

A man with glasses, wearing a dark blue suit, a white shirt, and a yellow and blue striped tie, stands in a factory or industrial setting. He is looking slightly to the right with a slight smile. The background is blurred, showing industrial equipment and lights.

# EMPOWA HORIZON 2020 SME INSTRUMENT

„Tips and hints of an evaluator“

ZENIT GmbH, Mülheim 13. November 2018

### **30 years industrial value chain low-CO2 energies**

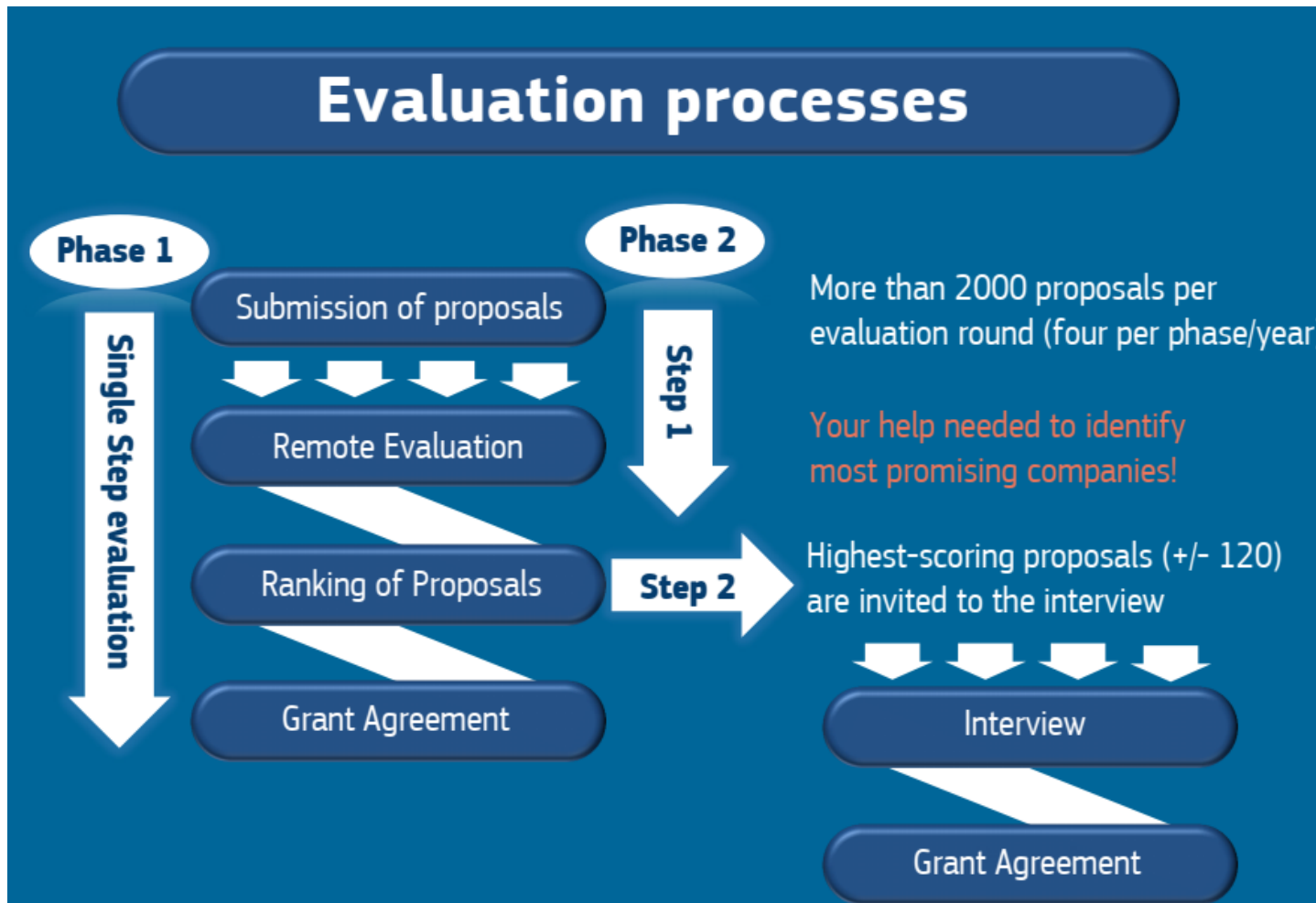
- CEO/CFO, Commercial Director, corporate executive - national and international
- manage interfaces technology-finance-strategy
- market positioning, lean organisational structures and processes
- business development, programm management, project steering, tendering

### **freelance since 2014, e.g.**

- re-position Biomass business (CHP and pellet production) in Germany
- independent negotiator, major procurement in South Africa
- support engineering firms project acquisition and development
- support management consultancy firms as industry practitioner
- ... since 2017 independent expert for >50 Horizon 2020 SME Instrument proposals (Phase 1 and 2)

# Evaluation Process

<https://ec.europa.eu/easme/en/section/sme-instrument/briefing-sme-instrument-experts>



## Your contribution

### Companies we are looking for

-  Highly innovative SMEs with ground-breaking concepts
-  Capacity to shape new markets or disrupting existing ones
-  High-growth potential with European and global ambitions

### Using three identification criteria

#### Implementation

Capability and motivation to bring the innovation to the market

#### Impact

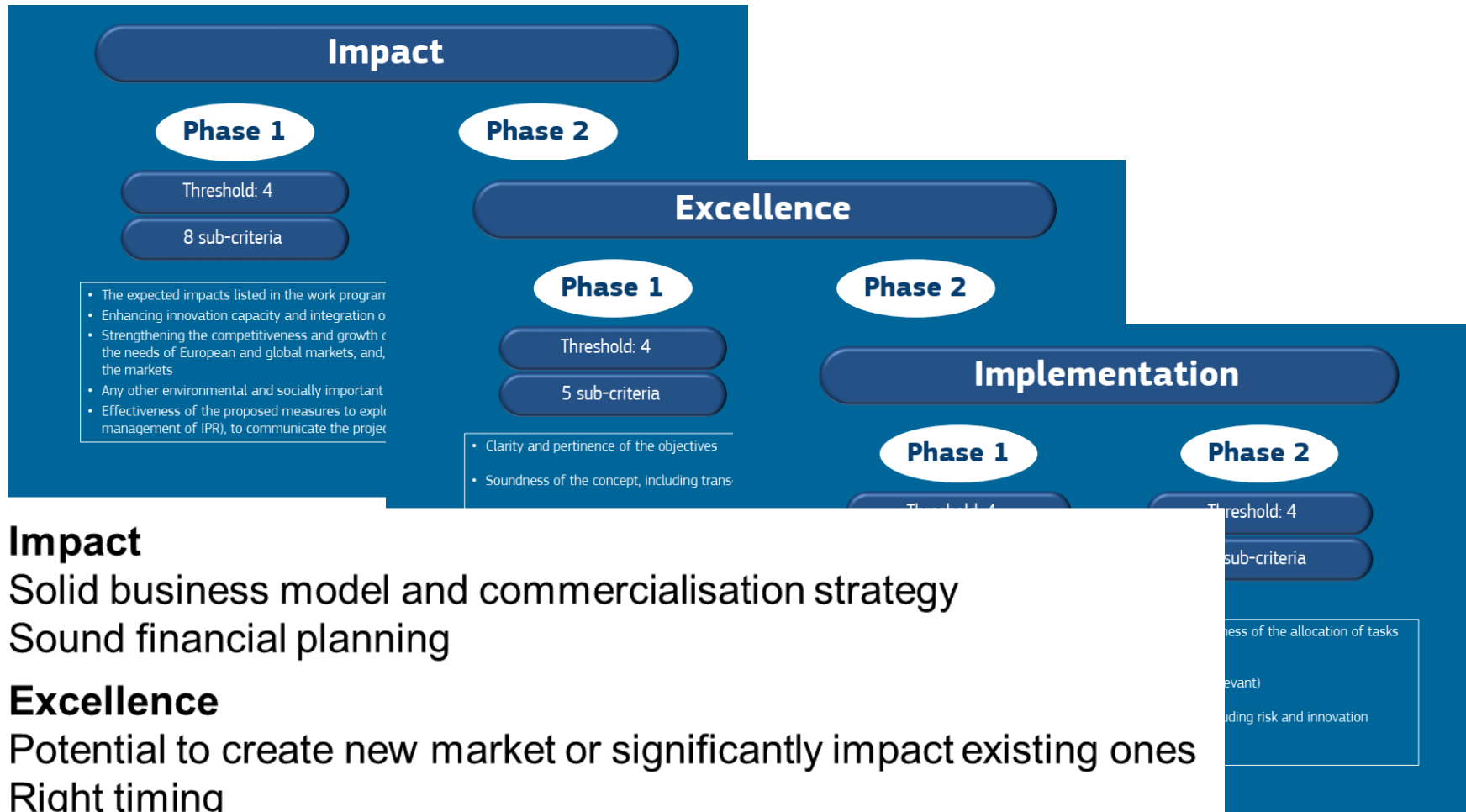
Solid business model and commercialisation strategy  
Sound financial planning

#### Excellence

Potential to create new market or significantly impact existing ones  
Right timing

# Evaluation (Sub-)Criteria

<https://ec.europa.eu/easme/en/section/sme-instrument/briefing-sme-instrument-experts>



## Impact

Solid business model and commercialisation strategy

Sound financial planning

## Excellence

Potential to create new market or significantly impact existing ones

Right timing

## Implementation

Capability and motivation to bring the innovation to the market

# Personal Impressions

## General observations

- *these are personal statements, based on personal observations and do not necessarily reflect the views and expectations of the Commission and/or other evaluators*
- *I am just one „data point“ in the evaluation system, my experience and perspectives may not be representative for others or the overall outcomes*

## Impressions:

1. The quality of most proposals is very high.
2. Therefore, even small or isolated deficiencies carry a greater weight for differentiation.
3. Often, these deficiencies tend to be in methodology.  
(Note that, often, not many evaluators may be able to evaluate the technical merits of an innovation by their own pre-existing expertise, nor should they.)

# Personal Impressions

## Typical Issues

### Impact

- Innovation *and* Value?
- Scalability, absolute *and* in the individual context (business model)?

### Excellence

- Holistic understanding?
- Risks identified?
- Open issues addressed?

### Implementation

- Competencies/resources for what comes next – available and committed?

# Proposal Excellence

## Personal recommendations

If this was your money and somebody else's proposal: would you believe the „story“ and trust/have faith in the team?

Has the project been well thought through, holistically (e.g. use „Business Model Canvas“ or similar models)?

Is the information up-to-date and complete, with gaps identified and relevant tasks included in the project?

Has the proposal text been prepared in a professional manner, with suitable quality assurance?



Thank you for your attention!



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