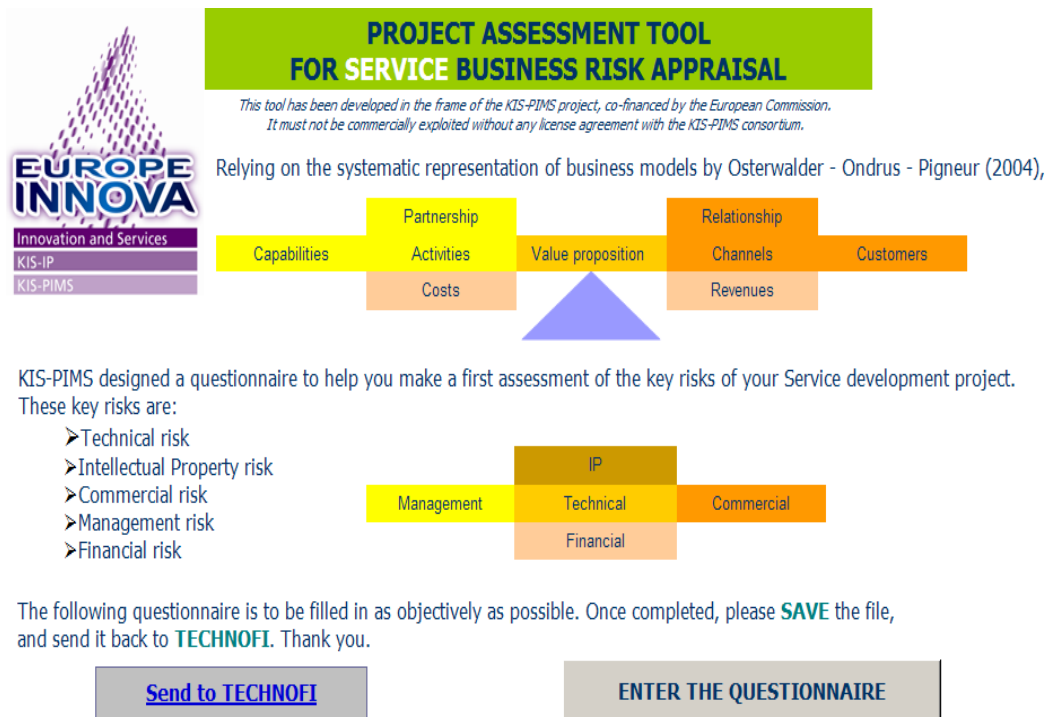
On this stand point, the KIS-PIMS innovation experts identified a gap in the existing bundle of tools, with regards to the renewable energy sector.

Description

Relying on their past experience in INVESAT and ProRETT, TECHNOFI proposed to develop a new, simple, user friendly tool to appraise project risks. The risks taken into account are:

- Technical
- About Intellectual Property (IPRights)
- Managerial
- Commercial
- Financial

The developed tool is Excel-based, using macros programmed in Visual Basic. When opening the software application, the SME activates the macros and visualize the screen below:



**PROJECT ASSESSMENT TOOL
FOR SERVICE BUSINESS RISK APPRAISAL**

*This tool has been developed in the frame of the KIS-PIMS project, co-financed by the European Commission.
It must not be commercially exploited without any license agreement with the KIS-PIMS consortium.*

Relying on the systematic representation of business models by Osterwalder - Ondrus - Pigneur (2004),

Capabilities	Partnership	Value proposition	Relationship	Customers
	Activities		Channels	
	Costs		Revenues	

KIS-PIMS designed a questionnaire to help you make a first assessment of the key risks of your Service development project. These key risks are:

- Technical risk
- Intellectual Property risk
- Commercial risk
- Management risk
- Financial risk

	IP	
Management	Technical	Commercial
	Financial	

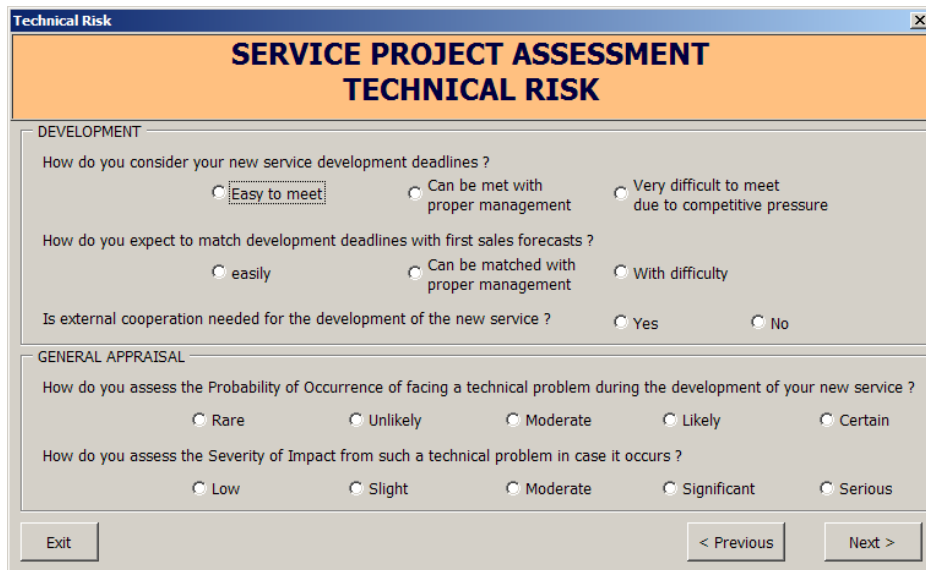
The following questionnaire is to be filled in as objectively as possible. Once completed, please **SAVE** the file, and send it back to **TECHNOFI**. Thank you.

[Send to TECHNOFI](#) [ENTER THE QUESTIONNAIRE](#)

Exhibit 2: Project risks assessment tool – Welcome page

The tool can be easily customized to any other innovation expert than TECHNOFI (Send function).

Then, the user “Enters the questionnaire” and fills in the fields of the successive forms which are exemplified below:



Technical Risk

**SERVICE PROJECT ASSESSMENT
TECHNICAL RISK**

DEVELOPMENT

How do you consider your new service development deadlines ?

Easy to meet Can be met with proper management Very difficult to meet due to competitive pressure

How do you expect to match development deadlines with first sales forecasts ?

easily Can be matched with proper management With difficulty

Is external cooperation needed for the development of the new service ? Yes No

GENERAL APPRAISAL

How do you assess the Probability of Occurrence of facing a technical problem during the development of your new service ?

Rare Unlikely Moderate Likely Certain

How do you assess the Severity of Impact from such a technical problem in case it occurs ?

Low Slight Moderate Significant Serious

Exit < Previous Next >

Exhibit 3: Example of questionnaire page to appraise the project risks

In the end of this 20 minutes questionnaire, the user gets a map of his project risks:

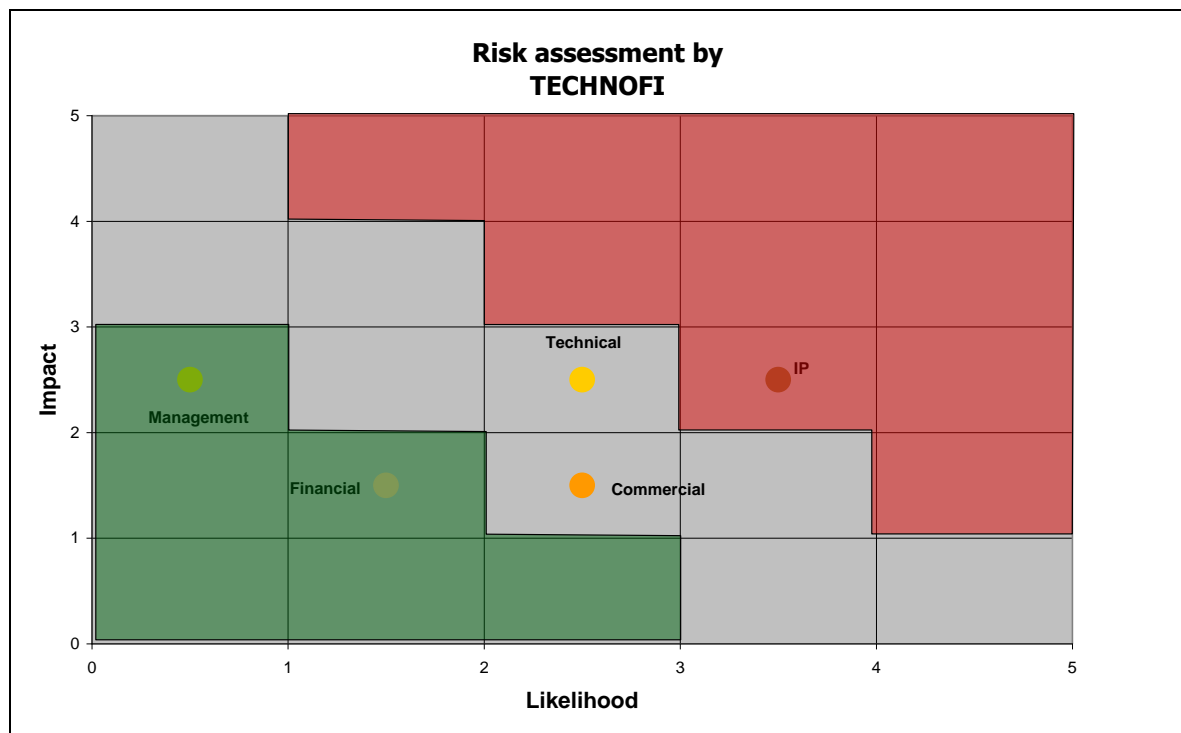


Exhibit 4: Example of risk assessment result

Where KIS-PIMS will bring the highest added value is in the risks of the grey diagonal. The financial capabilities of the KIS-PIMS support scheme will not be sufficient to address

high risks (red zone). Where the risk is estimated very low (green zone) the added value of the support scheme will probably be too low: the SME Manager can most probably go ahead on his/her own.

Property

This project risk assessment tool belongs to the KIS-PIMS Partners jointly. It was developed in the frame of the KIS-PIMS project co-funded by the European Commission, DG Enterprises & Industry.

2.1.2.2. IPR Manual

Description

In the service business, and especially in the renewable energy sector, very few companies file patents, trade marks and use copyrights, which are the formal protections of the intellectual property. On the contrary, they make extensive use of informal and semi-formal ways of protecting against potential copy or knowledge & know-how leakage. This was especially well reported by a UK-Finnish study led by Prof. Jari Kuusisto and Dr. Seliina Päällysaho from SC Research.

Building upon this study, the KIS-PIMS Partners decided to develop an “IPR Manual” which gives the habits of the profession in terms of IP protection, and recommend some recipes for an appropriate IP strategy for different company profiles. This Manual is public. It is made available to all the RE Clusters for broad dissemination towards their member and affiliate SMEs. The IPR Manual is given in ANNEX C.

The IPR Manual will be used to diagnose the general IPR strategy of the company, and the IP protection approach adopted by the proposer for the project purpose.

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2.1.2.3. IMP³rove

Description

IMP³rove stands for “IMProve Innovation Management Performances with sustainable IMPact”.

This tool aims at diagnosis innovation management capability of SME Managers and to compare with the better performing SMEs of the same category. It can be used as a self assessment tool, since it is available online at:

<http://www.improve-innovation.eu> or <http://www.europe-innova.org/improve/>



The screenshot shows the IMP3rove website homepage. At the top, there is a navigation bar with the IMP3rove logo, a search bar, and an 'Imprint' link. A central banner features a smiling face icon and a speech bubble that reads: 'We welcome our 2.500th SME registered on the IMP3rove platform!!!'. Below the banner, the main content area is divided into several sections:

- Home**: A sidebar menu with links to 'IMP3rove approach and its benefits', 'IMP3rove your Innovation Management', 'Competence network and contacts', 'Important dates', 'Valuable links and references', 'Interesting documents', 'Press', 'Help desk', and 'Sitemap'. There is also a link to the 'Online assessment tool'.
- Grow through Innovation Management – Grow with IMP3rove**: This section contains three sub-sections: 'Small & medium sized enterprises', 'Innovation Management Consultancies', and 'Intermediaries'. Below these is a paragraph explaining the benefits of the IMP3rove benchmarking tool for SMEs, mentioning the European Commission's support and the availability of an online assessment and consulting workshop.
- Log in for the Online assessment**: A login form with fields for 'E-Mail:' and 'Password:', a 'Log in' button, and links for 'Request password' and 'Register here'.
- Fitness-check!**: A section titled 'Take advantage of IMP3rove' with links in multiple languages (English, German, French, Italian, Finnish) to access the assessment tool.
- IMP3rove has received the EUROPA INNOVA Award FOR THE BEST INNOVATION TOOL "IMP3rove Assessment 2008"**: A news item dated 24.10.08, celebrating the award and providing links to more information and a video of the award ceremony.
- IMP3rove Assessment is basis for European pre-standard**: A section mentioning the CEN workshop agreement (CWA 15899) and the standardization of the IMP3rove methodology.

At the bottom left, there is a logo for 'EUROPE INNOVA' and a text box stating: 'IMP3rove is supported by the European Commission under the Europe INNOVA initiative.'

Exhibit 5: The IMP3rove website Homepage

IMP3rove takes a holistic approach to improve SMEs innovation success. It covers all dimensions of Innovation Management including:

- Innovation strategy,
- Innovation organization and culture,
- Innovation Management processes,
- Enabling factors for Innovation Management,
- Innovation results measurement.

IMP3rove provides a highly professional Innovation Management consulting process, into which an assessment tool, which is based on benchmarking, is integrated.

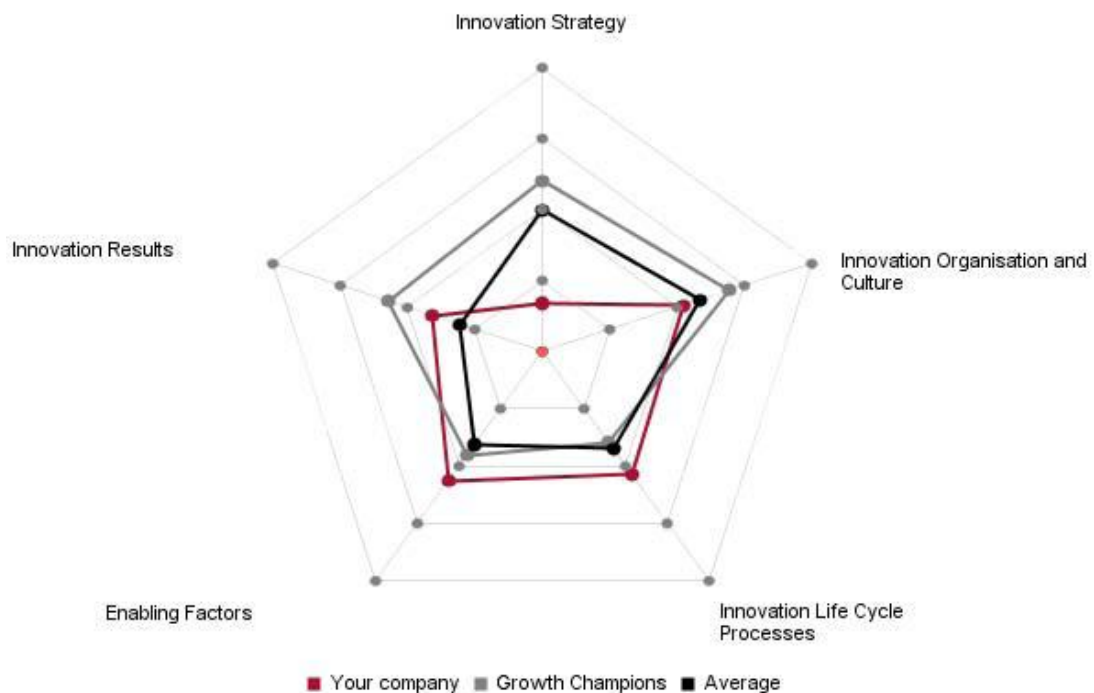


Exhibit 6: Example of high level result

SMEs have the opportunity to benchmark their own Innovation Management performance against other companies of their sector and size. This serves as a basis for a well directed Innovation Management consulting follow-up and leads to a solid and sustainable company development at eye level of better practice.

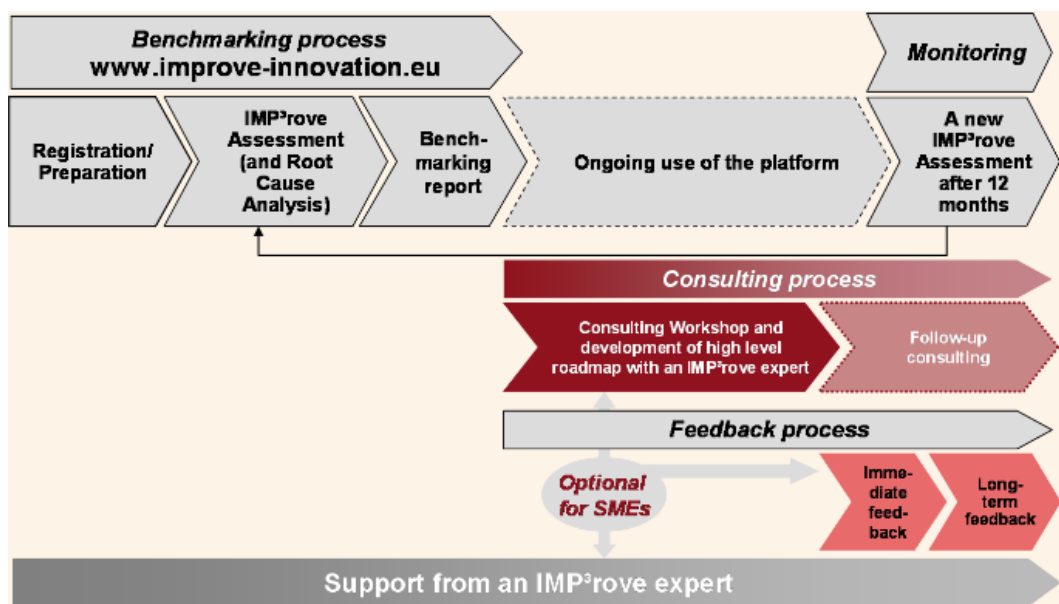


Exhibit 7: The IMP³rove approach

Consultancies and Intermediaries have the opportunity to get in touch with prospective clients, to establish a network with the participants and to expand their expertise in Innovation Management. The candidates are listed in the possible advisers for giving feedback to the SMEs who answered the questionnaires and downloaded their result report. To get in the list of Consultancies and Intermediaries, these must perform the whole process with at least one SME to prove practice. TECHNOFI and ADVANSIS, who contributed to the development and validation of this tool are naturally of the referenced consultants.

The diagnosis process contains satisfaction short questionnaires to collect SMEs' impressions about the tool and the consulting services.

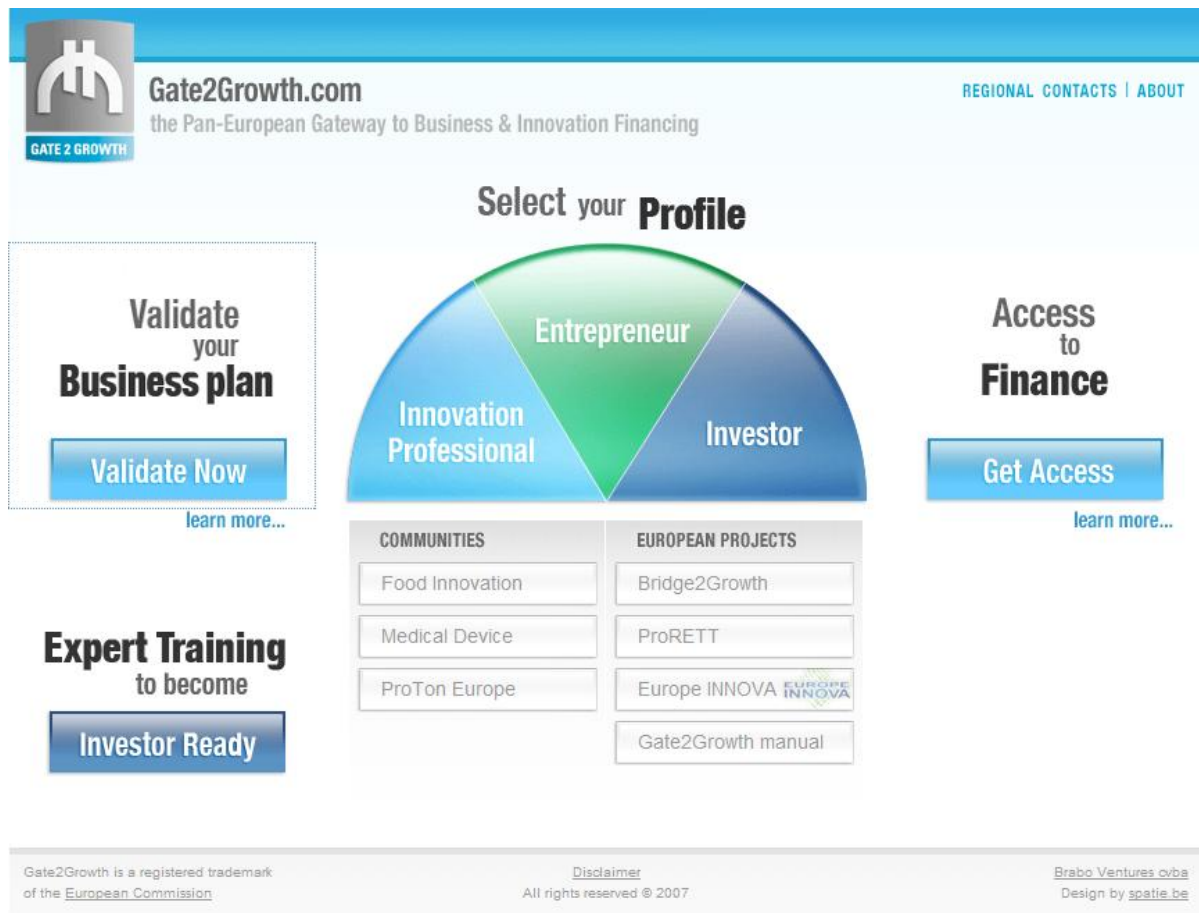
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2.1.2.4. SAT-Pro

Description

SAT-Pro is a tool of Gate2Growth (<http://www.gate2growth.com/>). The SAT-Pro diagnosis provides an analysis of the completeness of a business plan. It provides insight into its “investor appeal”, and it increases self understanding of investor requirements. Confidentiality is secured, and the diagnosis takes 30 to 50 minutes to complete. It is better suited to assess a whole company project than a single project among others of a company, due to the degree of accuracy of the financial inputs requested. So it can be used by the KIS-PIMS Partners when there is this a match between the company and the project. For instance, an innovative service start-up using commercial technology is eligible to such a tool.



Gate2Growth.com
the Pan-European Gateway to Business & Innovation Financing

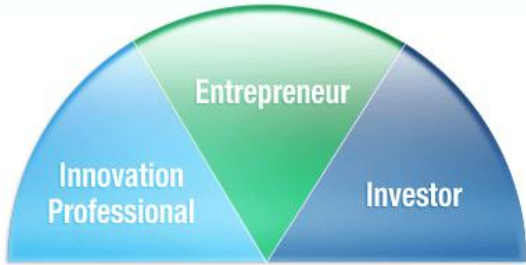
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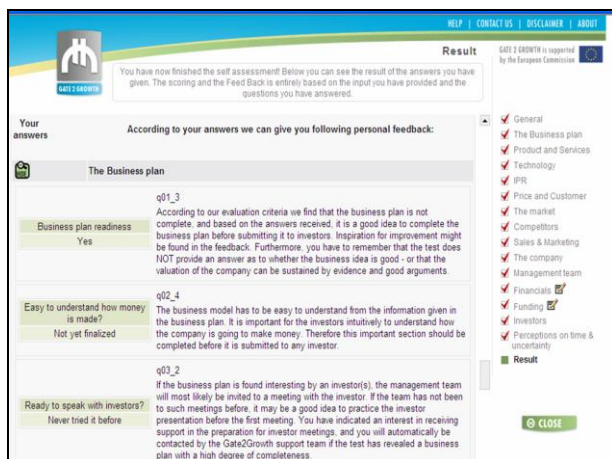
Gate2Growth is a registered trademark of the [European Commission](#) | [Disclaimer](#) | All rights reserved © 2007 | [Brabo Ventures cv/ba](#) Design by [spatie.be](#)

Exhibit 8: Gate2Growth Homepage

SAT-Pro is about validating the Business Plan. It is a 25 € service with online secured payment possibility.

Comprehensive feedback on the venture

Completeness scoring



Result

You have now finished the self assessment! Below you can see the result of the answers you have given. The scoring and the Feed Back is entirely based on the input you have provided and the questions you have answered.

Your answers

According to your answers we can give you following personal feedback:

The Business plan

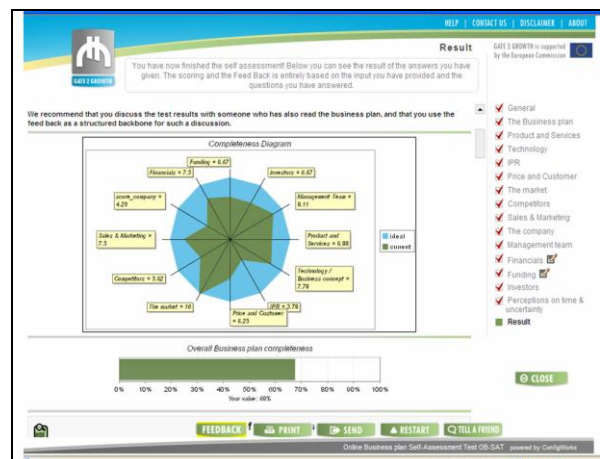
q01_3
According to our evaluation criteria we find that the business plan is not complete, and based on the answers received, it is a good idea to complete the business plan before submitting it to investors. Inspiration for improvement might be found in the feedback. Furthermore, you have to remember that the test does NOT provide an answer as to whether the business idea is good - or that the valuation of the company can be sustained by evidence and good arguments.

q02_4
The business model has to be easy to understand from the information given in the business plan. It is important for the investors intuitively to understand how the company is going to make money. Therefore this important section should be completed before it is submitted to any investor.

q03_2
If the business plan is found interesting by an investor(s), the management team will most likely be invited to a meeting with the investor. If the team has not been to such meetings before, it may be a good idea to practice the investor presentation before the first meeting. You have indicated an interest in receiving support in the preparation for investor meetings, and you will automatically be contacted by the Gate2Growth support team if the test has revealed a business plan with a high degree of completeness.

Result

- ✓ General
- ✓ The Business plan
- ✓ Product and Services
- ✓ Technology
- ✓ IPR
- ✓ Price and Customer
- ✓ The market
- ✓ Competitors
- ✓ Sales & Marketing
- ✓ The company
- ✓ Management team
- ✓ Financials
- ✓ Funding
- ✓ Investors
- ✓ Perceptions on time & uncertainty

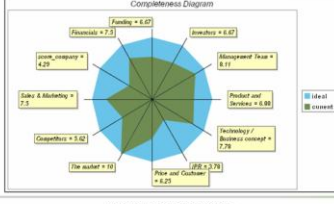


Result

You have now finished the self assessment! Below you can see the result of the answers you have given. The scoring and the Feed Back is entirely based on the input you have provided and the questions you have answered.

We recommend that you discuss the test results with someone who has also read the business plan, and that you use the feed back as a structured backbone for such a discussion.

Completeness Diagram



Overall Business plan completeness

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Score value: 48%

Result

- ✓ General
- ✓ The Business plan
- ✓ Product and Services
- ✓ Technology
- ✓ IPR
- ✓ Price and Customer
- ✓ The market
- ✓ Competitors
- ✓ Sales & Marketing
- ✓ The company
- ✓ Management team
- ✓ Financials
- ✓ Funding
- ✓ Investors
- ✓ Perceptions on time & uncertainty

Summary of financial observations.

Investor view about the investment.

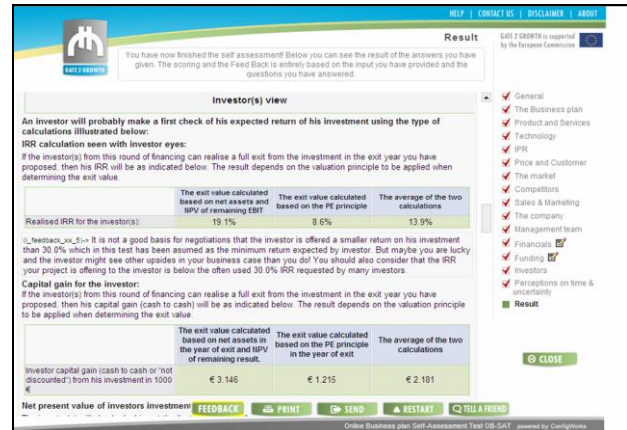
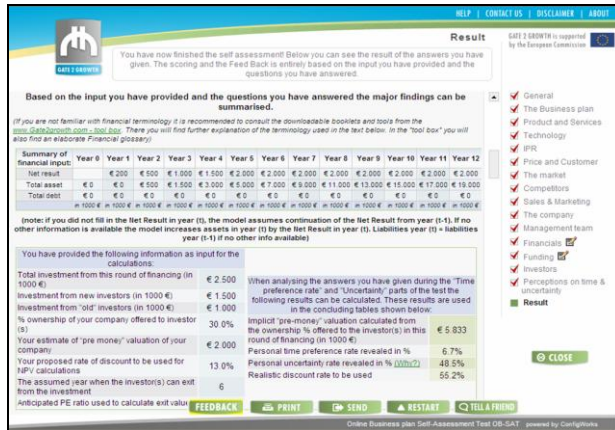


Exhibit 9: Example of outputs of SAT-Pro

Property

The Self Assessment Tool (SAT) has been developed by InvestorNet. InvestorNet is a pan-European network of early stage technology venture capital investors. It is part of the European Commission's Gate2Growth Initiative and builds on the achievements of Eurotech Capital and the I-Tec pilot project. The objective of InvestorNet is to enhance the capacity of European early-stage venture capital operators and similar professional private equity investors to invest in innovative companies and help them to realize their growth potential.

The gate2growth.com portal website is managed and operated by Brabo Ventures of which the trademark is a registered by the European Commission. From 2001 to 2006 the Initiative was supported by the European Commission under its Innovation/SMEs programme. Still today, the online Gate2Growth.com portal aims to support innovative entrepreneurs in Europe as well as to assist Innovation Professionals to improve their capacity to assist entrepreneurs by fostering networking and the exchange of experience and good practice at European level. Among others, these include early stage technology venture capital investors, managers of technology incubators, managers of industrial liaison and technology transfer.

2.1.3. Curing Tools

The curing tools ease the joint work of the innovation expert with the SME Managers to upgrade the value proposition whilst lowering the risks.

2.1.3.1. The Innovation Voucher

The Innovation Voucher is a financial instrument invented by SenterNovem in The Netherlands to foster collaborative innovation between SMEs and research centres. It is

basically a small amount of grant paid to an SME to help it validate an innovative concept with experts, and to initiate a partnership. One of its advantages is the quick access to high level competences and quick answer it provides to the project query.

The KIS-PIMS voucher scheme, for Step I of the overall support scheme, ambitions to go one step further by adding the business validation dimension to the innovation voucher. Hence,

In Austria, LEV will double the LEV “Innovationsscheck” of FFG (5.000 €) to complement the traditional technology validation and capacity building by a business oriented validation: market size, pricing strategy, timing of the market readiness, etc.

In Finland, TEKES allows for Innovation Vouchers up to 50.000 €, which makes possible for example to include in the voucher scheme the full preparation of a project proposal for collaborative RTD public funding

In France, OSEO put the grant threshold to 15.000 € maximum to address as deeply as possible the same issues as in Austria.

In Finland and France, the voucher covers 75% of the external innovation expertise costs.

2.1.3.2. Technical risk addressed by competence search

The Technical risk includes the science & technology and the planning risks.

The science & technology risk will be appraised by competent experts in the field addressed. The mapping of the research centres performed within Deliverable D1.3 of the KIS-PIMS project will be the basic document to identify the most appropriate technical or research centres able to validate the feasibility of the concept.

Relying on the above Innovation Voucher scheme, the KIS-PIMS experts will be able to perform the job of joining the two parties around the technological problem in order to assess the viability of the concept. Further more, the expert will help the SME Manager to adjust the development according to the reasonable time needed to commercialize such a technology.

Beyond D1.3, the Clusters and Agencies can bring in their knowledge of their respective regional RTD centres and their transregional networks to find out the best suited competences. The Clusters therefore act as structural tools for technological validation and capacity building.

In France, OSEO and the Technology development Network of the Île de France region developed a tool called “TECHNEO” organized as a competence database over the whole national territory. http://www.idf-tech.net/index.php?option=com_content&id=1074



The screenshot shows the homepage of the TECHNEO French competence database. The header features the logo for 'ILE-DE-FRANCE TECHNOLOGIE' and 'RESEAU DE DEVELOPPEMENT TECHNOLOGIQUE D'ILE-DE-FRANCE'. A search bar is located in the top right, along with RSS and 'espace membre' links. The main content area is titled 'Techneo : recherche de compétences technologiques' and includes a 'Formulaire de recherche de compétences' with fields for 'Mots clés', 'Région', 'Secteur d'application', 'Type de prestation', and 'Type d'entités'. Below the form is a 'Rechercher' button and a section titled 'Techneo, qu'est-ce que c'est ?' which describes the service as an interregional research and competence database. The right sidebar contains an 'Annoncer et échanger' section with 'Publier' and 'Annoncer' buttons, and an 'Agenda innovation' section with a 'Menu' dropdown and a list of innovation events. The left sidebar contains a navigation menu with items like 'Actualités', 'Agenda', 'Acteurs', 'Territoires', 'Technologies', 'Cifre & Doctorant-conseil', 'Aides innovation', 'Europe', 'PME à fort potentiel', and 'Documentation'. There are also regional maps for 'RDT Ile-de-France', 'France', and 'Europe - International'.

Exhibit 10: TECHNEO French competence database – Homepage

This tool is easily accessible, easy to use and really oriented on a competence approach for searching. The browser engine is simple and user friendly. The competence database contains individual profile sheets of potential research and development partners: Universities, research institutes, technical centres, but also R&D departments of private companies ready to open access to their facilities to SMEs.

2.1.3.3. IPR risk addressed by survey and IP expertise

IPR risk curing consists mainly in identifying where IP must be formally (patent, trade mark, copyrights) or semi-formally (contracts, Memorandum of Understanding, Non Disclosure Agreement) protected. Recommendations can then be formulated. In case of needed formal protection, the innovation expert will perform anteriority investigation using for instance the following sources:

- EspaceNet, the European patent database of the European Patent Office
- WIPO, the world database of patents
- USPTO, the American patent database
- INPI (France) database and Finnish and Austrian equivalents

For Trade Marks, searches will be also performed to validate the availability of the proposed brand. The European database is managed by the Office for Harmonization in the Internal Market (OHMI) <http://oami.europa.eu/ows/rw/pages/index.fr.do>

OHIM is the official trade marks and designs registration office of the European Union. The Community trade mark (CTM) and registered Community design (RCD) are the gateway to the European single market – providing protection for Intellectual Property Rights throughout the European Union, which covers 27 countries and almost 500 million people.

In case of needed semi-formal protection, the innovation experts will provide templates of typical contractual and confidential documents, adapted to the particular situation, and to be validated by legally authorized offices when completed.

2.1.3.4. Managerial risk addressed by IMP³rove consulting follow-up, Strengths & Weaknesses test and *Symple*®

To address the managerial risk, two or three tools may complement each other.

First, the IMP³rove diagnosis presented formerly includes feedback sessions with a chosen innovation expert. During these sessions, the results of the diagnosis are discussed and a high level roadmap for innovation is drawn to address the business orientations, targets and objectives. After the first iteration, a follow-up meeting is committed to evaluate the progress made by the SME in the implementation of the recommendations.

Secondly, the Strengths & Weaknesses Test of Gate2Growth can also be used to investigate the behaviours and reasoning of the managerial team of the company when going through SAT-Pro, which ends up on recommendations to better shape the management team.

TECHNOFI uses other tools: *Symple*® and the Management team decision profile, which may complement the above tools.

Symple is a proprietary tool of TECHNOFI, principles of which are applied when performing the IMP³rove feedback sessions. Acquiring the full methodology has a cost which goes beyond the possibilities of the innovation voucher.

The Management team decision profile must be used with much care due to a high risk of misinterpretation of the output. It was decided to use it only scarcely when really necessary. Its aim is to determine the complementarities of the top managers, provided that the SME is big enough to have a management team.

2.1.3.5. Commercial risk addressed by market analysis EU-wide and search of early adopters

The commercial risk is mainly a market issue. Investors use to complain about insufficient market analysis before submission of the business plan by the industrial players. The KIS-PIMS experts will have to put the proposed projects right away in a European market perspective. A first and second level market investigation will be performed, especially to find out who will be the early adopters of the innovative service. Internet, bibliography and the networks of partners will be the main tools of the experts to lower the commercial risk.

2.1.3.6. Financial risk addressed by a cash flow simulator

The financial risk curing goes through finding the appropriate sources of project financing. But, much before that, it is essential to develop a provisional cash flow curve under a few scenarios in order to gain credibility in front of potential investors. To build relevant cash flow curves, KIS-PIMS will reuse the cash flow simulator developed by EIFN¹. It is an Excel based tool calling a few macros (to activate when opening).

¹ <http://www.europe-innova.org/eifn/>

A	B	C	D	E	F	G	H	I	J	K																																		
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Total Financial Expenses:	5 240,00																																											

Exhibit 11: Cash flow simulator Homepage

The result delivered is a set of tables and financial indicators which can be easily exploited in graphs.

	A	B	C	D	E	F	G	H	I	J	K
1	Help ?	Hide	Unhide	You only need to fill in the blue cells							
2											
3	Assumptions										
4	Taxes (% of earnings before taxes)	35%									
5	Clients and receivables (% of net revenue)	10%									
6	Inventories (% of net revenue)	2%									
7	Payables (% of raw materials)	60%									
8	Cost of capital	12%									
9	Expected annual growth rate in Cash Flow in perpetuity	4%									
10											
11	Financial statement & Valuation										
102											
103											
104	VALUATION ANALYSIS	Starting Point	Year 2009	Year 2010	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017
105											
106	WACC estimation										
107	% Debt	14%	15%	14%	13%	13%	12%	11%	11%	10%	
108	% Equity	86%	85%	86%	87%	87%	88%	89%	89%	90%	
109	Cost of Debt	10%	10%	10%	10%	10%	10%	10%	10%	10%	
110	Cost of Capital	12%	12%	12%	12%	12%	12%	12%	12%	12%	
111	% taxes	35%	35%	35%	35%	35%	35%	35%	35%	35%	
112	WACC	11%	11%	11%	11%	11%	11%	11%	11%	11%	
113											
114	Discount factor WACC	0.90	0.81	0.73	0.65	0.59	0.52	0.47	0.42	0.38	
115											
116											
117	Free Cash Flow Evaluation										
118	EBIT	15 937,00	5 047,00	4 517,00	4 517,00	4 317,00	4 317,00	4 317,00	4 297,00	4 297,00	
119	- Cash taxes on EBIT	5 577,95	1 766,45	1 580,95	1 580,95	1 510,95	1 510,95	1 510,95	1 503,95	1 503,95	
120	= Non operating profit less adjusted taxes	10 359,05	3 280,55	2 936,05	2 936,05	2 806,05	2 806,05	2 806,05	2 793,05	2 793,05	
121	+ Depreciation and Amortization	1 600,00	1 600,00	1 900,00	1 900,00	2 100,00	2 100,00	2 100,00	2 100,00	2 100,00	
122	= Gross Cash Flow	11 959,05	4 880,55	4 836,05	4 836,05	4 906,05	4 906,05	4 906,05	4 893,05	4 893,05	
123	- Change in working capital	1 695,00	-1 380,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
124	- Change in capital expenditures	0,00	0,00	3 000,00	0,00	2 000,00	0,00	0,00	0,00	0,00	
125	= Operating Free Cash Flow	10 264,05	6 260,55	1 836,05	4 836,05	2 906,05	4 906,05	4 906,05	4 893,05	4 893,05	
126	+ After tax financial income	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
127	= Free Cash Flow	-16 000,00	10 264,05	6 260,55	1 836,05	4 836,05	2 906,05	4 906,05	4 893,05	4 893,05	
128	Discounted Free Cash Flow	-16 000,00	9 225,65	5 064,59	1 334,27	3 154,38	1 700,58	2 574,28	2 307,28	2 061,78	1 846,72
129											
130	Perpetuity Value	56 946,59									
132	Discounted Perpetuity value	10 986,79									
133											
134		IRR	38,3%								
135		NPV _(WACC)	31 142								

Exhibit 12: Example of output from the cash flow simulator

2.1.3.7. The Final expertise report

This is the tool used to validate the quality of the work performed by the external innovation expert. The structure of the report to deliver for submission to the SME Manager and to OSEO has been agreed upon:

TABLE OF CONTENT

1.	INTRODUCTION.....
2.	THE BUSINESS DEVELOPMENT PROPOSAL: TECHNICAL AND ECONOMIC BACKGROUND
2.1.	THE COMPANY (ACTIVITIES, COMPETENCES).....
2.2.	STATE OF THE COMPETITION ON THE PROPOSED SERVICES IN EUROPE.....
2.3.	INNOVATIVE TECHNICAL FEATURES AND TECHNICAL RISKS FOR THE PROPOSED DEVELOPMENT.....
2.4.	MARKET STATUS AND COMMERCIAL RISKS.....
2.5.	APPLICABLE STANDARDS AND REGULATIONS.....
3.	DEVELOPMENT PROPOSAL CONTENTS
3.1.	OBJECTIVES OF THE DEVELOPMENT
3.2.	CAPABILITIES TO MEET THE DEVELOPMENT OBJECTIVES
3.3.	IP MANAGEMENT AND IP RISKS.....
3.4.	COSTS AND DEADLINES OF THE PROPOSED PROJECT.....
4.	BUSINESS EXPLOITATION
4.1.	INDUSTRIALISATION.....
4.2.	COMMERCIALISATION.....
4.3.	FINANCIAL RISK ANALYSIS.....
5.	CONCLUSIONS
5.1.	INITIAL RISK PROFILES (TECHNICAL, COMMERCIAL, FINANCIAL, MANAGEMENT, IP).....
5.2.	TARGETED NEW RISK PROFILES AFTER CORRECTIVE ACTIONS SUGGESTED BY THE EXPERTISE.....
5.3.	OPTIMAL FUNDING SCHEME TO REACH MARKET APPLICATIONS: RECOMMENDATIONS FROM EXPERTISE.....
6.	EXECUTIVE SUMMARY OF THE PROJECT.....

2.2. Tools for Step II

The second Step might not be necessary for all the proposed projects, which then will swift directly to Step III. The goal of the KIS-PIMS support scheme in Step II is to put a foot of the SME in the best suited funding source for its research, development and demonstration project needs. Concretely, the innovation experts will detail to the SME Manager all the possibilities offered which match his/her needs. The funding source can be either European, National, regional, or a combination of them depending on the project endeavours.

2.2.1. Access to RTD public funding from Austria

2.2.1.1. FFG grant for participation in FP7

FFG supports the project proposers willing to reach European funding for research and development within the 7th Framework Programme. The allocated grant is of 15.000 € if the proposer is Coordinator, and 7.000 € if the applicant is a Partner. In case of success, the Coordinator may apply for a bonus of 1.000 more Euros.

SME projects eligible to European RTD partnerships will be proposed this support scheme by KIS-PIMS.

2.2.2. Access to RTD public funding from Finland

2.2.2.1. The TEKES innovation voucher

The TEKES innovation voucher presented in section 2.1.3.1 above, amounts up to 50.000 €. This allows for a very large support over the innovation process. Part of the support services provided by external experts can be a help for RTD project proposal preparation.

2.2.2.2. The SITRA Energy Programme

The Finnish Innovation Fund launched a new 5 years programme focused on Energy in early 2008, with a significant budget share reserved for renewables.

This is a programme to rely on to help SMEs reach financial support to research, development and demonstration of technologies.

2.2.3. Access to RTD public funding from France

In France, there exist several possibilities for research and development funding, depending for instance of the maturity:

The National Agency for Research (ANR) will select preferably proposal with high scientific & technology risk and well focused topics raised by a consortium.

The InterMinistry Unique Fund (FUI) will fund preferably the bigger collaborative projects with a lower risk than ANR.

OSEO will grant feasibility studies for the benefit of individual SMEs to validate their concept with a Laboratory.

OSEO also give 0% interest loans for collaborative research and development.

ADEME funds preferably close-to-market projects with high demonstration content.

Beyond these national opportunities, SMEs can be supported to reach European funds. In any case, several tools exist to help SMEs reach these funds. They are detailed hereafter.

2.2.3.1. The project “labelling” by the *Pôles de Compétitivité*

The *Pôles de Compétitivité* (French clusters) have designed a “labelling” process for the proposed projects. They organize selection committees which decide whether the project proposal is ready (or almost) for submission to a public funding source or not. In the affirmative, the project is “labelled” by the *Pôles de Compétitivité*, which confers an added

value a priori to the project when received by the ANR, the FUI, or any other funding source known by the *Pôle*, and therefore a better probability of success. In the negative, recommendations of improvement are communicated to the proposer.

2.2.3.2. OSEO's Support to Technological Partnerships (APT)

This instrument of OSEO allows for granting up to 50.000 € an SME which call external expertise to prepare a project proposal relying on an international partnership. The APT can be proposed to the SMEs when appropriate.

2.2.3.3. ADEME's Demonstration fund

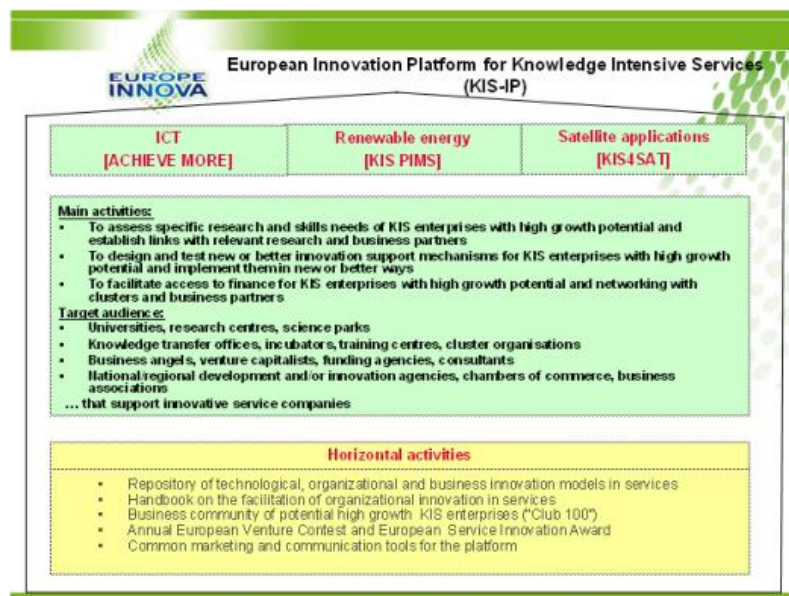
ADEME is keen to support projects which need to demonstrate innovative energy or environmental technologies to reach the first sales. ADEME takes a position of accompanying the SME from the early stage of the project proposal preparation. They help finding Partners and sizing the project to make it relevant of the Demonstration fund.

2.3. Tools for Step III

Step III is about reaching the market with first sales and, when necessary, benefiting from private financing. For this, the tools detailed below can be used.

2.3.1. The KIS Innovation Platform

The KIS Innovation Platform is the platform of all the Knowledge Intensive Service projects co-funded by the European Commission. It is organized as follows:



The Horizontal activities of the platform are performed by the consortium of the KISPLATFORM project, which brings additional tools to be used by the KIS-PIMS Partners for the benefit of SMEs, as depicted in Exhibit 1 reminded below.

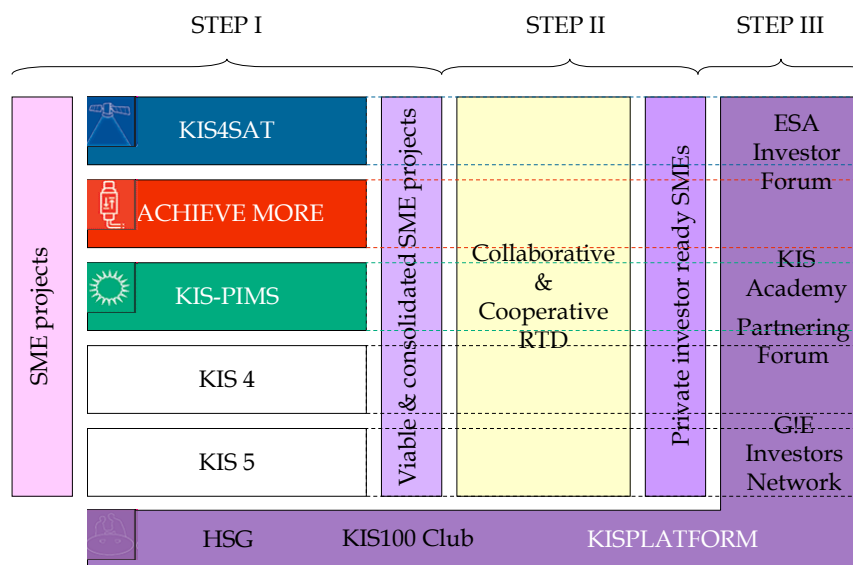


Exhibit 1: Integrated KIS-PIMS support scheme

2.3.1.1. The Horizontal Steering Group (HSG)

The HSG is aimed at advising the sectoral projects for better tuning of their approach with the SMEs in a policy and strategic framework. This tool is directly for the KIS-PIMS Partners and indirectly benefit to the SMEs.

2.3.1.2. The KIS100 Club

This Club aims to bring the most promising European KIS ventures on the forefront of the Platform to give them European visibility and closest assistance to make them access their private financing needs.

In addition, it is a tool that develops international partnerships and synergies among the participants in a friendly climate.

2.3.1.3. The KIS Academies and Partnering Forums

The Partnering Forum is an event targeting the physical meeting of the SMEs proposing their business for growth and private investors mainly, in view of generating deals conclusions. The KIS Academy is about preparing the SMEs to these meetings with a better probability of success. During the KIS Academy, the SME Managers are coached to present themselves in front of investors with an appropriate showing support, speech and attitude. Once a year, the KIS-PIMS Partners have the opportunity to use this tool for bringing in Step III tenths of innovative SMEs.

2.3.2. Investor Networks

Besides the KIS Innovation Platform, the KIS-PIMS partners will make use of their pre-existing investor contacts. Especially, the InvestorNet network, which is Member of the Greenovate! Europe E.E.I.G. will be proposed the relevant business propositions arising from the PIMS SMEs.

2.3.2.1. Gate2Growth MasterClass training

MasterClass is a one or two day workshop on how to successfully obtain financing. During the class we will go through: how to stay in the game, thus how to avoid the investors' dustbin.

A MasterClass can be organized locally - Elizabeth Thrane- Carlsen (etc@gate2growth.com / tel + 45 39 307 307) is ready to discuss practical details.

The contents for each MasterClass is tailored to the individual organiser's need allowing for specific sector relevant information to be presented.

The structure and basic contents is as follows:

- Screening for investors; - What are investors interested to invest in?
- Investor screening of business plans; - How does an investor read a business plan?
- Selection; - We will look at the most common pitfalls the entrepreneur encounters

- Negotiating and financing; - What to look for when entering the negotiation phase.
- Investors as co-owners; - We look at the relationship with investors as co-owners.

2.3.2.2. The CleanTech Group

A few KIS-PIMS Partners engaged discussions with the international network of investors (VCs mainly) CleanTech Group. This connection allows KIS-PIMS expect some particular attention to the PIMS SMEs, since CleanTech Group focuses on clean technologies, of which renewables. They claim worldwide network coverage and open mind on service innovation. They will be one of the KIS-PIMS tool for Step III.

2.3.2.3. The European Investment Fund

European Investment Fund's activity is focussed on improving the financial environment for small businesses. To this end, EIF works with a wide range of financial bodies. Through EIF's actions, SMEs, have improved access to finance, allow them to set up and develop their enterprises. EIF does not provide direct funding of any kind to small businesses. They are invited to make use of the <http://www.accesstofinance.eu/> website

The chain of risk sharing in lending to small businesses (SMEs)

EU LEVEL



The European Commission

The European Commission uses European Union funds to set up CIP, a programme supporting SMEs. The EC acts as the starting point in the chain of risk sharing in SME lending. The European Commission entrusts CIP funds to the European Investment Fund.



European Investment Fund

European Investment Fund is the first link in a risk-sharing chain. It shares some of the risk of SME loans with financial institutions that have become CIP Financial Intermediaries.



NATIONAL OR LOCAL LEVEL

Risk-sharing chain of financial institutions

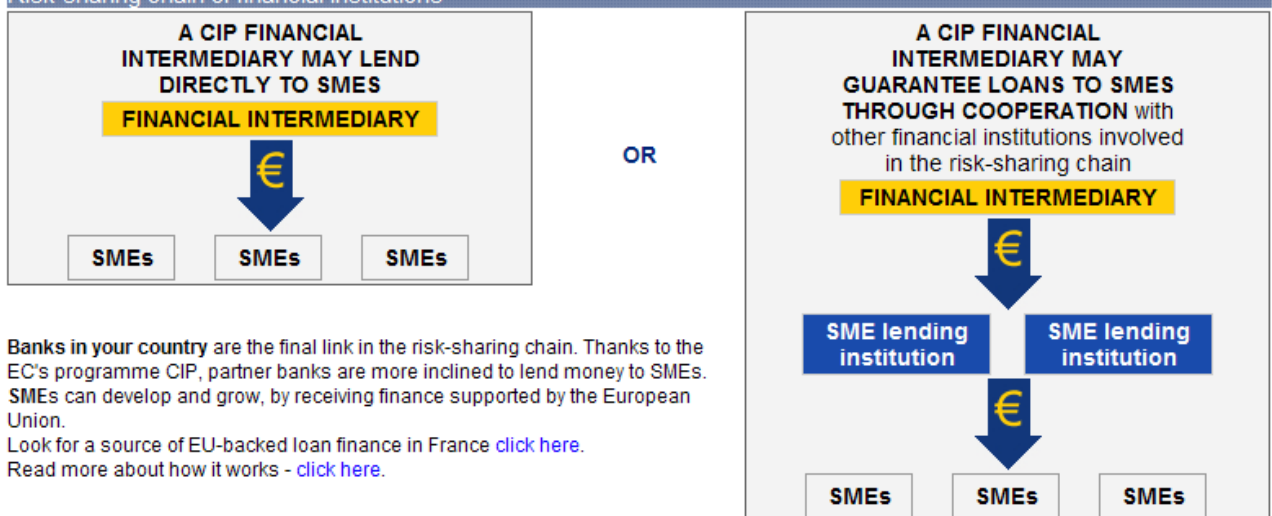


Exhibit 13: EIF risk sharing for SME loans

EIF carries out its business activities in 2 main areas:

- EIF's venture capital activity consists of equity investments in venture capital funds and business incubators that support SMEs, particularly those that are early stage and technology-oriented.
- EIF's venture capital clients are specialised venture capital funds and business incubators.

- EIF's guarantee activities consist of providing guarantees to financial institutions that cover credits to SMEs.
- EIF's guarantee activity clients include banks, leasing companies, guarantee institutions and mutual guarantee funds. These intermediaries invest in SMEs that meet our investment criteria.

2.3.3. Other investor forums

In addition to the KISPLATFORM Partnering Event, other investor forums exist and happen on a regular basis. This is the case for example of the ESA Investor Forum in the Space sector. KIS-PIMS will investigate the other opportunities like “Capital 4E” in France, targeting the fields of Energy, Eco-technologies, Eco-design, Eco-entrepreneurship.

<http://www.capital-4e.com/rencontre-affaire.php>

3. MATCHING OF THE TOOLS WITH THE FUNCTIONAL REQUIREMENTS

3.1. Step I

Functional requirement	Tools to be used
FI.1. To allow for collecting the SME projects	Calls for project proposals Trade fairs and exhibitions
FI.2. To allow for selecting the projects relevant to the KIS-PIMS innovation voucher	Calls for project proposals and their Selection Committee
FI.3. To allow for assessing the project risks: <ul style="list-style-type: none"> o Technical, o Protection of exploitation, o Managerial, o Commercial, o Financial. 	Project risks assessment tool Technical risk addressed by competence search TECHNEO CORDIS IPR risk addressed by survey and IP expertise European Patent Office databases
FI.4. To allow for evaluating innovation management capability of the Managing team	IMP ³ rove
FI.5. To allow for evaluating the competition surrounding the proposed projects.	IPR Manual Internet, bibliography and market investigations
FI.6. To provide a European market projection of the proposed projects.	Commercial risk addressed by market analysis EU-wide and search of early adopters
FI.7. To help building a financially viable project.	Financial risk addressed by a cash flow simulator
FI.8. To grant access to external expertise in view of lowering the identified	The Innovation Voucher

project risks		
FI.9.	To define a minimum standard reporting for all the innovation intermediaries likely to deliver expertise within the innovation voucher scheme.	The Final expertise report
FI.10.	To allow for training new innovation intermediaries at performing the level of expertise required to benefit from the innovation voucher.	<i>To be developed</i>
FI.11.	To allow for validating the quality level of expertise provided to SMEs by newly accredited innovation intermediaries.	<i>To be developed</i>
FI.12.	To promote the most promising SMEs on the KIS Innovation Platform.	The KIS100 Club The KIS Academies and Partnering Forums

3.2. Step II

Functional requirement	Tools to be used
FII.1. To propose a summary of the potentially accessible financial instruments, at both European and National levels, which enable research and development of the technologies supporting the innovative service.	FFG grant for participation in FP7 The TEKES innovation voucher The SITRA Energy Programme The project “labelling” by the <i>Pôles de Compétitivité</i> OSEO’s Support to Technological Partnerships (APT) ADEME’s Demonstration fund
FII.2. To trigger a RTD project preparation.	OSEO’s Support to Technological Partnerships (APT) FFG grant for participation in FP7

3.3. Step III

Functional requirement	Tools to be used
FIII.1. To assess the private investor readiness of the SME.	SAT-Pro
FIII.2. To evaluate the competences of the managerial team of the proposing enterprise.	Managerial risk addressed by IMP ³ rove consulting follow-up, Strengths & Weaknesses test and <i>Symple</i> ®
FIII.3. To coach entrepreneurs at convincing private investors to accelerate the company's commercial development.	The KIS Academies and Partnering Forums
FIII.4. To open access to investor networks.	The KIS Innovation Platform Gate2Growth MasterClass training The CleanTech Group The European Investment Fund Other investor forums

4. CONCLUSION

This report must be seen as a guide book by innovators to identify recommended pathways for successful service innovations in the RE sectors.

It is expected to be useful and the KIS-PIMS consortium will be glad to improve it relying on the feedbacks and other field experiences of the readers. To proceed with suggestions, thank you to contact the KIS-PIMS coordinator:

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ANNEX A. FINNISH CALL FOR PROPOSALS



Tekes



Motiva



VTT



ADVANSIS
advanced innovation services



EUROPE
INNOVA
Innovation and Services
KIS-IP

Hakujulistie

Innovaatiopalveluiden rahoitus uusiuuvan energian yrityksille

"Innovaatiopalveluiden rahoitus uusiuuvan energian yrityksille" on Euroopan komission helmikuussa 2008 käynnistämä hanke. Hankkeella tuetaan pienten ja keskisuuren (pk) yritysten osaamisintensiivistä palveluliiketoimintaa uusiuuvaan energiaan perustuvassa energiantuotannossa. Suomessa toteuttajat ovat Motiva Oy, Advansis Oy ja VTT. Innovaatiopalveluiden rahoittaja on Tekes ja rahoitus toteutetaan "Avustus innovaatiopalveluiden hankintaan" -rahoitusvälineellä. Tekes valmistelee uusiuuvan energian alueelle uudistavia toimintamalleja erityisesti pk-yritysten aktivoimiseksi. Innovaatiopalveluiden rahoitushaku toteutetaan osana tätä valmistelua, jossa testataan myös uudenlaisia toimintatapoja uusiuuvan energian edistämiseen.²

Tekes avaa haun uusiuuvaa energiaa kehittäville yrityksille ajalle 5.3.2009 – 31.8.2009. Rahoitus on suunnattu pk-yritysten haettavaksi innovatiivisten ja kilpailukyisten palveluiden kehittämiseksi uusiuuvaan energiaan perustuvassa energiantuotannossa. Haku koskee kaikkia uusiuuvan energian aloja.

Millaisia palveluita rahoituksella kehitetään?

Kehittämisen kohteena olevat palvelut voivat koskea mitä tahansa uusiuuvan energian tuotantoon ja jakeluun liittyvää palvelutoimintaa lähtien suunnittelusta asennukseen, ylläpitoon ja teknologian uusimiseen. Esimerkkejä palveluista, jotka voivat olla kehittämisen kohteena, ovat:

- Suunnittelu- ja selvityspalvelut: voimalaitosten paikkasuunnittelu, koon määrittely ja simulointi; kustannus/hyöty-laskelmat
- Asennuspalvelut: asennuksen automati-

sointi; turvallisuuden parantaminen; kulutetun ja tuotetun energian mittaus; tehomittaus

- Ylläpitopalvelut: korjaava ja ennakoiva ylläpito; häiriön hallinta; etävalvonta ja -ylläpito
- Teknologian modernisointipalvelut: purkamis- ja kierrätyspalvelut; kierrätyksen logistiikka; uudelleenkäyttö
- Biomassan tuotannon ja jätteiden käytön logistiikkapalvelut
- Koulutuspalvelut: etäkoulutus; käyttö- ja ylläpitokoulutus

Mitä asiantuntijapalveluita rahoituksella voi ostaa?

Avustuksella innovaatiopalveluiden hankintaan² uusiuuvan energian yritykset voivat hankkia ulkopuolista asiantunteusta tukemaan palveluidensa kehittämiseen liittyvien hankkeiden valmistelua. Rahoitusta voidaan myöntää 75 % ostopalvelujen kokonaiskustannuksista. Mikäli yksittäisen ostopalvelun hinta on 15 000 euroa, se tulee kilpailuttaa. Mikäli hankintaa ei ole kilpailutettu lain edellyttämällä tavalla, voi tuki olla enintään 50 %.

Ostopalveluna hankitulla asiantunteuksella yritykset voivat analysoida hankkeeseensa liittyvät riskit ja kehittämistarpeet, vahvistaa hankesuunnitelmaansa, löytää sopiva jatkorahoitus hankkeen toteuttamiseksi ja parantaa omaa osaamistaan. Ostettavia palveluita voivat olla liiketoiminta- ja rahoituskonsultointi, IPR- ja muut juridiset palvelut, mallinnus- ja simulointipalvelut, koulutuspalvelut, markkinoinnin suunnittelupalvelut, palveluiden tuotteistami-

¹ Lisätietoja: <http://www.tekes.fi/uusiuuva/uusiuuva.html>

² Kumulatiivinen tuki voi olla enintään 200 000 euroa tuensaaja kohden kolmen vuoden aikana. Jos ostopalveluhankinnan ennakointi arvo on 15 000 euroa tai enemmän (ilman elv:tä), 75% avustus edellyttää, että hankinta kilpailutetaan hankintalain (348/2007) edellyttämällä tavalla. Lisätietoja: http://www.tekes.fi/rahoitus/yritys/otus_hankintaan.html

seen liittyvät palvelut, kansainvälistymispalvelut jne.

Miten rahoitusta haetaan?

Rahoitusta haetaan Tekesin pk-yritysten sähköisellä hakulomakkeella siinä olevien ohjeiden mukaisesti. Pyydämme täyttämään hakemuslomakkeessa ”kyllä” kohdassa 6. ”Liittyykö hakemus muuhun tutkimus / rahoituskokonaisuuteen” ja lisäämään siihen tiedon ”Uusiutuva energia”. Hakulomakkeen osoite:

<https://hakemus.tekes.fi/rahoitus/hakemus/>

Tekesin tavoitteena on, että hakemukset arvioidaan ja rahoituksesta päätetään kuukauden kuluessa.

Hakukriteerit?

Hyväksyttävän palvelun kehittämissuunnitelman täytyy

1. olla yhden tai useamman pk-yrityksen² yhdessä hakeama hanke
2. kehittää **uutta ja innovatiivista palvelua**, joka edistää uusiutuvan energian hyödyntämistä
3. vastata markkinoilla olevaan kysyntään
4. esittää miten hanke liittyy yrityksen oman osaamisen kehittämiseen pitkällä aikajänteellä ja hankkeesta koituvia hyötyjä liittyen esimerkiksi liiketoiminnan kasvuun ja työllistävyyteen
5. vastata, ettei yritys saa hankkeelleen samanaikaisesti muuta julkista rahoitusta

Miten käytännössä toimitaan?

Saadakseen rahoituksen yrityksen pitää

- tarkistaa, että hanke täyttää yllä olevat hakukriteerit
- täyttää Tekesin pk-yritysten sähköinen hakulomake siinä olevien ohjeiden mukaisesti
- tulla hyväksytyksi rahoittajan arvioinnissa

Kun Tekes on ilmoittanut yritykselle rahoituksen myönnöstä, yritys käyttää ja maksaa asiantuntijapalvelun. Tämän jälkeen yritys täyttää ja lähettää kustannustilityslomakkeen liitteineen Tekesiin. Avustus innovaatiopalveluiden hankintaan kattaa 75 % hyväksytyistä kustannuk-

sista. Tavoitteena on, että avustus maksetaan kuukauden kuluessa siitä, kun vaatimukset täyttävä maksatushakemus on saapunut Tekesiin.

Motiva Oy ylläpitää hankkeeseen liittyvää tiedotussivustoa osoitteessa:

<http://www.motiva.fi/palveluinnovaatio>.

Yllä olevassa sivustossa on ohjeita hakemuksen täyttämiseen, palveluntarjoajan valintaan sekä hyödyllistä ohjeismateriaalia, työkaluja ja lisätietoa.

Yhteystiedot

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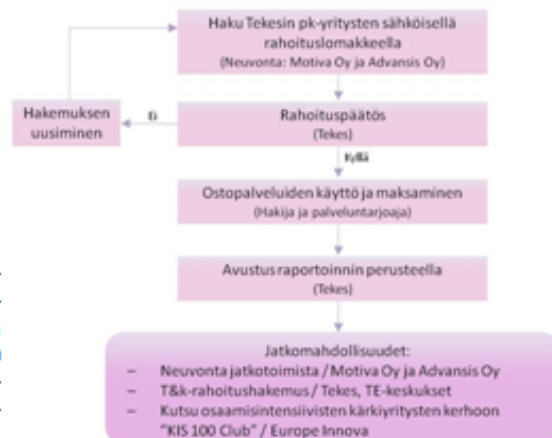
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Haun päävaiheet:



² EU-määritelmän mukainen pk-yritys: enintään 250 työntekijää; enintään 50 milj. euron liikevaihto tai 43 milj. euron tase; yrityksen osakkeista enintään 25 % edellä mainittujen kriteerien ylittävän yrityksen/yritysyhtymän omistuksessa.

ANNEX B. FRENCH CALL FOR INNOVATIVE SERVICE PROPOSALS

APPEL A PROJETS




KIS-PIMS
SERVICES INNOVANTS DANS LES ENERGIES RENOUVELABLES


Date d'ouverture de l'Appel à projets
Décembre 2008

Date de clôture
Décembre 2009



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ANNEX C. IPR MANUAL



KIS-PIMS

" Knowledge Intensive Services in the
Planning, Installation, Maintenance, and Scrapping services
(PIMS) for renewable energy production systems "

Grant Agreement	ENTR/CIP/0//C/N049007		
Start date	2008-02-01	End date	2011-01-31

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IPR MANUAL

FOR SERVICE ENTERPRISES

IN THE RENEWABLE ENERGY SECTOR

Revision [V3]	Organization	Visa	Date
Written by	TECHNOFI	V. Morfouacs, T. Papano	2008-09-29
Validated by	TECHNOFI	S. Galant	2008-10-17
Distributed to	All Partners		2008-10-17

Revision	Date	Changes description
Draft1	2008-08-16	First issue
Draft2	2008-09-18	Semantic improvements
Draft3	2008-09-29	Upgrade about software IP protection, patentability, open source
V1	2008-10-17	Semantic improvements
V2	2008-11-01	Adjustment of the references and acknowledgements
V3	2008-11-12	Adjustments from Bird & Bird's advice, Member of Greenstat/ Europe