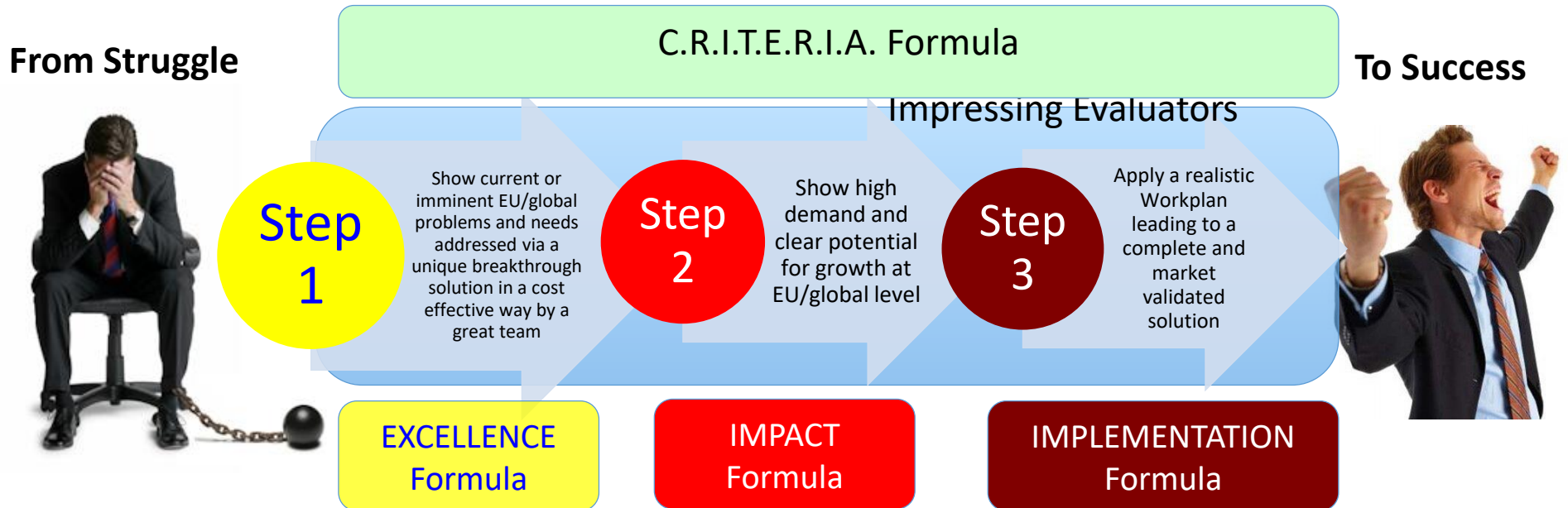


How to write a Successful Proposal in EIC  
Accelerator  
by  
Nikolaos Floratos  
EC expert, H2020 coach

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Floratos,  
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# H2020 EIC Accelerator Winning Formula



# General C.R.I.T.E.R.I.A.<sup>TM</sup> Formula

- C. \_\_\_\_\_
- R.
- I.
- T.
- E.
- R.
- I.
- A.

# Citations/references

- What is the difference between a claim and a fact?
- Citations/references \_\_\_\_\_ claims into facts!
- Experts are not supposed to \_\_\_\_\_ !
- Hence, evidence on your arguments is supported by citations/references

# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. \_\_\_\_\_
- I.
- T.
- E.
- R.
- I.
- A.

# Useful Resources for EXCELLENCE and IMPACT formulas

- **Rapid Press** of EC, [europa.eu/rapid/search.htm](http://europa.eu/rapid/search.htm)
- **Industry related magazines**, publications from related industry/topic bodies e.g. [www.marketresearch.com/](http://www.marketresearch.com/) or [www.profound.com/](http://www.profound.com/)
- **Scientific papers databases** or alternatively Google scholar [scholar.google.com/](http://scholar.google.com/), [www.researchgate.net](http://www.researchgate.net) and [www.academia.edu](http://www.academia.edu)
- **European observatories**, e.g. European Observatory on Health Systems and Policies, [www.euro.who.int/en/about-us/partners/observatory](http://www.euro.who.int/en/about-us/partners/observatory)
- **EU policies, strategies, actions plans per sector** at <https://ec.europa.eu/growth/sectors/>
- **Public deliverables** e.g. on user needs, state of art analysis, exploitation from other related european funded projects (check compendia, [CORDIS cordis.europa.eu/home\\_en.html](http://cordis.europa.eu/home_en.html))
- **Sites with statistics** <http://ec.europa.eu/eurostat> Statista.com, <http://ec.europa.eu/eurostat> [indexmendi.com](http://indexmendi.com), [stats.oecd.org](http://stats.oecd.org), [trends.google.com](http://trends.google.com)
- **European Parliament Committees** (Supporting analyses at <http://www.europarl.europa.eu/committees/en/supporting-analyses-home.html>)
- **Policy Roadmaps and Impacts Assessments** (e.g. Google *Policy Roadmap robotics* -> .pdf *Strategic Research Agenda for Robotics in Europe*)
- **17 global (incl. EU) Sustainable Goals:** <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- Use big brother Google for Market data:
  - Google: Mckinsey “your industry” pdf
  - Google: Forester wave “your industry” pdf (also check their library at <https://www.mckinsey.com/>)
  - Google: Nielsen “your industry” pdf (also check their library at [www.nielsen.com](http://www.nielsen.com))
  - Google: Gartner “your industry” pdf
  - Google: Global Market research “your industry” pdf

# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. \_\_\_\_\_
- T.
- E.
- R.
- I.
- A.



# Interesting/Inspiring

- Avoid \_\_\_\_\_ voice
- Avoid weak words that show hesitation such as ... *the project may achieve...*
- Show confidence such as ... *the project expects to/will achieve* ...
- Avoid incremental objectives such as “... *to improve current..*”
- Use strong words such as “*breakthroughs*”, “*pioneers*”, “*innovations*”, ...
- Imagine the proposal as a script of a story
  - Apply the VPS or PSV storyline
  - Villain: A key problem
  - Victim: Key target groups
  - Hero: the project
- Make it more personal!

# Inspiring/Interesting

- An experiment in Australia on the accuracy of cancer diagnosis from x-ray images (mammographs) by physicians/doctors
- Accuracy was increased ~30% when physicians/doctors were shown a photo of the patient (even a fake one) along with the x-ray image

# An example of a personal touch!

Profile photos/logos



Dr. Gandhi Pau (PC/PO)



Dr. Giannis Arzis (TL/PO)

Technical  
Manager

CEO/Project Manager

Project/Scrum Teams

Project/S  
crum  
Team  
1/WP1

Project/S  
crum  
Team  
2/WP2

Project/S  
crum  
Team  
3/WP3

Project/S  
crum  
Team  
4/WP4

Project/S  
crum  
Team  
8/WP8

Project/S  
crum  
Team  
5/WP5

Project/S  
crum  
Team  
6/WP6

Project/S  
crum  
Team  
7/WP7

Advisory Committee  
(AC)



Dr. Gandhi Pau (chair)

Commercialisation  
Manager (CM)



Mr. John Schwan

Human Resources  
Manager (HR M)



Ms. Sarah Leute

IPR & Innovation  
Manager (IM)



Mr. Nick Stevenson

Ethics Manager (EM)



Mrs. Maria Jhann

ext. Quality  
Evaluator/coach



Mr. Peter Floratos

# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. \_\_\_\_\_
- E.
- R.
- I.
- A.

# Tangible

- Tangible= Measurable + Specific
  - Tip: Anything that can be measured, is specific
  - Tangible (Measurable + Specific) CARTIO:
    - Challenges
    - Activities
    - Results
    - Targets
    - Impacts
    - Objectives
- e.g. - Y number of people suffer from X and we expect Z numbers will benefit across EU when we achieve A;

# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. \_\_\_\_\_
- R.
- I.
- A.

# Executive Summary/Abstract

Executive Summary and Abstract is the first thing most of evaluators read. See it as an Elevator pitch. Abstract is limited in words and formatics but Executive Summary is not (but 1 page max). Hence, concise and impressive based on key information (Answer the 4 Whys):

1. **Why this project?**
  2. An EU/Global Problem and **why now?** (why it is urgent to deal now and not in some years from now)
  3. Your breakthrough solution (Unique, innovative, non-replicable), its current TRL with emphasis on innovative part and how it was developed
  4. Expected demand and growth
  5. Any external interest (potential/current investors, LoS (10-15), etc)
2. **Why you?**
  1. The current value of the company including the key personnel that justify that the proposed innovation is quite advanced and it cannot be replicated by others if they have resources and experience – i.e. Strong IP strategy
  2. Highlight the ability to access customers
3. **Why in this way?** (why via this methodology/approach)
  1. E.g. involvement of potential clients in demonstration WPs (phase 2) or in user Needs Analysis (phase 1) for the feasibility study
  2. In phase 2 focus on activities such as focus on activities such as demonstration, testing, prototyping, pilot lines, scale-up studies, performance verification, market replication and bringing your innovation (product, process, service etc.) to industrial readiness and maturity for EU/global market introduction.
4. **Why SMEi funding?** (for market validating in at least some EU markets)

Avoid copy and paste from the proposal section!!

# A brief example of the four whys

- *Sadly, in the next 30 minutes, 40 people that are alive will be dead due to liver cancer [Why now, why this]*
- *Our company, Key Innovations Ltd has developed a 3-D scanner for detecting liver cancer. We are as accurate as a biopsy but we detect cancer at much earlier stage and consequently we are decreasing by 50% its death-rate and 80% the treatment costs. [why this, why you]*
- *We have received a prize as the best startup of 2019 in EU by EUREKA European Programme or we have been number one in google store in 22 countries for the past three months or in 3 months we grew from a 50 square meter office to a 1200 square meter building or we have received funding from ... [why you]*
- *We will be making revenues by selling out 3-D scanner to [customers, e.g. Health Centers and hospitals]. We need x amount of external investment for deploying initially our innovation in UK, France and Germany and we expect investors to make y amount of money in three years. [why in this way]*



# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R. \_\_\_\_\_
- I.
- A.

# The power of “Cognitive Ease”

*When you are in a state of cognitive ease, you are probably in a good mood, like what you see, believe what you hear, trust your intuitions, and feel that the current situation is comfortably familiar. You are also likely to be relatively casual and superficial in your thinking. When you feel strained, you are more likely to be vigilant and suspicious, invest more effort in what you are doing, feel less comfortable, and make fewer errors, but you also are less intuitive and less creative than usual.*

*[Daniel Kahneman, Thinking Fast and Slow]*

# Restructuring Excellence Section

## Current Excellence structure in template

### 1. Excellence

- 1.1 Idea and Solution
- 1.2 Innovativeness
- 1.3 Stage of Development
- 1.4 Feasibility and Risks

## Excellence Evaluation Criteria in Evaluators' form

### 2. Excellence

*Note: The following aspects will be taken into account:*

- **High-risk/high-potential innovation idea** that has something that nobody else has. It should be **better and/or significantly different** to any alternative. Game-changing ideas or breakthrough innovations are particularly sought after.  
Its **high degree of novelty** comes with a high chance of either success or failure.
- **Realistic description of current stage of development** (at least TRL 6, or something analogous for non-technological innovations<sup>1</sup>), and **clear outline of steps planned to take this innovation to market**.
- **Highly innovative solution that goes beyond the state of the art** in comparison with existing or competing solutions, including on the basis of costs, ease of use and other

<sup>1</sup> Following the cut-off date of 5 June 2019, proposals with a TRL (or its equivalent for non-innovation) above 8 will only be funded by blended finance option. Grant component will only activities with a TRL (or its equivalent for non-technological innovation) of 6 to 8.

\* Experts will also be asked to assess the operational capacity of applicants to carry out the propose

relevant features as well as issues related to climate change or the environment, the gender dimension, any other benefits for society.

- **Very good understanding of both risks and opportunities** related to successful market introduction of the innovation from both technical and commercial points of view.

Documentation on the **technological, practical and economic feasibility of the innovation**.

*The 'feasibility' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Objectives for the innovation proposal as well as the approach and activities** to be developed are consistent with the **expected impact** (i.e. commercialisation or deployment resulting in company growth). Appropriate definition provided of specifications for outcome of project and criteria for success.
- Taken as whole, to what extent the above elements are **coherent and plausible**.

# Mapping Excellence sub-criteria with proposal sub-sections 1/2

## EXCELLENCE

**High-risk/high-potential innovation idea** that has something that nobody else has. It should be better and/or significantly different to any alternative. Game-changing ideas or **breakthrough innovations** are particularly sought after. Its high degree of novelty comes with a high chance of either success or failure.

Summary: Describe your innovation

1.1 Idea and solution

1.2 Innovativeness

Realistic description of **current stage of development** (at least TRL 6, or something analogous for non-technological innovations<sup>1</sup>), and clear outline of steps planned to take this innovation to market.

1.3 Stage of development

3.6 summary table of the project (including TRL 9/market deployment activities )

# Mapping Excellence sub-criteria with proposal sub-sections 2/2

## EXCELLENCE

Highly innovative solution that goes **beyond the state of the art** in comparison with existing or competing solutions, including on the basis of costs, ease of use and other relevant features as well as issues related to climate change or the environment, the

Summary: Describe your innovation

1.1 Idea and solution

1.2 Innovativeness

2.7 Broader impact

Very good understanding of both **risks and opportunities** related to successful market introduction of the innovation from both technical and commercial points of view. Documentation on the technological, practical and economic feasibility of the innovation.

1.4 Feasibility of the innovation

3.4 risks

Objectives for the innovation proposal as well as the **approach and activities to be developed** are consistent with the expected impact (i.e. commercialisation or deployment resulting in company growth). Appropriate definition provided of specifications for outcomes

Summary: Describe your innovation

2.6 KPIs

2.7 Broader impact

# Restructuring Impact Section

## Current Impact structure in template

### 2. Impact

- 2.1 Market and customers
- 2.2 Commercialisation Strategy
- 2.3 External Strategic partners
- 2.4 IPR
- 2.5 Scale up potential
- 2.6 KPIs
- 2.7 Broader impact

## Impact Evaluation Criteria in Evaluators' form

### 1. Impact

*Note: The following aspects will be taken into account:*

- Convincing specification of the potential to create new markets or create market disruption together with a convincing specification of the substantial demand (including willingness to pay) for the innovation.  
Total market size envisaged.
- Convincing description of targeted users or customers of the innovation, how their needs have been addressed, why the users or customers identified will want to use or buy the product, service or business model, including compared to what is currently available if anything at all.
- Realistic and relevant analysis of market conditions and growth-rate, competitors and competitive offerings, key stakeholders, clear identification of opportunities for market introduction, market creation or disruption (e.g. via new value-chains).
- Realistic and relevant description of how the innovation has the potential to scale-up the applicant company (or companies). This should be underpinned by a convincing business plan with a clear timeline, and complemented, where possible, by a track-record that includes financial data (following the cut-off date of 5 June 2019: including financial needs to ensure the company's success).

*The 'potential to scale-up' aspect and associated financial needs are particularly examined in Step 2.*

- Alignment of proposal with overall strategy of applicant SME (or SMEs) and commitment of the team behind them. Demonstration of need for commercial and management experience, including understanding of the financial and organisational requirements for commercial exploitation as well as key third parties needed.
- Realistic and relevant strategic plan for commercialisation, including approximate time-to-market or deployment. Activities to be undertaken after the project.

*The 'commercial strategy' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- European/global dimension of innovation with respect to both commercialisation and assessment of competitors and competitive offerings.
- Evidence of or realistic measures to ensure 'freedom to operate' (i.e., possibility of commercial exploitation), convincing knowledge-protection strategy, including current IPR filing status, IPR ownership and licensing issues. Regulatory and/or standards requirements addressed.
- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

# Mapping Impact sub-criteria with proposal sub-sections 1/3

## IMPACT

Convincing specification of the **potential to create new markets** or create market disruption together with a convincing specification of the substantial demand. **Total market size** envisaged.

Summary: Describe your innovation  
2.1 Market and customers;  
2.2 Commercialisation strategy;  
2.5 Scale up potential

Convincing description of **targeted users or customers** of the innovation, how their needs have been addressed, why the users or customers identified will want to use or buy the product, service or business model, including compared to what is currently available.

2.1 Market and customers;  
1.2 Innovativeness

Realistic and relevant analysis of **market conditions and growth-rate**, competitors and competitive offerings, key stakeholders, clear identification of opportunities for market introduction, market creation or disruption (e.g. via new value-chains).

2.1 Market and customers;  
2.2 Commercialisation strategy and  
2.3 External Strategic partners  
Document 2 -Annex 1-3 (Annex 3 Others)

# Mapping Impact sub-criteria with proposal sub-sections 2/3

## IMPACT

(...) How the innovation has the **potential to scale-up** the applicant company (or companies). (...)

Convincing business plan with a clear timeline, and complemented, where possible, by a **track-record that includes financial data** (...) including financial n

NEW

2.5 Scale up potential

Document 3 - Annex 4 Financial and corporate information

**Alignment of proposal with overall strategy of applicant SME** and commitment of the team behind them. Demonstration of need for commercial and managerial resources, and of financial and organisational requirements for commercialisation.

Company description;

Summary: describe your innovation;

Summary: company's strategy

Realistic and relevant **strategic plan for commercialisation**, including approximate time-to-market or deployment. Activities to be undertaken after the project.

2.2 Commercialisation strategy and

2.3 External Strategic partners

3.5 Approach and 3.6 market deployment activities



# Mapping Impact sub-criteria with proposal sub-sections 3/3

## IMPACT

**European/global dimension** of innovation with respect to both commercialisation and assessment of competitors and competitive offerings.

2.6 KPIs  
2.7 Broader impact  
3.4 Risks

Evidence of or realistic measures to ensure '**freedom to operate**' (i.e., possibility of commercial exploitation), convincing knowledge-protection strategy, including current IPR filing status, IPR ownership and licensing issues. Regulatory and/or standards requirements addressed.

2.4 Intellectual Property

# Restructuring Implementation Section

## Current Implementation structure in template

### 3. Implementation

- 3.1 Team and capabilities
- 3.2 Financing needs
- 3.3 Need for EIC support
- 3.4 Risks
- 3.5 Approach
- 3.6 Resources

## Implementation Evaluation Criteria in Evaluators' form

### 3. Quality and efficiency of the implementation

*Note: The following aspects will be taken into account:*

- *Following the cut-off date of 5 June 2019 only:* Evidence that the applicant company cannot leverage sufficient investments from the market and/ or, particularly for applicant companies requesting blended finance support, evidence that the applicant company is deemed 'non- bankable' by the market, in view of the activities to be developed.

*The 'leveraging of investments' and 'bankability' aspects are particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Technical/business experience of the team**, including management capacity to lead a growing team.

If relevant, the proposal includes a plan to acquire missing competences, namely through partnerships and/or subcontracting<sup>1</sup>, and explains why and how they are selected (subcontractors must be selected using 'best value-for-money' principles).

*The 'team' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Availability of resources required** (personnel, facilities, networks, etc.) to develop project activities in the most suitable conditions.

Where relevant, complementarity of partners in a consortium.

Where relevant, realistic description of how key stakeholders / partners / subcontractors could be involved<sup>2</sup> (subcontractors must be selected using 'best value-for-money' principles).

Where relevant, the estimated budget and the procedure planned for selecting the subcontractors are appropriate<sup>2</sup>.

- **Realistic timeframe and comprehensive description of implementation** (work-packages, major deliverables and milestones, risk management) taking the company's or applicant's innovation ambitions and objectives into account.

- Taken as whole, to what extent the above elements are coherent and plausible.

# Mapping Implementation sub-criteria with proposal sub-sections 1/2

## EXCELLENCE

Highly innovative solution that goes **beyond the state of the art** in comparison with existing or competing solutions, including on the basis of costs, ease of use and other relevant features as well as issues related to climate change or the environment, the

Summary: Describe your innovation

1.1 Idea and solution

1.2 Innovativeness

2.7 Broader impact

Very good understanding of both **risks and opportunities** related to successful market introduction of the innovation from both technical and commercial points of view. Documentation on the technological, practical and economic feasibility of the innovation.

1.4 Feasibility of the innovation

3.4 risks

Objectives for the innovation proposal as well as the **approach and activities to be developed** are consistent with the expected impact (i.e. commercialisation or deployment resulting in company growth). Appropriate definition provided of specifications for outcomes

Summary: Describe your innovation

2.6 KPIs

2.7 Broader impact

# Mapping Implementation sub-criteria with proposal sub-sections 1/2

## QUALITY/EFFICIENCY OF IMPLEMENTATION

**Availability of resources** required (personnel, facilities, networks, etc.) to develop project activities in the most suitable conditions. Where relevant, complementarity of partners in a consortium. Where relevant, realistic description of how key stakeholders / partners / subcontractors could be involved. Where relevant, the estimated budget and the procedure planned for selecting the subcontractors are appropriate..

Company description

3.1 Team and capabilities

3.8 Resources

Document 2 -Annex 1-3 (Annex 2 CVs)

Realistic timeframe and comprehensive description of implementation (**work-packages, major deliverables and milestones, risk management**) taking the company's or applicant's innovation ambitions and objectives into account.

3.7 brief description of each Work Package

# Restructure!!

Restructure the sections with headings and subheadings that allow the evaluators to find easily the answers to their questions

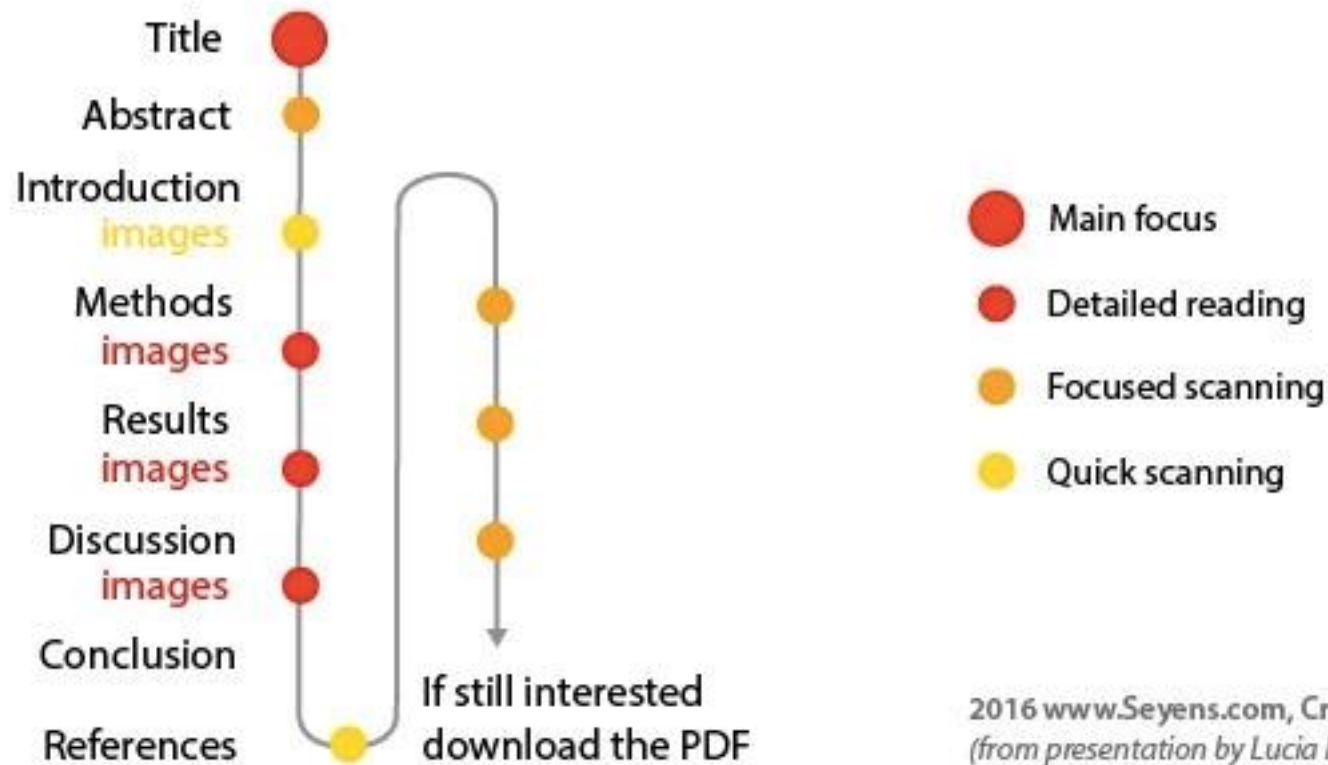


# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R. Restructuring
- I. \_\_\_\_\_
- A.

# A good paradigm!

How scientists scan journal papers when they first see them



# Illustrations

- 1000 words equal to one picture (Chinese proverb)
- Use illustrations (figures, charts, tables, diagrams, etc) to substitute or complement text
- Rule of thumb: One illustration per page



# General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R. Restructuring
- I. Illustrations
- A. \_\_\_\_\_

# Aesthetics

- Use of bold, frames, colour or boxes for highlighting key information
- Use Calibri or Arial instead of Time New Roman for better appearance but most importantly for winning in space. e.g. 1000 words in
  - Calibri are \_\_\_ pages
  - Arial are \_\_\_ pages
  - Times New Roman are \_\_\_ pages
  - Vedrana are \_\_\_ pages

# Which is more impressive?

Further innovative element of REGAME project is its well balanced consortium that it is the first serious initiative to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create a breakthrough in informal and formal training, workplace learning based on disruptive educational technologies and practices that are supported by related policy making and social and public processes.

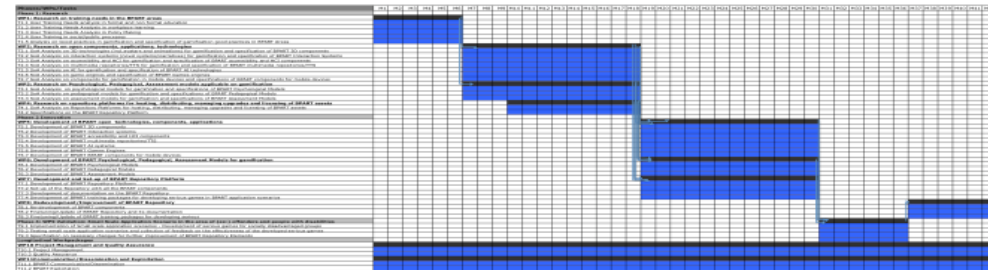
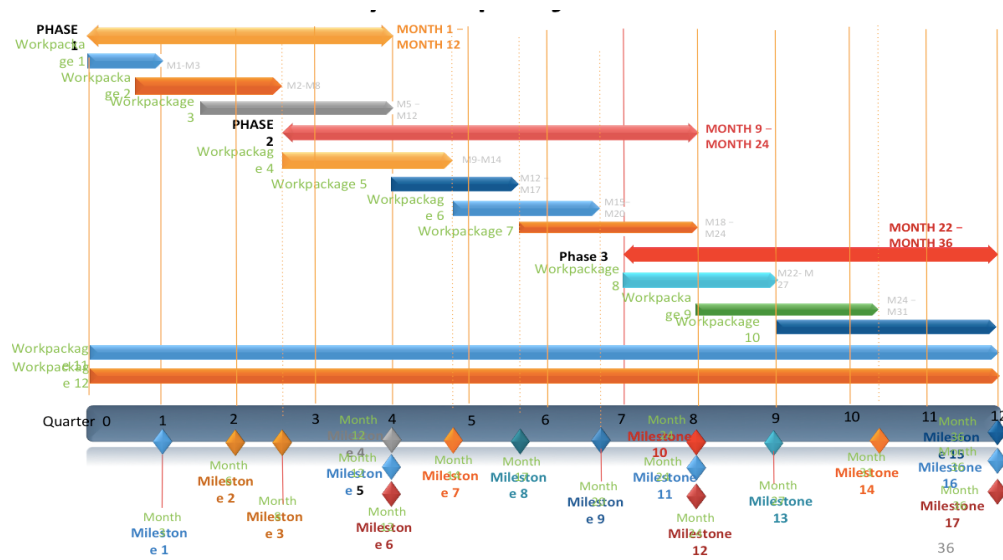
## **Innovation no. 2**

Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create **a breakthrough in informal and formal training and workplace learning** based on **disruptive** educational technologies and practices that are supported by **related policy making and social and public processes**.

## **Innovation no. 2**

Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create **a breakthrough in informal and formal training and workplace learning** based on **disruptive** educational technologies and practices that are supported by **related policy making and social and public processes**.

# Which is more impressive?



What EIC and evaluators  
are looking for

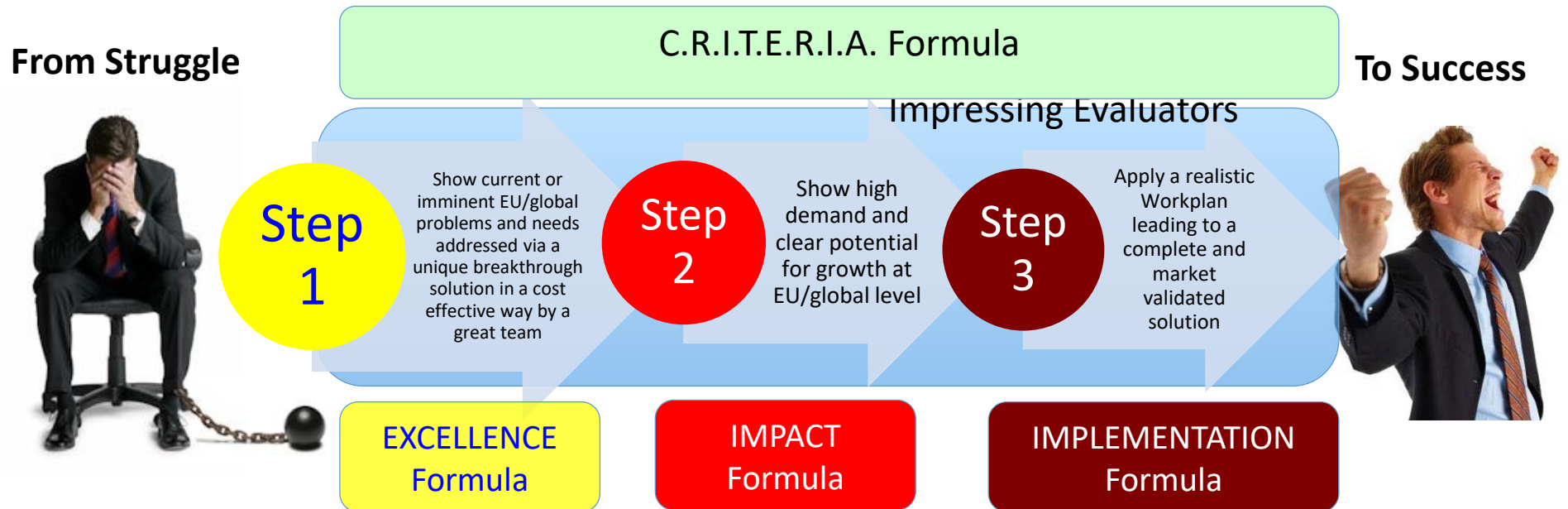
# EIC Accelerator wants SMEs with...

- High risk (\_\_\_\_\_)
- High potential (\_\_\_\_\_)
- Financial needs (\_\_\_\_\_)

# EIC Accelerator Criteria

- Excellence
  - High-Risk/High Potential Idea and solution
  - Stage of development- TRL
  - Innovativeness- Broader impact- CLIMATE
  - Feasibility and approach
  - Risks
- Impact
  - Market demand
  - Customers
  - Competitive advantage
  - Commercialisation strategy and **capacity of on board team**
  - Global dimension
  - IP/FTO
  - Scale-up potential including financing needs
- Implementation
  - Ability to leverage investment- Financing needs/Need EIC support
  - Team and capabilities
  - Resources
  - Work Packages

# H2020 EIC Accelerator Winning Formula





# Proposal Structure

## Structure

### Part A – Administrative form

#### Additional call specific questions:

- Request for blended finance and associated **equity amount** requested
- **Consent** to receive counter-offer with requested grant amount for activities above TRL8 in the form of blended finance

### Part B – Proposal Template

- Introduction
  - Section 1 – Excellence
  - Section 2 – Impact
  - Section 3 – Implementation
- Document 1  
(30 pages max - pdf)
- Annex 1 – Security and Ethics
  - Annex 2 – CVs
  - Annex 3 – Others
- Document 2  
(no page limit - pdf)
- Annex 4 – Financial & Corporate Information
- Document 3  
(no page limit -xls and pdf)
- Annex 5 –Pitch deck
- Document 4  
(no page limit- 10 MB limit-no template – pdf )

# Annex 4 – Financial information excel

## Structure

### Table 1 - Simplified financials

- Profit & Loss
- Cash flows
- Balance sheet
- Business metrics and ratios

### Table 2 – Company financial data

### Table 3 – Company financing history

### Table 4 – Company ownership and capital structure (Blended applicants only)

### Table 5 – Current financing round



Figures for the company in k€

## Particular Use / Relevance

- Simplified financials mostly used to quantify the scale-up potential of the innovation (impact)

EVALUATION ⇒ Impact / potential to scale-up – Step 1 & 2

- Financial information required to substantiate the financial needs
  - Cash flow gives indication on solvency and ability to further finance the innovation
  - Financing track-records and current efforts will be used to substantiate the need for EIC support
  - Ownership & capital structure is relevant for blended finance requests to understand nature and importance of owners
  - Information on current financing round will be useful to explain the remaining financing provided by other sources

EVALUATION ⇒ Implementation / leveraging of investments and non-bankability – Step 1 & 2

# EXCELLENCE Formula

# Restructuring content

## Application Template

  
**Proposal template**  
**(Technical annex)**  
**SME instrument – phase 2**  
*[Adapted for EIC]*

Proposals shall be based on a strategic business plan developed through SME instrument phase 1 support or by other means.

Please follow the structure of the template when preparing your proposal. It has been designed to ensure that the important aspects of your innovation and planned work are presented in a way that will enable the experts to make an effective assessment against the award criteria.

If you upload a proposal longer than 30 pages (only sections 1-7, including cover page and executive summary) before the cut-off date, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the call cut-off date, excess pages will be automatically made invisible and will not be taken into consideration.

Please, do not consider the page limit as a target. It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

Please respect the following formatting constraints:

- Times New Roman, Arial or similar, at least font size 11, page size A4, margins (2.0 cm side and 1.5 cm top and bottom), at least single line spacing.

Further guidance is available in the [Guidelines for Applicants](#).

[Proposal Acronym] template WP18-20 v0011107



## Evaluation form

|   |   |
|---|---|
| <p><b>2. Excellence</b></p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> <li><b>High-risk/high-potential innovation idea</b> that has something that nobody else has. It should be better and/or significantly different to any alternative. Game-changing ideas or breakthrough innovations are particularly sought after. Its high degree of novelty comes with a high chance of either success or failure.</li> <li>Realistic description of <b>current stage of development</b>, and clear outline of <b>steps planned to take this innovation to market</b>.</li> <li><b>Highly innovative solution that goes beyond the state of the art</b> in comparison with existing or competing solutions, including on the basis of costs, ease of use and other relevant features as well as issues related to climate change or the environment, the gender dimension, any other benefits for society, or includes plans for obtaining this information.</li> <li><b>Very good understanding of both risks and opportunities</b> related to successful market introduction of the innovation from both technical and commercial points of view or includes convincing plans for obtaining this information.</li> <li><b>Objectives for the feasibility study and the approach and activities</b> to be developed are consistent with the expected impact of the innovation.</li> </ul> |   |
| <p>* Experts will also be asked to assess the operational capacity of applicants to carry out the proposed work. 2</p>  |   |
| <p>• Taken as whole, to what extent the above elements are <b>coherent and plausible</b>.</p> <p>Comments:</p>  | <p><b>Score 2:</b><br/>Threshold 4/5<br/>Weighting: 23%</p> |



## Restructured Content

### Excellence structure suggested

1. Excellence
  - 1.0 Our Innovation in brief
  - 1.1 EU and Global Challenges
  - 1.2 Our Innovation in detail
    - 1.2.1 Our breakthrough
    - 1.2.2 Current development stage
    - 1.2.3 Approach to a full commercial innovation
  - 1.3 Far beyond Market's State of the Art
  - 1.4 Technological, Practical and economic feasibility
  - 1.5 Risks and Opportunities
    - 1.5.1 Technical and Commercial Risks
    - 1.5.2 Technical and Commercial Opportunities

# Front Page/Executive Summary

- Win space by reducing the layout for the admin data at the top
- Apply the four \_\_\_\_\_
  - Why you: Company Description
  - Why this, Why now: Our innovation
  - Why in this way: The overall strategy
- Don't worry on the 200 word limits per section above just ensure \_\_\_\_\_ text length for all three sections
- Ensure that you don't exceed at all the one page
- Write each of the three sections based on the VPS model

# Example on the VPS on “The Innovation”

- Apply the VPS model ( \_\_\_\_\_ )
- Example:

For the last 25 years scientific and medical research and industry community has been very busy in finding a treatment of the Alzheimer disease in order to improve quality of life of Alzheimer patients and their spouses.

However, none of these attempts found an effective treatment of this disease so far that affects more than 10.5 million Europeans and more than 50 million globally.

In this context, the last 3 years we have been developing a novel self-care mobile device that monitors, guides and alerts when medicine is not taken or patient with Alzheimer has an abnormal behaviour (e.g. bad eating and hygiene activities, getting lost in the house or outside etc) for improving significantly the quality of life of people with Alzheimer disease and their spouses which has been tested with great success in more than 1000 related cases.

# Restructuring Excellence Section

## Excellence structure suggested

### 1. Excellence

#### 1.1 Idea and Solution

##### 1.1.1 EU and Global Challenges

##### 1.1.2 Our breakthrough

#### 1.2 Innovativeness – Broader benefits

##### 1.2.1 Innovation beyond the current state of the art

##### 1.2.2 Broader advantages

#### 1.3 Stage of Development – TRL

##### 1.3.1 Current development stage

##### 1.3.2 Steps to a full commercial innovation

#### 1.4 Feasibility

##### 1.4.1 Technological feasibility

##### 1.4.2 Practical feasibility

##### 1.4.3 Economic feasibility

#### 1.5 High-risk/high-potential

##### 1.5.1 Technical risks and gains/potential

##### 1.5.2 Commercial risks and gains/potential

#### 1.6 Alignment between project objectives, approach and expected impact

## Excellence Evaluation Criteria in Evaluators' form

### 2. Excellence

*Note: The following aspects will be taken into account:*

- **High-risk/high-potential innovation idea** that has something that nobody else has. It should be **better and/or significantly different** to any alternative. Game-changing ideas or breakthrough innovations are particularly sought after.  
Its **high degree of novelty** comes with a high chance of either success or failure.
- **Realistic description of current stage of development** (at least TRL 6, or something analogous for non-technological innovations<sup>1</sup>), and **clear outline of steps planned to take this innovation to market**.
- **Highly innovative solution that goes beyond the state of the art** in comparison with existing or competing solutions, including on the basis of costs, ease of use and other

<sup>1</sup> Following the cut-off date of 5 June 2019, proposals with a TRL (or its equivalent for non-innovation) above 8 will only be funded by blended finance option. Grant component will only activities with a TRL (or its equivalent for non-technological innovation) of 6 to 8.

\* Experts will also be asked to assess the operational capacity of applicants to carry out the propose

relevant features as well as issues related to climate change or the environment, the gender dimension, any other benefits for society.

- **Very good understanding of both risks and opportunities** related to successful market introduction of the innovation from both technical and commercial points of view.

Documentation on the **technological, practical and economic feasibility of the innovation**.

*The 'feasibility' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Objectives for the innovation proposal as well as the approach and activities to be developed are consistent with the expected impact** (i.e. commercialisation or deployment resulting in company growth). Appropriate definition provided of specifications for outcome of project and criteria for success.
- Taken as whole, to what extent the above elements are **coherent and plausible**.

# 1.1 Idea and Solution



# 1.1.1 EU and Global Challenges

- Define the problem you are trying to solve very well so start with Problem Statement
- users/customers at EU/global scale and            their key challenges
  - Highlight the consequence (mainly financial but also social, environmental) of this problem for the EU
  - Refer to the report and statistics of the EU on the issue and specify sources (Citations)
- Use Illustrations (tables, graphs, figures)
- Ensure that you address what are the challenges or problems – business, technological or societal - that you seek to address by bringing your innovation to market.
- Use alternatively a self-explained tile, e.g. “1.1.1 The problem for 11 million Alzheimer patients”

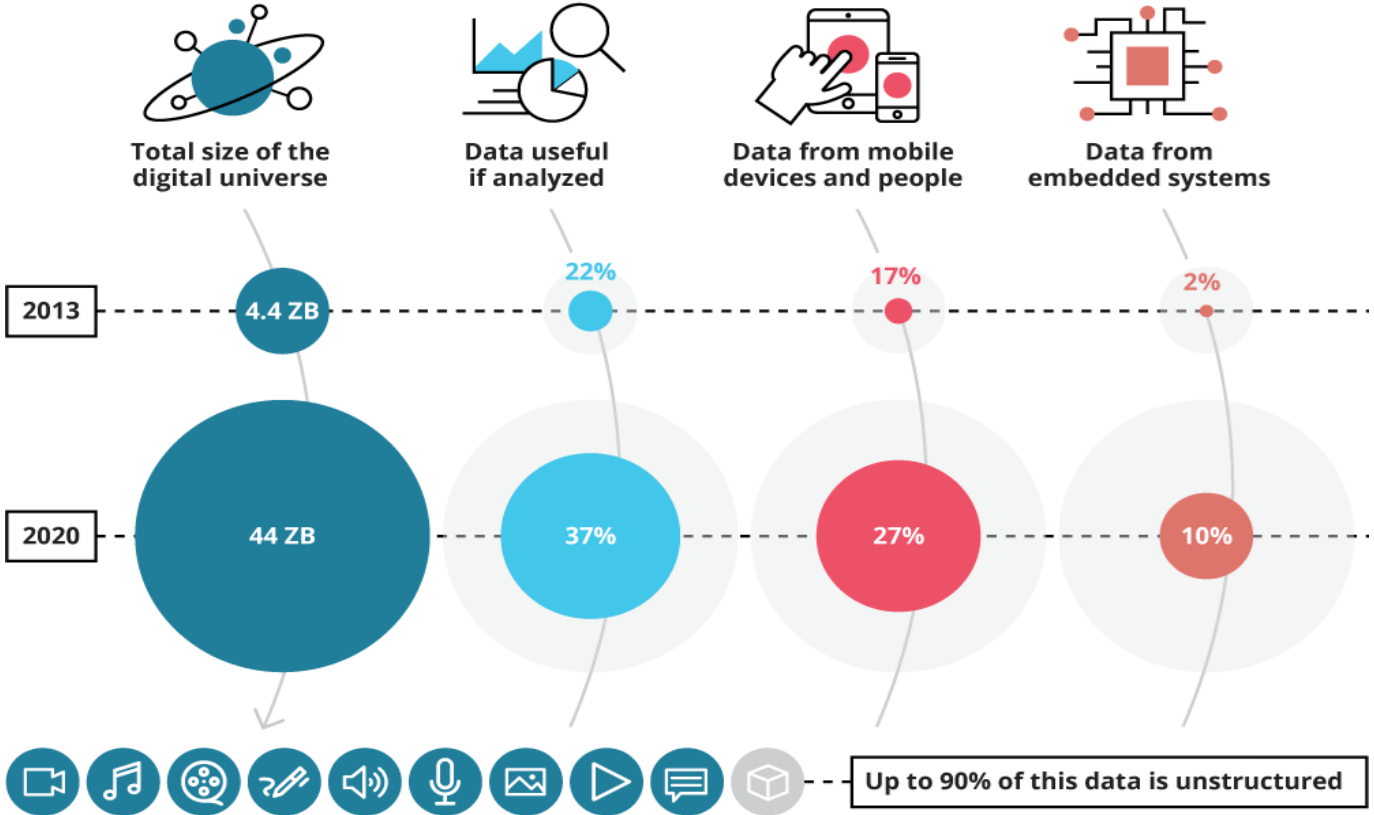
# 1.1.1 EU/Global Challenge Table Example

| EU/Global Challenges   | Our Innovation   | Expected Impacts  |
|--|--|---|
| <p>Number of people with Alzheimer is approximately 10.5 million in Europe costing currently €1.83 trillion. Projections are alarming, i.e. by 2030 patients are expected to get to 13.4 million and to 18.7 million by 2050 (see latest report PwC 2018).</p> | <p>To allow people with Alzheimer disease and their spouses to have a quality in life with a self-care mobile device that monitors, guides and alerts when medicine is not taken or patient has an abnormal behaviour (bad eating, hygiene activities, getting lost in the house or outside)</p> | <p>Treatment and care costs for people with Alzheimer to be reduced by 30% that extends in total EU savings of €500 billion annually.</p> |

# 1.1.1 Global and EU challenge Figure example

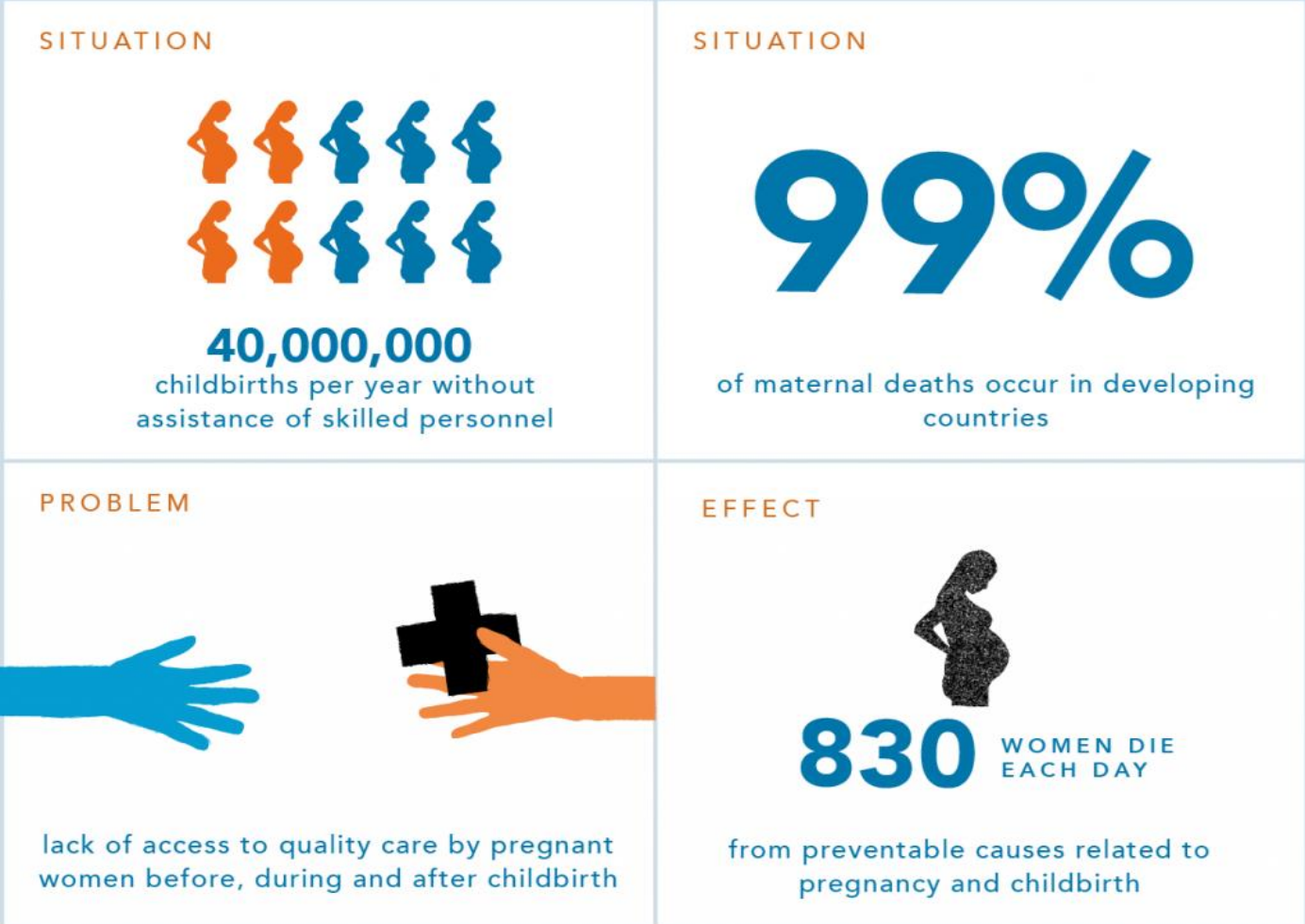
**Figure 1. The expanding digital universe, 2013–2020**

In 2020, the digital universe is expected to reach 44 zettabytes. One zettabyte is equal to one billion terabytes. Data valuable for enterprises, especially unstructured data from the Internet of Things and nontraditional sources, is projected to increase in absolute and relative sizes.



Sources: EMC Digital Universe with research and analysis by IDC, "The digital universe of opportunities: Rich data and the increasing value of the Internet of Things," April 2014; International Data Corporation, "IDC iView: Extracting value from chaos," 2011, [www.emc.com/collateral/analyst-reports/idc-extracting-value-from-chaos-ar.pdf](http://www.emc.com/collateral/analyst-reports/idc-extracting-value-from-chaos-ar.pdf), accessed December 29, 2016.

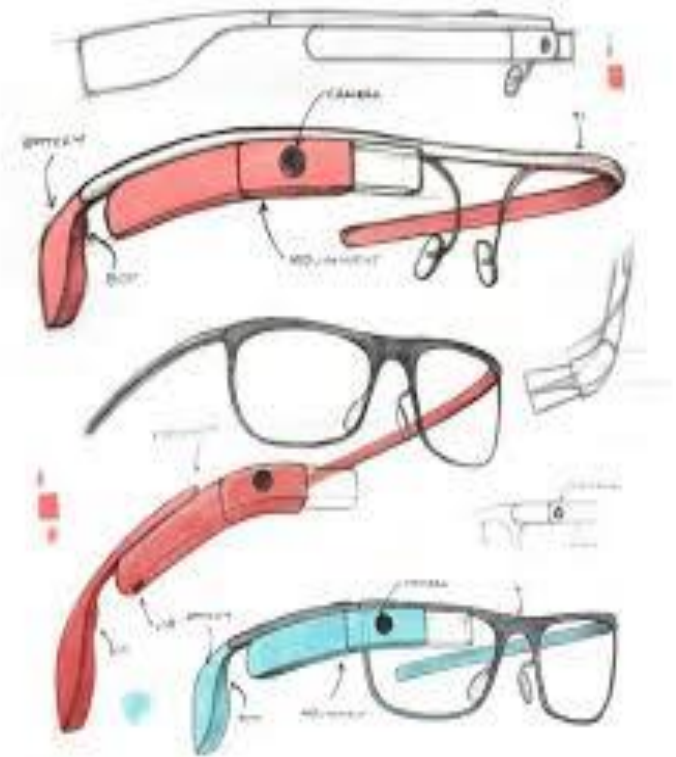
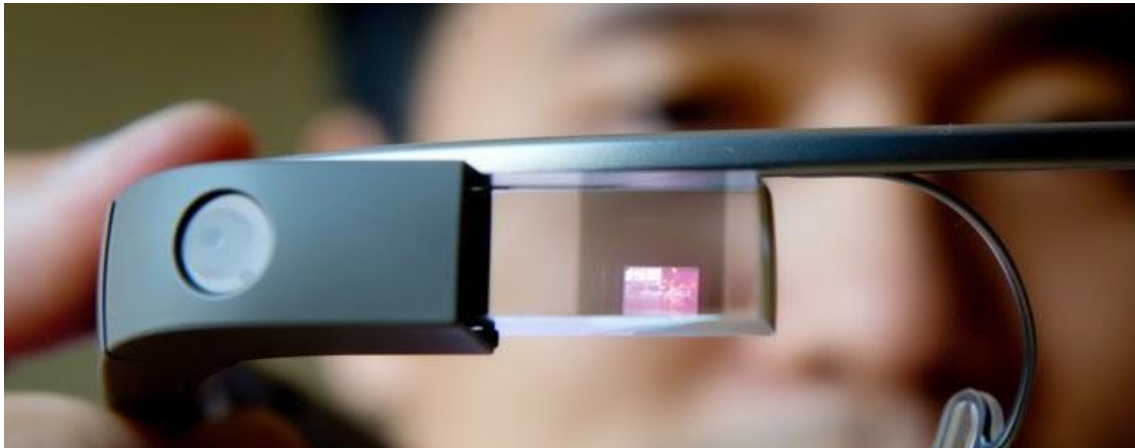
# 1.1.1 Global and EU challenge Figure example



## 1.1.2. Our high-risk/high potential breakthrough

- Use a figure of
  - the product/solution and/or
  - The value chain (Stakeholders relations and benefits wrt to your innovation)
- Use a table for highlighting the breakthroughs of your innovation, the expected benefits and related users & customers
- Breakthroughs should have already been                      and NOT to be developed during the EIC accelerator

Use images/figures related to the product



# 1.1.2 Our Breakthroughs

|  |  | Technological, Social or<br>Economical Benefits |
|--|--|---|
|  |  |   |

Further elements to highlight

- Ensure in this section that you address convincingly, what are the objectives based on breakthrough(s) that have something that nobody else has. Game-changing ideas or breakthrough innovations are particularly sought after.
- Briefly show why is your innovation better or significantly different than other existing alternatives?
- Why is the timing right for your innovation?

# 1.2 Innovativeness – Broader benefits



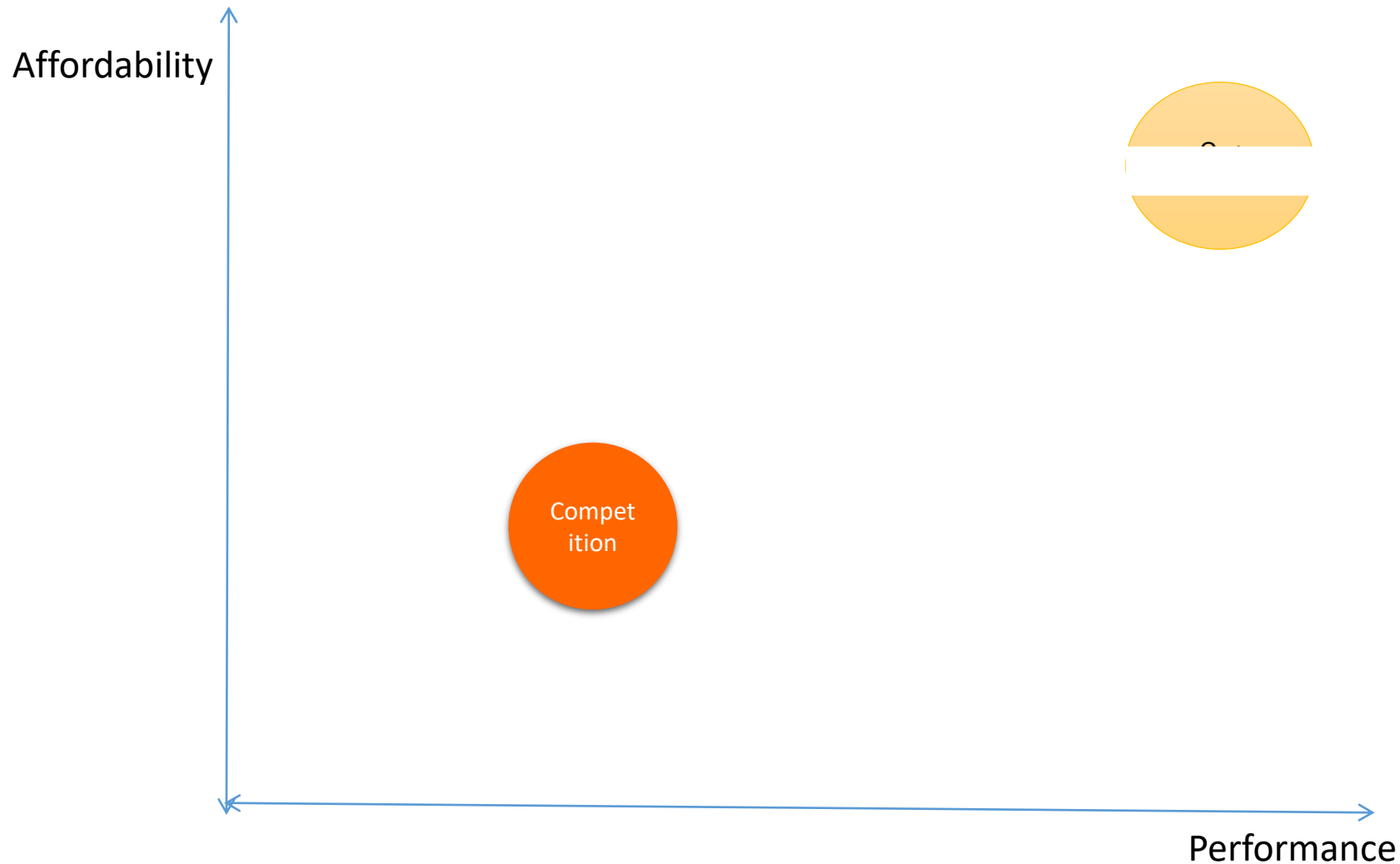
# 1.2.1 Innovation beyond the current state of the art

- Compare your innovation with the competition overall based on \_\_\_\_ e.g.
  - performance (e.g. Accuracy, Energy consumption, scalability, ease of use, etc)
  - implied costs
  - Usability
  - impact to climate change or the environment
  - impact to gender dimension
  - benefits to society
- Use a table to compare your innovation with the competition
- Choose two \_\_\_ metrics (e.g. Performance, affordability) and use the “Magic Quadrant” or “Forrester wave” to show how you measure up to competition

## 1.2.1 Innovation beyond the current state of the art table template

|                             | Key Advance 1                       | Key Advance 2                       | Key Advance 3 | Key Advance 4                       | Key Advance ...                     | ...                                 |
|-----------------------------|-------------------------------------|-------------------------------------|---------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Competition                 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | low           |                                     |                                     |                                     |
| <u>                    </u> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | high          | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

# 1.2.1 Innovation beyond the current state of the art - Magic Quadrant Example



## 1.2.2 Broader advantages

If not addressed already in 1.2.1 then **highlight** further key advantages of your innovation here \_\_\_\_\_ to basis of costs, ease of use and other relevant benefits such as to

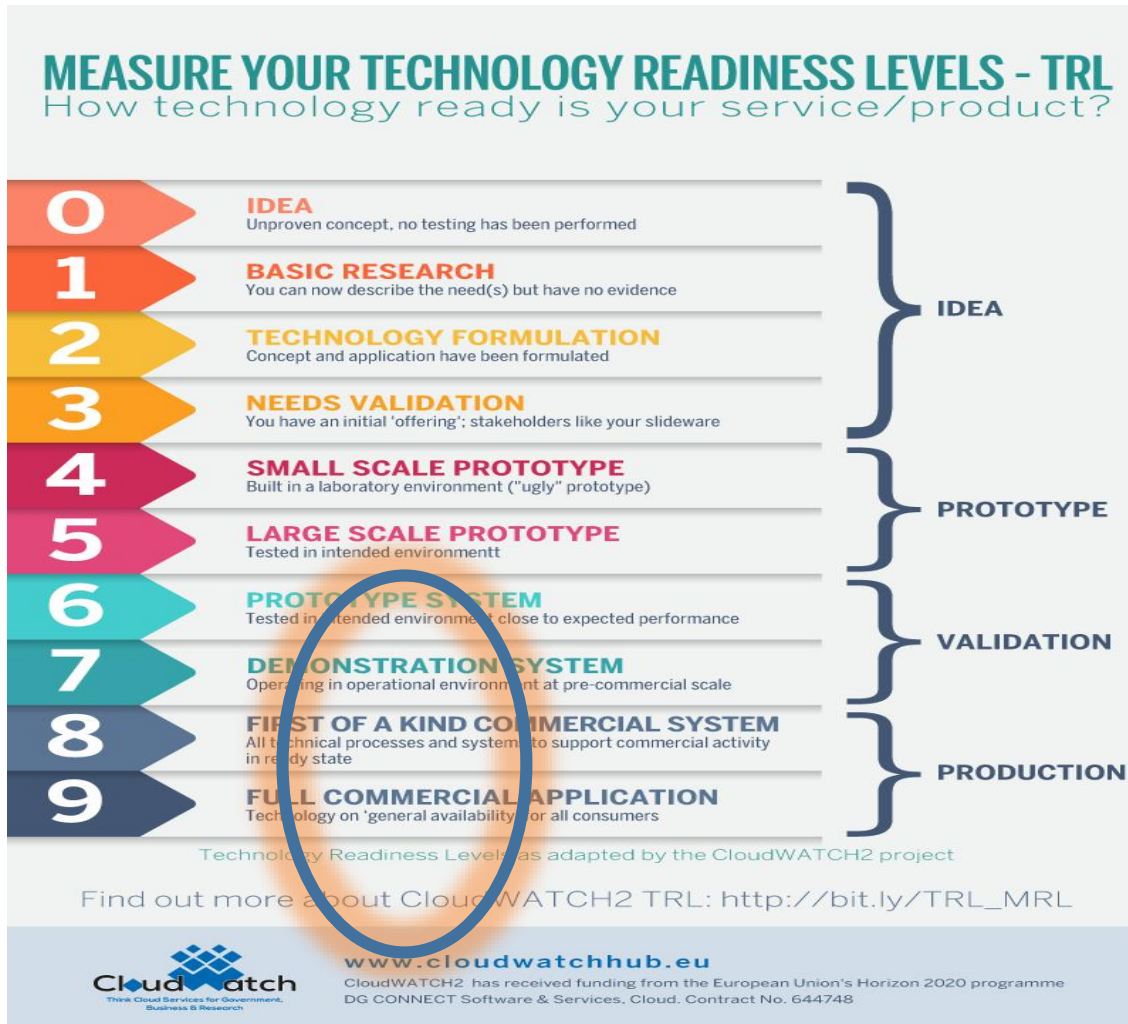
- issues related to \_\_\_\_\_ change or the \_\_\_\_\_,
- the \_\_\_\_\_ dimension,
- any other benefits for society
- ... check the \_\_\_\_\_ Sustainable development goals at <https://www.un.org/sustainabledevelopment/>

# 1.3 Stage of Development – TRL

## 1.3.1 Current development stage

- Ensure and show that the technology maturity of your innovation starts at TRL 6 (i.e. a demonstrable prototype)
- Outline key \_\_\_\_\_ for reaching current development stage such as any
  - Partnerships in the past for development and testing
  - FTO or Patent filing
  - Setting up an Advisory Board with (ex-) CEOs/High profile people for external advice
  - Agreements with leading players (e.g. distribution channels) in the related market
  - Engagement of investors
  - Any awards/key achievements
- Use a timeline image for visual comprehension (chevron or <https://pincello.officetimeline.com> )

# Current EIC Accelerator Coverage



As a reminder,

- A proposal should have at least completed \_\_\_\_\_ and undertake activities to achieve TRL 6 to TRL 9 in order to be funded.
- Activities above \_\_\_\_\_ cannot be financed through grants but via equity
- \_\_\_\_\_ corresponds to 'system complete and qualified' (not yet proven in operational environment)

# Grant or Blended finance?

Grant: TRL 6 – 8: 70%

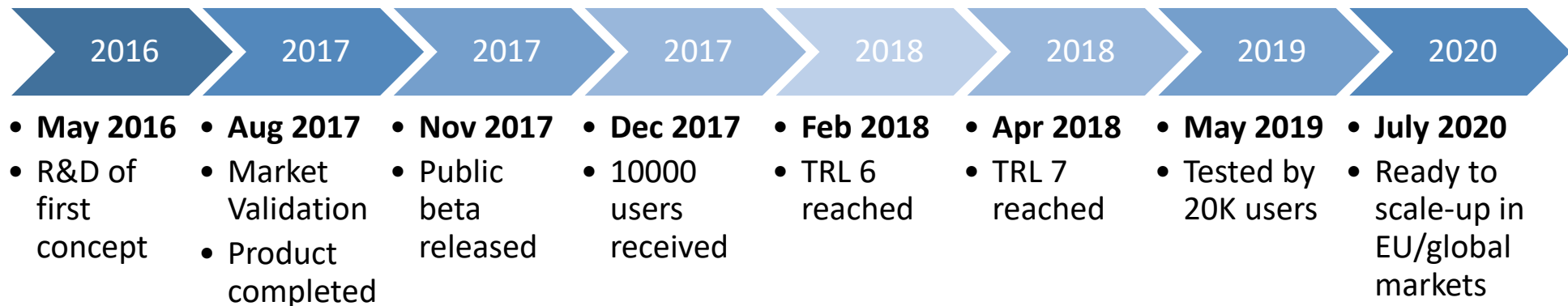
OR

Blended Finance: EQUITY: TRL 6 – 9 , GRANT: TRL 6 – 8

- **Grant:** Early-stage innovation for \_\_\_\_\_
- **Equity:** Early-stage and mature innovation for \_\_\_\_\_
- Equity is an asset of the company and can be used to the best of its interests.
- Equity may be used to co-finance the 30% of TRL 6 to 8 activities.



# 1.3.2 Steps to a \_\_\_\_\_ innovation



## 1.3.2 Steps to a full commercial innovation

- Outline the planned activities for taking your innovation to EU or global markets
- Some of these activities will be implemented during the EIC project but the rest after the end of the project e.g.

Pre-requisites: Development of business plan and feasibility study and FTO research

1. Scaling up and performance verification
  2. Integration, testing and demonstration in pilots/targeted countries
  3. IPR e.g. patent filing (pre-requisite or during EIC pilot)
  4. Validation for Market replication
  5. Regulatory Authorization e.g. CE certification (during EIC pilot or after)
  6. Agreements with distribution channels (during EIC pilot or after)
  7. Market take-up at EU/global level (after pilot)
  8. Marketing campaigns in EU/global markets (after pilot)
- Specify expected outcomes from each activity and related success criteria (2.6 KPIs)
  - Use a table for better comprehension

# 1.3.2 Steps to a full commercial innovation

| Activities                            | Expected completion month | Expected<br>[Redacted]                       | Cost/Resources (€, pm) | Success Criteria  |
|---------------------------------------|---------------------------|--|------------------------|---|
| Development of commercialisation plan | M2                        | Detailed Commercialisation Plan              |                        | Accepted by Advisory Board                                      |
| Patent filing in EU, global markets   | M6                        | IP rights at EU, global markets              |                        | Operation at EU/global level                                    |
| ....                                  | ...                       | ...  |                        | ...   |
| Validation for Market replication     | M18                       | Innovation validated in 3 targeted countries |                        | 1000 potential customers confirmed the high value of innovation |
| ...                                   | M26                       | System at TRL9                               |                        | Launched in 4 markets   |

# 1.4 Feasibility

# 1.4 Technological, Practical and Economic Feasibility

- Evidence that the proposed project is
  - **Technologically** \_\_\_\_\_ to be deployed in EU/global markets with the given/requested resources (1.4.1 Technological feasibility)
  - **Practical with key** \_\_\_\_\_ to users/clients wrt to existing situation/solutions (1.4.2 Practical feasibility)
  - Expected to be **highly** \_\_\_\_\_ in the targeted EU/global markets (1.4.3 Economic feasibility)
- Evidence should be based on
  - findings from a \_\_\_\_\_ study that should be annexed if applicable
  - \_\_\_\_\_ results from clients/users that already tested the innovation

# 1.5 High-risk/high-potential

# 1.5 High-risk/high potential

| Risks   | potential   |
|---|---|
| <ul style="list-style-type: none"><li>• High technical risk 1</li><li>• High technical risk 2</li><li>• High technical risk 3</li><li>• ...</li></ul> | <ul style="list-style-type: none"><li>• High technical potential 1</li><li>• High technical potential 2</li><li>• ...</li></ul> |

| Risks  | Potential   |
|--|---|
| <ul style="list-style-type: none"><li>• High commercial risk 1</li><li>• High commercial risk 2</li><li>• High commercial risk 3</li><li>• ...</li></ul> | <ul style="list-style-type: none"><li>• High commercial potential 1</li><li>• High commercial potential 2</li><li>• ...</li></ul> |

# 1.5 High risk/high potential(gains)

## Examples of high risks

- Certification process of our medical device complex that requires min. 1000 successful results (\_\_\_\_\_)
- Rules in EU regulation on products like ours become stricter - longer time to admission (\_\_\_\_\_)
- Non-delivery from suppliers (\_\_\_\_\_)
- Advantage of first in the market is lost (\_\_\_\_\_)
- ...



# 1.5 High risk/high potential(gains)

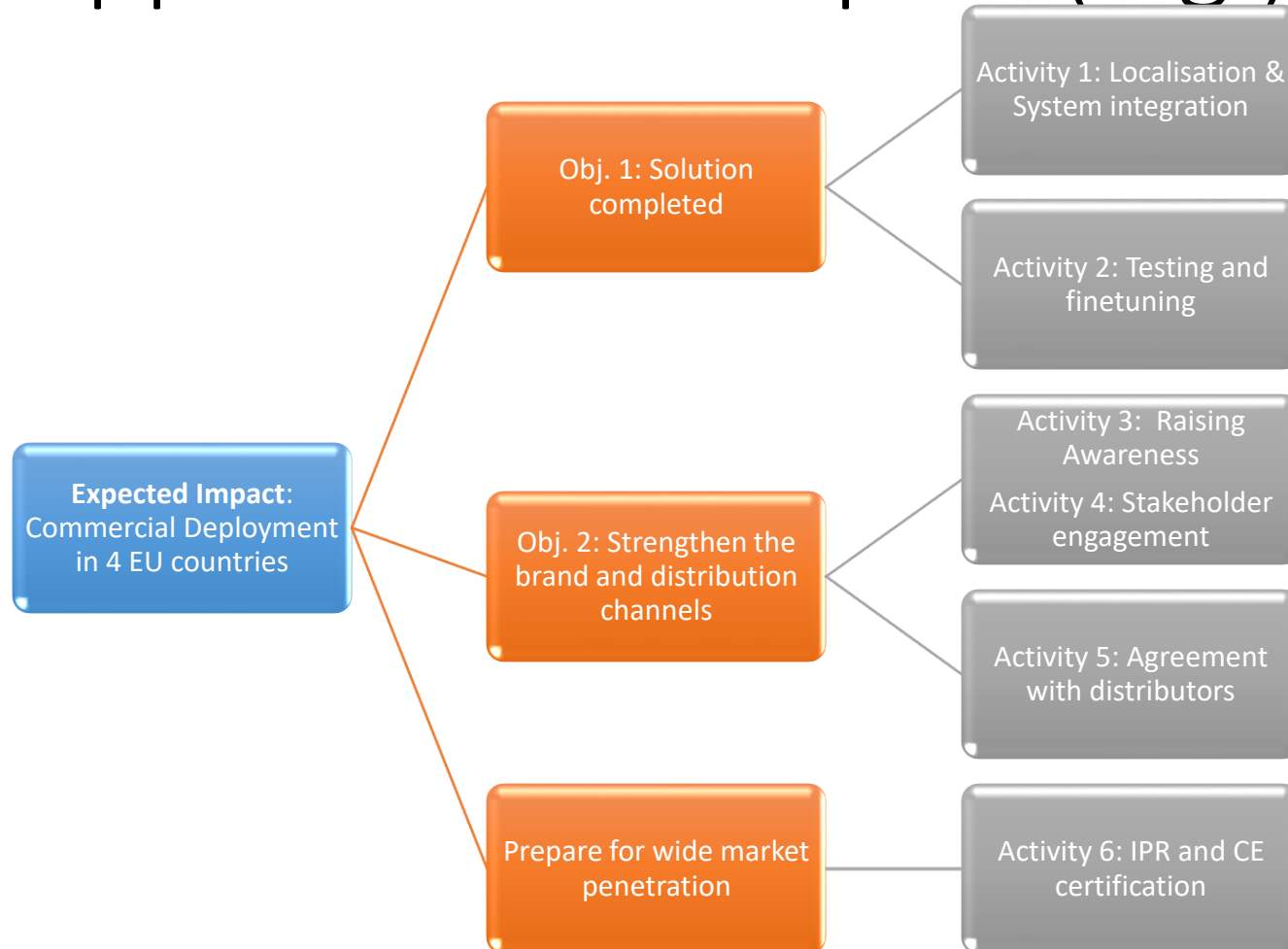
## Examples of high gains (potential)

- Unobtrusive monitoring devices for more than 10 million people in Europe with severe disabilities and immediate improve of the quality of life of them and their carers (                  )
- Highly affordable and usable solution to support independent living of more than 2M people with Alzheimer (                   and                   )
- Permanent pain reliever for more than 50M patients with chronic pain (                  )
- Exploitation of a new market of 20M users (                  )

# .6 Alignment between project objectives, approach and expected impact

(Not in the template but sub-criterion)

# 1.6 Alignment of objectives and approach with Impact (e.g.)



\_\_\_\_\_ specify **also** the key outcomes and KPIs

## 1.6 Alignment of objectives and approach with impact e.g.

| Objectives           | Activities   |   | Timing  |
|----------------------|--|---|---------|
| Technical-Regulatory | h/w & s/w optimization; Technical and clinical documentation; Third-party safety approval; Notified body approval;                     | CE marking on our solution; product approved for clinical investigation | M1-M12  |
| Clinical             | A clinical study on 100 patients   | Clinical outcome; CE-marking; peer-reviewed publication submitted       | M16-M20 |
| Commercial           | Investors supporting market expansion; Distributor agreements; Key Opinion/Influencers/Leaders agreements; Marketing material produced | Sale of the first systems   | M20-M24 |

Expected impact in EIC Accelerator is commercial deployment in EU/global markets. With this table, we clearly specify also the key objectives, activities and KPIs/outcomes of project.

# EIC Accelerator Excellence Sub-Criteria checklist

## High-Risk/High Potential Idea and solution

- ✓ Game-changing/ breakthrough innovation that has something that nobody else has. i.e. High degree of novelty with a high chance of either success or failure
- ✓ Better and/or significantly different to any alternative
- ✓ High-risk/high-potential innovation

## Stage of development- TRL

- ✓ Realistic description of current stage of development (at least TRL 6)
- ✓ clear outline of steps planned to take this innovation to market

## Innovativeness- Broader impact- CLIMATE

- ✓ Highly innovative solution that goes beyond the state of the art in comparison with existing or competing solutions, including on the
  - ✓ basis of costs,
  - ✓ ease of use and other relevant features as well as
  - ✓ issues related to climate change or the environment,
  - ✓ the gender dimension,
  - ✓ any other benefits for society.

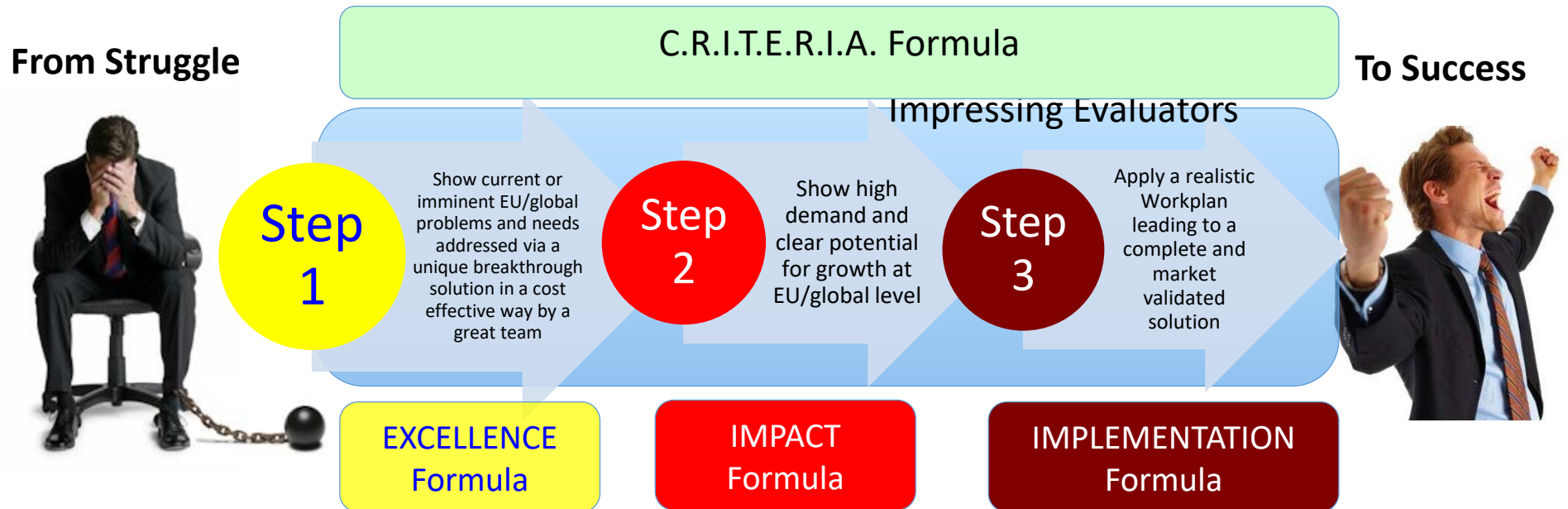
## Feasibility and approach

- ✓ Technical Opportunities
- ✓ Commercial Opportunities
- ✓ Technological advantage that can be achieved (Technological feasibility)
- ✓ Practical advantage that can be achieved (Practical feasibility)
- ✓ Economic advantage that can be achieved (Economic feasibility)

## Risks

- ✓ Technical risks and commercial risks for successful market introduction of the innovation

# H2020 EIC Accelerator Winning Formula



# 2. IMPACT FORMULA

# Restructuring Impact Section

## Impact structure suggested

### 2. Impact

#### 2.1 Market and Customers

##### 2.1.1 Market demand

##### 2.1.2 Targeted Users and Customers

##### 2.1.3 Competitive Advantage

#### 2.2 EU/global commercialisation Plan and core team

##### 2.2.1 Commercialisation plan/ Strategy for penetrating EU/global markets

##### 2.2.2 Barriers for EU/global penetration

##### 2.2.3 Corporate Strategy and Key Team on Board

#### 2.3 External Strategic Partners

##### 2.3.1 Value chain/Strategic Stakeholders' engagement

#### 2.4 Freedom To Operate and IPR

#### 2.5 Scale-up Potential

#### 2.6 Track Record/ KPIs

#### 2.7 Broader impact

## Impact Evaluation Criteria in Evaluators' form

### 1. Impact

*Note: The following aspects will be taken into account:*

- Convincing specification of the potential to create new markets or create market disruption together with a convincing specification of the substantial demand (including willingness to pay) for the innovation.  
Total market size envisaged.
- Convincing description of targeted users or customers of the innovation, how their needs have been addressed, why the users or customers identified will want to use or buy the product, service or business model, including compared to what is currently available if anything at all.
- Realistic and relevant analysis of market conditions and growth-rate, competitors and competitive offerings, key stakeholders, clear identification of opportunities for market introduction, market creation or disruption (e.g. via new value-chains).
- Realistic and relevant description of how the innovation has the potential to scale-up the applicant company (or companies). This should be underpinned by a convincing business plan with a clear timeline, and complemented, where possible, by a track-record that includes financial data (following the cut-off date of 5 June 2019: including financial needs to ensure the company's success).  
*The 'potential to scale-up' aspect and associated financial needs are particularly examined in Step 2.*
- Alignment of proposal with overall strategy of applicant SME (or SMEs) and commitment of the team behind them. Demonstration of need for commercial and management experience, including understanding of the financial and organisational requirements for commercial exploitation as well as key third parties needed.
- Realistic and relevant strategic plan for commercialisation, including approximate time-to-market or deployment. Activities to be undertaken after the project.  
*The 'commercial strategy' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*
- European/global dimension of innovation with respect to both commercialisation and assessment of competitors and competitive offerings.
- Evidence of or realistic measures to ensure 'freedom to operate' (i.e., possibility of commercial exploitation), convincing knowledge-protection strategy, including current IPR filing status, IPR ownership and licensing issues. Regulatory and/or standards requirements addressed.
- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:



# 2.1 Market and Customers

## 2.1.1 Market demand

- Understand the difference between          and                      (e.g in a 3-D MRI scanner)
- Identify the users of your innovation, explain briefly their profile and prioritise their needs
- Identify the clients (if different) of your innovation, explain briefly their profile and prioritise their needs



# 2.1.1 Evidence of Substantial Demand

Supplement this section with a \_\_\_\_\_

| <i>User(s)</i>       |                     |                 |                           |
|----------------------|---------------------|-----------------|---------------------------|
| <i>Problem/trend</i> | <i>Implications</i> | <i>Solution</i> | <i>Innovation Advance</i> |
|                      |                     |                 |                           |
|                      |                     |                 |                           |
|                      |                     |                 |                           |

| <i>Client(s)</i>     |                     |                 |                           |
|----------------------|---------------------|-----------------|---------------------------|
| <i>Problem/trend</i> | <i>Implications</i> | <i>Solution</i> | <i>Innovation Advance</i> |
|                      |                     |                 |                           |
|                      |                     |                 |                           |
|                      |                     |                 |                           |

## 2.1.2 Targeted Users and Customers

Specify the

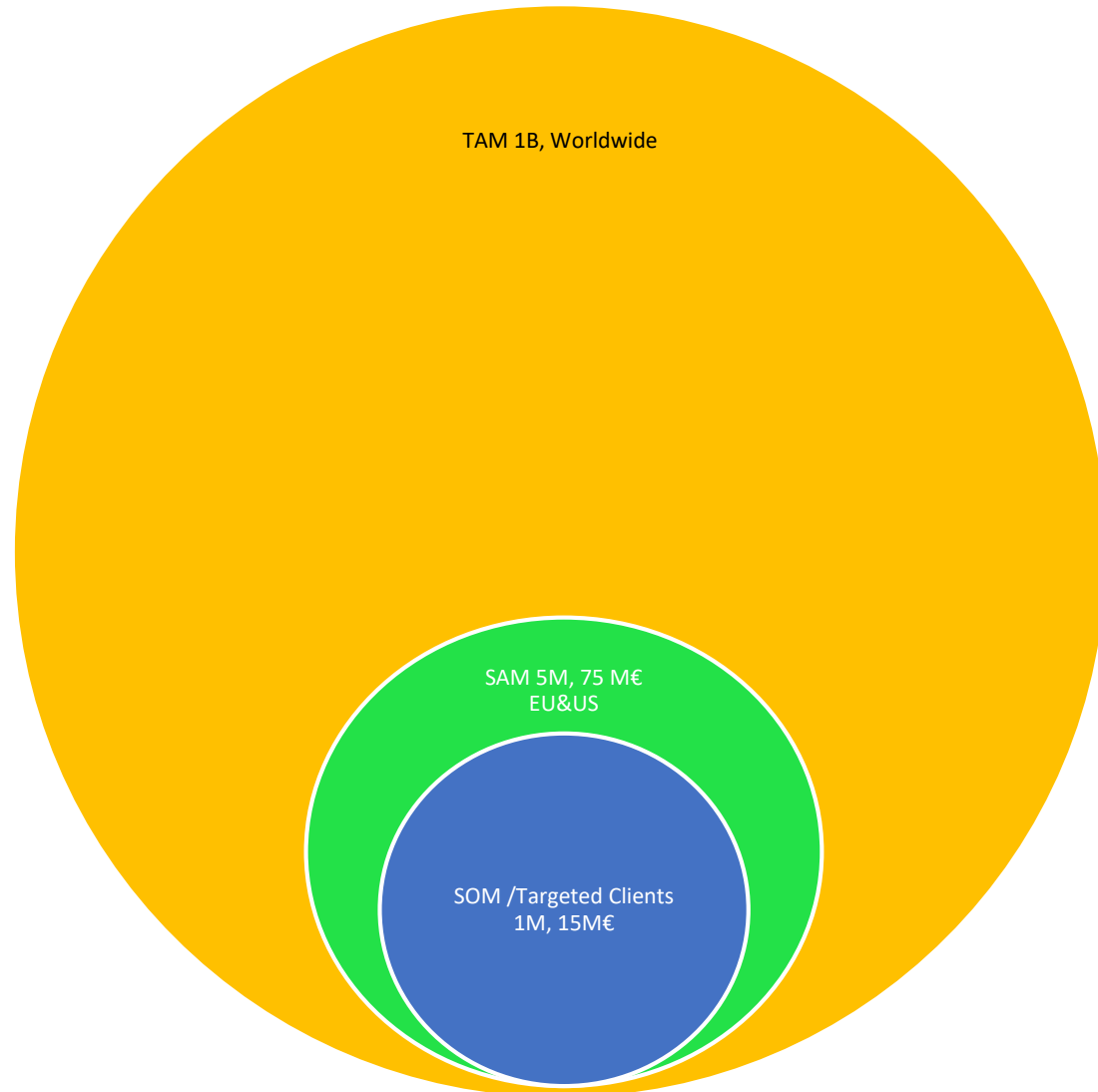
- **TAM** – \_\_\_\_\_: the total market demand for your innovation globally
- **SAM** – \_\_\_\_\_: the segment of the TAM interested in your innovation within your first geographical reach
- **SOM** – \_\_\_\_\_: the portion of SAM that you can first engage

## 2.1.2 Targeted Users and Customers

- Do not \_\_\_\_\_: your research to a few national markets even if these are your starting countries
- No \_\_\_\_\_ only in your own country even if it's a large market
- Highlight if applicable the ease of use and affordability of your innovation since it makes the TAM more reachable
- Describe which international markets, you would first target
  - No focus only on the ones with the highest TAM but on other factors also (e.g. appropriate legislation/regulatory status, cultural, economical, technological, social demographical, environmental issues)
- Add \_\_\_\_\_, in your approach for SOM/SAM by considering any suppliers/distributors locally

# 2.1.2 Targeted Users and Customers

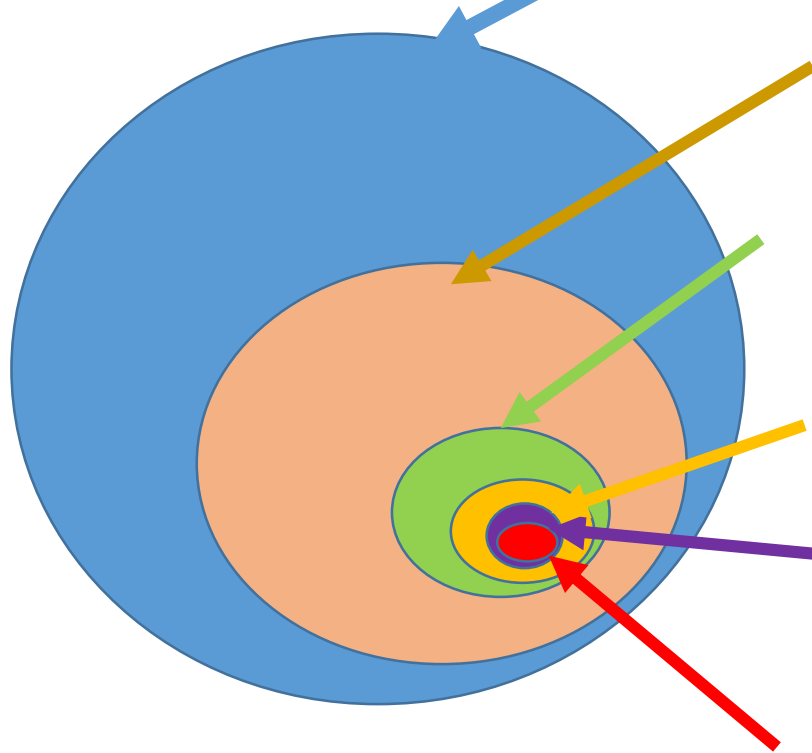
You can use a stacked Venn diagram for TAM/SAM/SOM



# Be Clear on your Sales Projections

Most early stage Business Plans focus on the first 2 or 3 levels

*"We plan to win 2% of this 3 Billion Euro Market"*



## THE MARKET – Overall Global Market (TAM)

Gartner, Frost & Sullivan etc, Estimates based on Number of Potential Users etc.

## YOUR TARGET MARKET (SAM)

The portion of the market that you will be focusing on to win business

## YOUR ADDRESSABLE MARKET (SOM)

The portion of your target market that you can get access to – based on plans, resources', etc.

## TARGET CUSTOMERS

Names, contact details??

## VALIDATED CUSTOMER PIPELINE

Who have you spoken to – what is their interest?

## CUSTOMERS and Finally RECURRING CUSTOMERS

Investors want to see that you have actually spoken with and validated your target customers.

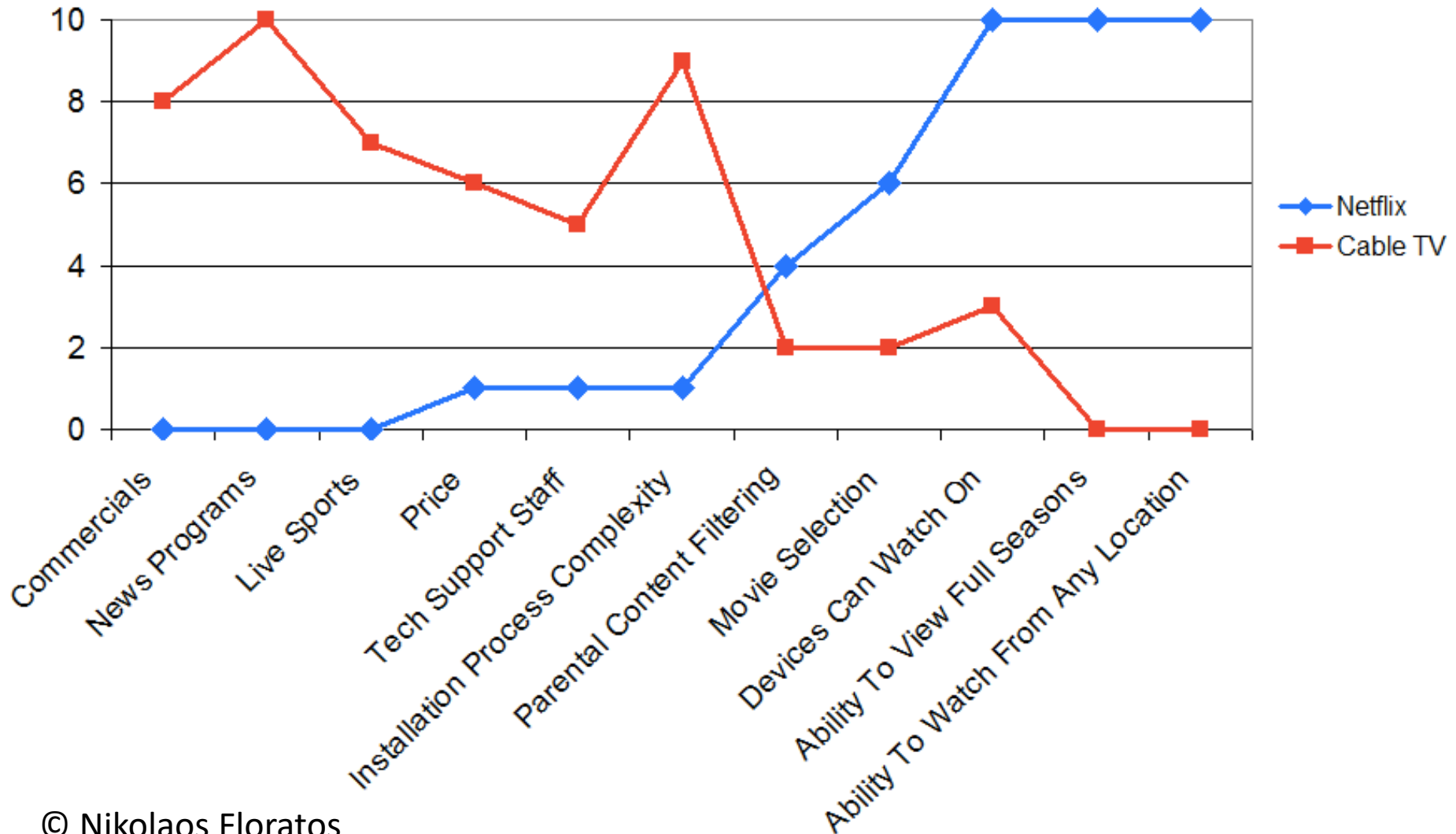


## 2.1.3 Competitive advantage

- Show that you know your competitors and their advantages
- Avoid statements as such “We have no \_\_\_\_\_”. There are always competitors
- Compare your USPs with the competition via a detailed table
- Use a \_\_\_\_\_ from Blue Ocean to show visually how you position with respect to the competitors on specific factors

# 2.1.3 Competitive advantage

! canvas example



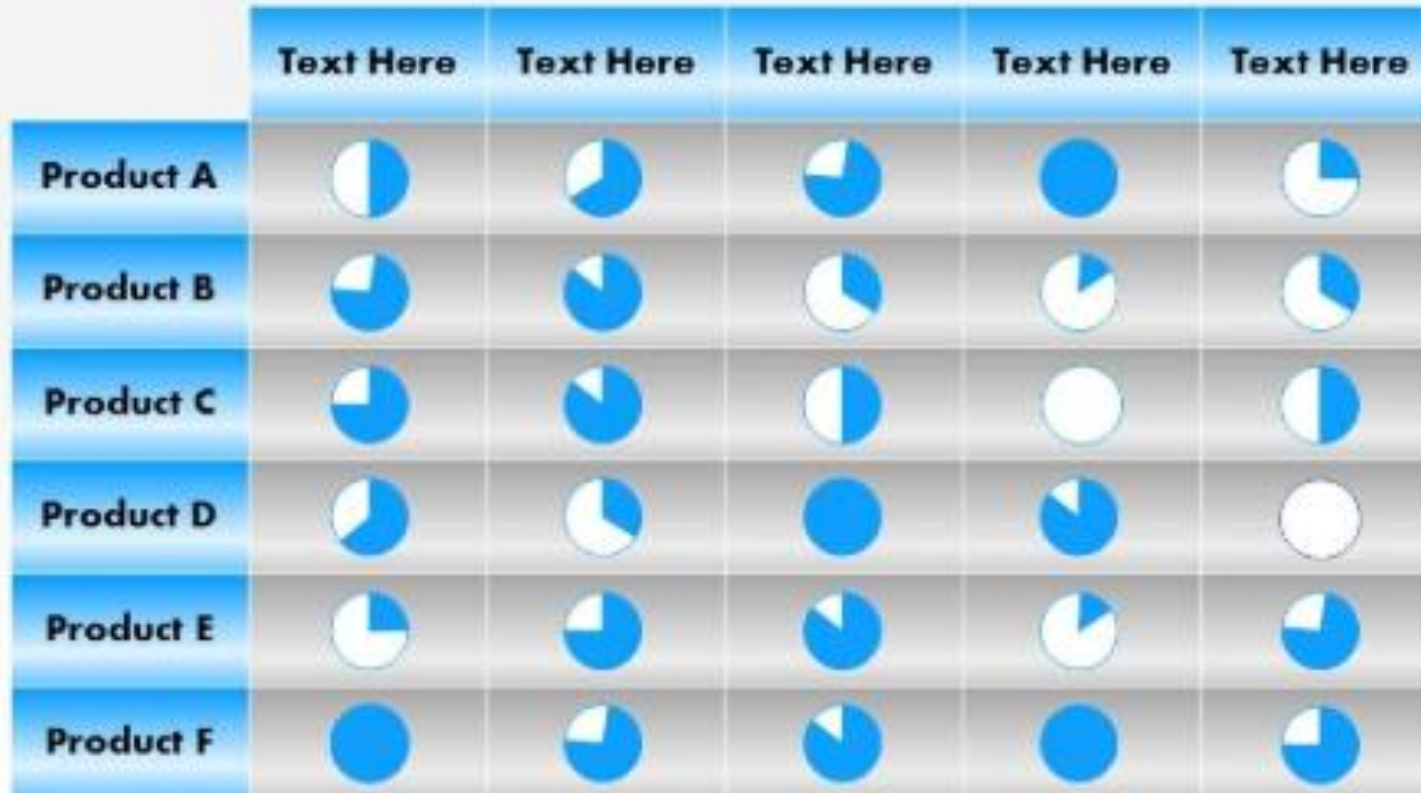
## 2.1.3 Competitive advantage

Strategy Canvas shows \_\_\_\_\_

- Factors that should have been **reduced/eliminated** well below the industry's standard and are reduced/eliminated with your innovation (e.g. \_\_\_\_\_)
- Factors that should have been **raised/offered** well above the industry's standard and are raised/offered with your innovation?
- (e.g. \_\_\_\_\_)

## 2.1.3 Competitive Advantage

### Harvey Balls



Further research is being scheduled to verify the results



Your Logo

Use Harvey balls as \_\_\_\_\_ or \_\_\_\_\_ to strategy canvas

# 2.2 EU/global commercialisation Plan and core team

## 2.2.1 Commercialisation plan/ Strategy for penetrating EU/global markets

- Focus on commercial exploitation and scaling up in EU/global markets
- Highlight for more \_\_\_\_\_
  - Any current/planned investments in other countries
  - Any current/planned partnerships with key actors (e.g. distributors) in other countries
  - The engagement of the proper team (with management, technological and marketing experience) to exploit and scale-up in Europe

## 2.2.1 Commercialisation plan/ Strategy for penetrating EU/global markets

Identify your \_\_\_\_\_ per phase for introducing your innovation to the market e.g.

- Pre-requisites
  - Technical feasibility
  - Market assessment
  - Key partnerships
  - Regulatory & IPR
  - Business Plan
- In EIC Accelerator (+up to 2 years)
  - Localisation and integration
  - Testing/clinical trials and finetuning
  - Certifications
  - Marketing campaign and delivery of the innovation in initial markets
- After EIC Accelerator (+2-3 years)
  - Market uptake in more countries in EU
- In phase 4 (+2 – 3 years)
  - Market uptake in Europe/international markets

## 2.2.2 Barriers for EU/global penetration

Check especially for any

- **barriers** such as CE certification for EU and FDA for USA
- **or Business barriers** to scale-up in Europe such as
  - high capital costs for operating in EU/global level
  - Well-established competition in new EU/global markets
  - Lack of trust in your brand and technology



## 2.2.2 Barriers for EU/global penetration

- Use \_\_\_\_\_ first as a checklist
  - **Political** barriers and respective necessary conditions
  - **Economical** barriers (e.g. capital costs, economies of scale, predatory pricing) and respective necessary conditions
  - **Social** barriers (e.g. cultural refusals) and respective necessary conditions
  - **Technological** barriers and respective necessary conditions
  - **Environmental** barriers and respective necessary conditions
  - **Legal** barriers and respective necessary conditions

## 2.2.2 Barriers for EU/global penetration

Check especially for any

- **barriers** such as CE certification for EU and FDA for USA
- **or Business barriers** to scale-up in Europe such as
  - high capital costs for operating in EU/global level
  - Well-established competition in new EU/global markets
  - Lack of trust in your brand and technology

# Checklist for the strategy for penetrating EU/Global markets



- ✓ *Realistic and relevant strategic plan for commercialisation,*
  - ✓ *including approximate time-to-market or deployment.*
  - ✓ *Activities to be undertaken after the project.*
- ✓ *European/global dimension of innovation with respect to both*
  - ✓ *commercialisation and*
  - ✓ *assessment of competitors and competitive offerings.*
- ✓ *N.B.:The 'commercial strategy' aspect is particularly examined in the interview process. Highlight that in your \_\_\_\_\_*

## 2.2.3 Corporate Strategy and Key Team on Board

In this section,

- Align the \_\_\_\_\_ and the overall \_\_\_\_\_ of the company with the proposed innovation
- Highlight the \_\_\_\_\_ of the key team behind.
- Ensure and highlight essential skills from the key team behind such as commercial and management experience, including understanding of the financial and organisational requirements for commercial exploitation
- Ensure and highlight other expertise on board from key third parties (e.g an \_\_\_\_\_ board)

Important: This section is not in the \_\_\_\_\_ but key criterion in Accelerator-Impact

## 2.3 External Strategic Partners

# 2.3.1 Value chain/Strategic Stakeholders' engagement

Check which of the following \_\_\_\_\_ that apply to your innovation!

- Inbound** logistics and actors for the receiving, storing and distributing of any **raw** materials or data used in the production process
- Operations and actors for the **raw materials** and data turned into the **final innovation**
- Outbound** logistics and actors for the **distribution** of the final innovation to consumers
- Marketing and sales and actors for advertising, promotions, sales-force organization, **distribution** channels, pricing and managing the final innovation to ensure it is targeted to the appropriate consumer groups and countries
- Service** resources and actors to **maintain** your innovation's performance after it has been produced, including installation, training, maintenance, repair, warranty and after-sale services in the targeted countries
- End-users and clients** of your innovation that either use or pay for your innovation in the targeted countries

N.B.: Identify the key partners from above that are required to develop and commercialise your innovation, what their roles/competences are, and to what extent they are already committed and incentivized (provide \_\_\_\_\_ if available in Annex 3)

## 2.3.1 Value chain/Strategic Stakeholders' engagement

| Stakeholder type                | Activities                                      | Current Relationship  | Expected relationships by end of project                |
|---------------------------------|---|---|---|
| e.g. Supplier, distributor, etc | e.g. f2f meetings, campaigns, social media, etc | e.g. negotiations, discussions, LoS, already collaboration, etc | e.g. x no. of agreements with specific stakeholder type |

# 2.4 Freedom To Operate and IPR



## 2.4 Freedom To Operate and IPR

- Ensure and show that you have conducted a FTO search via a \_\_\_\_\_ company
- Refer and annex any letters that confirm FTO
- Highlight any patents you have filed/awarded
- Refer and annex if applicable any patent certificates

## 2.4 FTO and IPR checklist

Ensure that you have specified

- ✓ your Intellectual Property Rights in relation to your innovation.
- ✓ realistic measures to ensure 'freedom to operate' (i.e., possibility of commercial exploitation), convincing knowledge-protection strategy, including current IPR filing status, IPR ownership and licensing issues
- ✓ Regulatory and/or \_\_\_\_\_ requirements.

## 2.5 Scale-up Potential

- Provide a realistic and relevant description of how the innovation has the potential to **scale-up** the applicant company (or companies). This should be underpinned by a convincing business plan with a clear timeline, and complemented, where possible, by a **track- record funds raised** so far including further financial needs to ensure the company's success and growth). Align this with the information required in \_\_\_\_\_
- Ensure growth in financials but also in \_\_\_\_\_ involved
- Provide a list of **KPIs** for the expected outcomes and the related success criteria for the innovation (i.e. the technological, practical, economic, market), indicating the current values and the target values at specified dates (breakeven point, etc.). Align this again with the info in \_\_\_\_\_ (Document 3 - annex 4 Financial and corporate information)

# 2.5 Scale-up Potential

## 2.5 Scale-up Potential

- Show the expected \_\_\_\_\_ of your company for the next **six** years wrt
  - profit (EUR) and
  - no. of employees
- Estimate the \_\_\_\_\_ per year wrt
  - Raw materials
  - Infrastructure
  - Personnel (incl. marketing)
  - IPR
  - Subcontracting
  - Shipping
  - Indirect costs
- Estimate the \_\_\_\_\_ per year wrt
  - Unit price x SOM for first year(s)
  - Unit price x SAM for next year(s)
  - Unit price x % TAM for the other years

## 2.5 Scale-up Potential

- \_\_\_\_\_ contribution can be between 150K-750 K EUR
- Indicate if applicable and align with info in Annex 4
  - The share values and ownership % of your company
  - The cash flow of your company
  - Any pending investments from shareholders
  - Any expected investments from VC, BA
- Refer any letter of potential investment from shareholders/externals but remember that they should be willing to invest **after** the EIC pilot

# Tip for EU/global scale-up

## **Consider the following activities for successful EU/global scale-up**

- identifying and engaging the most effective channel(s) (i.e. sale force, distributors, partners or digital platform such as Internet, etc) for scaling up at EU or global level.
- identifying and engaging the most appropriate channel(s) and expertise for adapting your innovation to the **local needs** of the EU and global market
- Having **multiple distribution**, sales and support channels for the different geographical areas for **accelerating** market penetration at EU or global level

Examining if applicable the different countries' regulation and licensing laws and about **foreign** import regulations. Alternatively consider actions for getting that knowledge such as export counseling via experts or via the embassies. You can always use the EC portal for EU export/import [https://europa.eu/european-union/business/import-export\\_en](https://europa.eu/european-union/business/import-export_en)

- Using the success stories of the innovation of your market for attracting further external funds (e.g. Venture Capital Funds) for scaling up in EU or global markets
- Joining an accelerator programme such as EIT Digital Accelerator (<https://www.eitdigital.eu/accelerator/>)



# Tip for EU/Scale-up



Especially if you are based in an associate country outside EU (e.g. Israel, etc) you can consider and say the following:

*Although our company is based outside EU, we have global partnerships, experience and presence. Also, we will move our HQ to Europe (Specify: Most likely Ireland or Netherlands with attractive incentives for start-ups), to be closer to European customers and respond to their requirements better.*



## 2.6 Track Record/ KPIs

## 2.6 Track record/KPIs

- Points to consider for your business/revenue \_\_\_\_\_
  - Do you sell your innovation per unit?
  - Do you charge for a service?
  - Do you have a membership fee?
  - Do you charge for post-sale assistance?
  - Do you provide it for free but have revenues from advertising and/or for selling data you have gathered?
  - Do you intend to use licensing
  - Do you consider leasing?
  - Do you consider any other revenue option?
  - Do you consider any combination of the above?
- Have a \_\_\_\_\_ to conduct if possible your revenue and cost model for the next **six** years for adding credibility

## 2.7 Broader impact

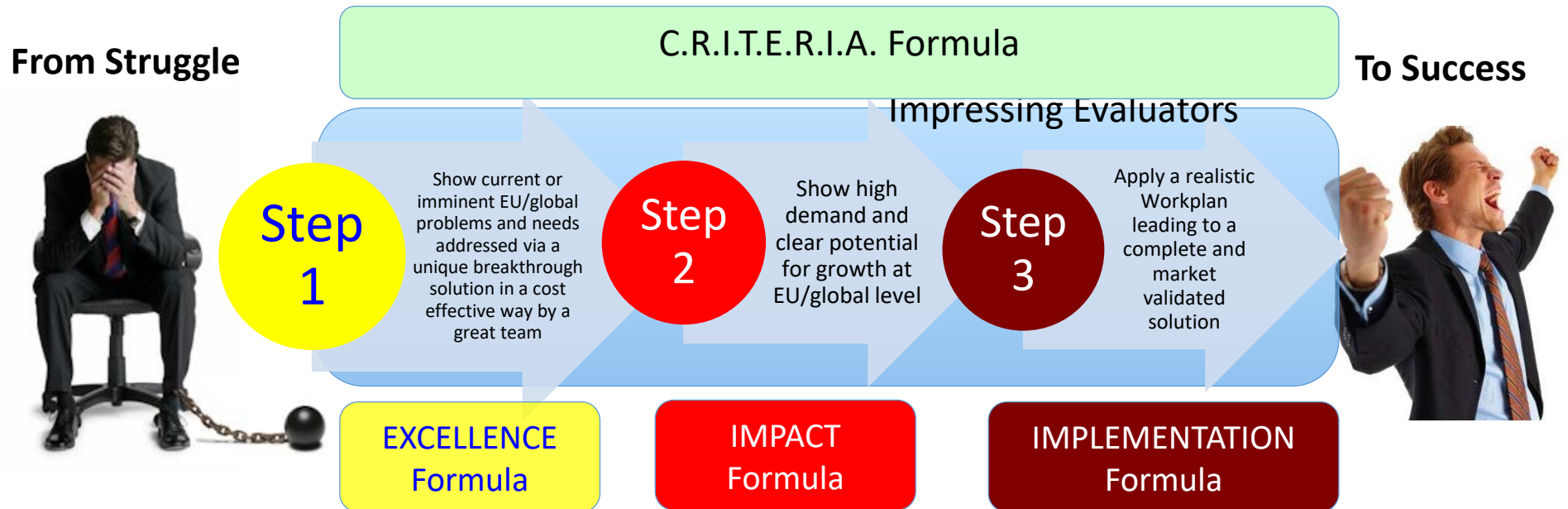
## 2.7 Broader impact

- Examine any broader societal, economic, environmental or climate impacts applicable if your innovation is successfully commercialized
- Examine whether such broader impacts may support any of the 17 SDG goals (i.e. No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequality, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life Below Water, Life on Land, Peace and Justice Strong Institutions, Partnerships to achieve the Goal)
- N.B. Broader impact is not part of the evaluation criteria per se but improves the general context for the Impact criterion!

# EIC Accelerator Impact Sub-Criteria Checklist

- ✓ **Market demand**
  - ✓ Clear potential to create new markets or create market disruption
  - ✓ Evidence on substantial demand (including willingness to pay) for the innovation
  - ✓ Total market size envisage
- ✓ **Customers**
  - ✓ Convincing description of targeted users/customers of the innovation,
  - ✓ how their needs have been addressed,
  - ✓ why these users/customers will want to use/buy your innovation also in comparison to what is currently available
- ✓ **Competitive advantage**
  - ✓ Realistic and relevant analysis of market conditions and growth-rate, key stakeholders, clear identification of opportunities for market introduction
  - ✓ competitors and competitive offerings
  - ✓ market creation or disruption
- ✓ **Commercialisation strategy and capacity of on board team**
  - ✓ Realistic and relevant strategic plan for commercialisation,
  - ✓ approximate time-to-market or deployment.
  - ✓ Key third parties needed
  - ✓ Activities to be undertaken after the EIC accelerator project
  - ✓ Alignment of commercialization strategy with overall strategy of applicant SME
  - ✓ Commitment of the core team
  - ✓ Commercial and management experience, including understanding of the financial and organisational requirements for commercial exploitation
- ✓ **Global dimension**
  - ✓ European/global commercialization scale-up
  - ✓ European/global advantage in comparison to competitors and competitive offerings
- ✓ **IP**
  - ✓ Realistic measures to ensure 'freedom to operate' (i.e. possibility of commercial exploitation),
  - ✓ Clear IPR strategy, including current IPR filing status, IPR ownership and licensing issues.
  - ✓ Regulatory and/or standards requirements addressed
- ✓ **Scale-up potential – including financing need**
  - ✓ Expected company growth due to innovation
  - ✓ Convincing business plan with a clear timeline, and complemented, where possible, by a track record that includes financial data including financial needs.

# H2020 EIC Accelerator Winning Formula



# IMPLEMENTATION

## Formula

# Restructuring Implementation Section

## Implementation structure suggested

### 3. Implementation

#### 3.1 Team and capabilities

##### 3.1.1 Technical and Business experience

##### 3.1.2 Management capacity to lead a growing team

##### 3.1.3 Planned partnerships/subcontracting

#### 3.2 Financing needs and need for EIC support

#### 3.3 Risks

#### 3.4 Workplan/Approach

#### 3.5 Availability of Resources

## Implementation Evaluation Criteria in Evaluators' form

### 3. Quality and efficiency of the implementation

*Note: The following aspects will be taken into account:*

- *Following the cut-off date of 5 June 2019 only:* Evidence that the applicant company cannot leverage sufficient investments from the market and/ or, particularly for applicant companies requesting blended finance support, evidence that the applicant company is deemed 'non- bankable' by the market, in view of the activities to be developed.

*The 'leveraging of investments' and 'bankability' aspects are particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Technical/business experience of the team**, including management capacity to lead a growing team.

If relevant, the proposal includes a plan to acquire missing competences, namely through partnerships and/or subcontracting<sup>1</sup>, and explains why and how they are selected (subcontractors must be selected using 'best value-for-money' principles).

*The 'team' aspect is particularly examined in Step 2 of the evaluation of Phase 2 proposals.*

- **Availability of resources required** (personnel, facilities, networks, etc.) to develop project activities in the most suitable conditions.

Where relevant, complementarity of partners in a consortium.

Where relevant, realistic description of how key stakeholders / partners / subcontractors could be involved<sup>2</sup> (subcontractors must be selected using 'best value-for-money' principles).

Where relevant, the estimated budget and the procedure planned for selecting the subcontractors are appropriate<sup>2</sup>.

- **Realistic timeframe and comprehensive description of implementation** (work-packages, major deliverables and milestones, risk management) taking the company's or applicant's innovation ambitions and objectives into account.
- Taken as whole, to what extent the above elements are coherent and plausible.



# 3.1 Team and capabilities

# 3.1 Team and capabilities

- Ensure that you have the following profiles on \_\_\_\_\_
  - Manager and Leader with experience in the targeted industry (3.1.2)
  - Technical/Operational manager with experience in targeted industry (3.1.1)
  - Business and marketing manager (3.1.1)
  - Innovation and IPR manager (3.1.1)
  - Financial and fundraising manager (3.1.1)
  - Human Resource manager (3.1.2)
- Include \_\_\_\_\_ of the people next to their key expertise
- Avoid \_\_\_\_\_ unless something specialised (e.g. clinical trials, CE certification, Patenting, FTO search, etc)
- Always consider an \_\_\_\_\_ board with high profile people such as investors, technical experts, distributors, marketers, IPR experts, etc

# 3.1 Team Experience checklist

Ensure

- ✓ Describing your team, the different roles, commitment and achievements/experience (strategic, technical and commercial) in relation to your innovation.
- ✓ Explaining the role of the company's owner(s) if not part of the team. For each team member (including management and company founders where relevant) please provide relevant information, including shareholding and stock options in the company for demonstrating commitment.
- ✓ Describing how the team members are incentivized (e.g. share options)
- ✓ Highlighting the technical/business experience of the team, including management capacity to lead a growing team.
- ✓ If relevant, to include a plan to acquire missing competences, namely through                      and/or                     , and explain why and how they are selected (subcontractors must be selected using 'best value-for-money' principles). (3.1.3)
- ✓ Use subcontracting only for highly specialized activities that it is OK not to be offered by the company inhouse, e.g. IP filing in other EU countries, EC certification, FDA approval, etc

## 3.2 Financing needs and need for EIC support

# 3.2 Financing Needs and need of EIC support

- Provide evidence that the applicant company \_\_\_\_\_ leverage sufficient investments from the market and/ or,
- Particularly for applicant companies requesting blended finance support, provide evidence that the applicant company is deemed 'non- bankable' (i.e. not able to attract loans or investments) by the market, in view of the activities to be developed. (e.g. letters of support to invest from bank loans and/or investors \_\_\_\_\_ the successful EIC pilot)
- Explain why it is not possible for your company to raise the required financial resources from private investors or other sources, (see special letter of \_\_\_\_\_ to invest
- Describe your company's \_\_\_\_\_ and current efforts for fund-raising
- Explain what would be the impact if you do not receive financial support from the EIC pilot (e.g. missed opportunities at EU/globally for the company, the investors, the market, for clients, maintenance of societal and economic problems in EU/globally, lose of the advantage being the first, etc)
- Remember that this section is a key criterion in \_\_\_\_\_ phase
- Ensure that any letters of interest to invest further by external investors are upon condition that the EIC will validate the expected technological and market expectations

# 3.3 Risks

## 3.3 Risks

Outline the key risks and refer here to the risks previously identified in Excellence section (\_\_\_\_), as well as to the measures you intend to take to mitigate them

## 3.3 Risks

| Risk Category         | Risk   | Likelihood | Mitigation methods   |
|-----------------------|--|------------|--|
| <b>Management</b>     | Lack of integration within the research teams, areas and WP                    | Medium     | ██████████ online evaluation meetings and biannual face-to-face meetings between participants. Definition of common specs and operational procedures.  |
|                       | Financial risks  | Medium     | Cost analysis and budget allocation early in the grant agreement.  |
| <b>Infrastructure</b> | Inaccessibility to key research data   | Low        | Bibliography granted by accessing to comprehensive printed and electronic publications provided by all partners. Creation of wide-ranging database to train ██████████. Generation of additional data ██████████.                        |
|                       | Insufficient computational resources   | Medium     | Use of redundant, high-performance computers in all centers. Distributed and consistent data backup under ██████████ & revision tools.   |
|                       | Failure of electronic instrumentation  | Medium     | Access to alternative equipment guaranteed by the exhaustive number of resources available at partner institutions.  |
|                       | Inaccessibility to humans resources/services                                   | Low        | Interviews and consultations early during the grant agreement.   |
|                       | Delays in the realization of the different tasks/<br>Inappropriate methodology | High       | Generous time planning. Specification of concrete milestones. Dedication of additional personnel to work in parallel with the fellow. Periodic meetings. Elaboration of concretely-scheduled reports and contingency plans (C1.1, C1.2). |
| <b>Design</b>         | Unsatisfactory behavior of hardware implementations                            | Medium     | ██████████   |



# 3.4 Workplan/Approach

## 3.4 Workplan/Approach

Provide a realistic timeframe and comprehensive description of implementation

- work- packages,
- major deliverables and
- milestones

By taking the company's innovation ambitions and objectives into account

# 3.4 Workplan/Approach

## WP/Activities

- For EIC Accelerator projects activities can be \_\_\_\_\_ **Validation Activities (40%-60%)**
  - Scaling up and performance verification
  - Integration, testing and demonstration in pilots/targeted countries

## \_\_\_\_\_ **Validation Activities (60%-40%)**

- IPR e.g. patent filing
- Validation for Market replication in 2-3 initial markets
- Regulatory Authorization e.g. CE certification
- Agreements with distribution channels

**EC funding €0.5M -€2.5M**

**Own Contribution 30%**

**Link it with approach, objectives and expected impact 1.6 section**

# 3.5 Availability of Resources

## 3.5 Availability of Resources

- Follow the \_\_\_\_\_ rule between technological and market validation
- Be careful with subcontracting. Detailed justification is required and sound procurement procedures, else \_\_\_\_\_ with mark below threshold



# 3.5 Resources Example



- This is where you mention the devices and equipment you will purchase. Ensure you put in the depreciated costs for all capital items. Give qualified detail on high cost capital items. Make sure to complete this table for **each** participant (not individual persons).
- Explain explicitly all "other direct cost" and their need for the project.

## EXAMPLE:

|                                 | Cost (€) | Justification   |
|---------------------------------|----------|---|
| <b>Travel</b>                   | 40,000   | 20,000 for the two pilots in WP3 (includes total 6 month-long accommodation at €2,500/each and 5 week-long visits at €1,000/each);<br>€20,000 for WP2 and WP4 (estimated 20 visits to target markets/stakeholders at average approx. €1,000/each)   |
| <b>Equipment</b>                | 0        | According to -country's accounting practices equipment used R&D projects are put directly at cost and therefore no depreciation is required   |
| <b>Other goods and services</b> | 950,000  | €800,000 for materials & consumables of the prototype pilots in WP3:<br>-€600,000 for optimization and production of ;<br>-€200,000 for ;<br>€150,000 for services:<br>-€10,000 in WP1 for audit services;<br>-€30,000 for legal services in WP2 (Task 2.2);<br>-€50,000 for transport services in WP3;<br>-€50,000 for trade fair services in WP4 (2 fairs at €25,000 / each);<br>-€10,000 for web-related services in WP4 |
| <b>Total</b>                    | 990,000  |   |

# 3.5 Resources Example

## EXAMPLE:

|  | WP1            | WP2            | WP3           | WP4              | WP5           | WP6           |
|--|----------------|----------------|---------------|------------------|---------------|---------------|
| Person Months                              | 80             | 15             | 10            | 70               | 10            | 5             |
| <b>Personnel Costs (€)</b>                 | 400,000        | 75,000         | 50,000        | 350,000          | 50,000        | 25,000        |
| Travel Costs (€)                           | 10,000         | 5,000          | 3,000         | 5,000            | 5,000         | 3,000         |
| Equipment (€)                              | 40,000         | -              | -             | -                | -             | -             |
| Materials (€)                              | 150,000        | -              | -             | 350,000          | -             | -             |
| Other (€)                                  | 100,000        | 70,000         | 2,000         | 100,000          | 20,000        | 2,000         |
| <b>Direct Costs (€)</b>                    | 300,000        | 75,000         | 5,000         | 455,000          | 25,000        | 5,000         |
| <b>Indirect Costs (25%)</b>                | 175,000        | 37,500         | 13,750        | 201,250          | 18,750        | 7,500         |
| <b>Subtotal (€)</b>                        | 875,000        | 187,500        | 68,750        | 1,006,250        | 93,750        | 37,500        |
| Subcontractor 1: ■ (€)                     | 100,000        | -              | -             | -                | -             | -             |
| Subcontractor 2: ■ (€)                     | -              | 70,000         | -             | -                | -             | -             |
| <b>Total Budget (€)</b>                    | <b>975,000</b> | <b>257,500</b> | <b>68,750</b> | <b>1,006,250</b> | <b>93,750</b> | <b>37,500</b> |
| <b>Requested EC Contribution (70%) (€)</b> | <b>682,500</b> | <b>180,250</b> | <b>48,125</b> | <b>704,375</b>   | <b>65,625</b> | <b>26,250</b> |



# EIC Accelerator Implementation Sub-Criteria

## checklist

### **Low ability to leverage investment- Financing needs/Need EIC support**

- ✓ Evidence that the applicant company cannot leverage sufficient investments from the market (Need EIC support)
- ✓ particularly for blended finance support, evidence that the applicant company cannot attract investments or loans for their accelerator activities

### **Team and capabilities**

- ✓ Technical/business experience of the team,
- ✓ management capacity to lead a growing team
- ✓ If relevant, a plan to acquire missing competences, via partnerships and/or subcontracting\*, and explains why and how they are selected
- ✓ subcontractors selected using 'best value-for-money' principles

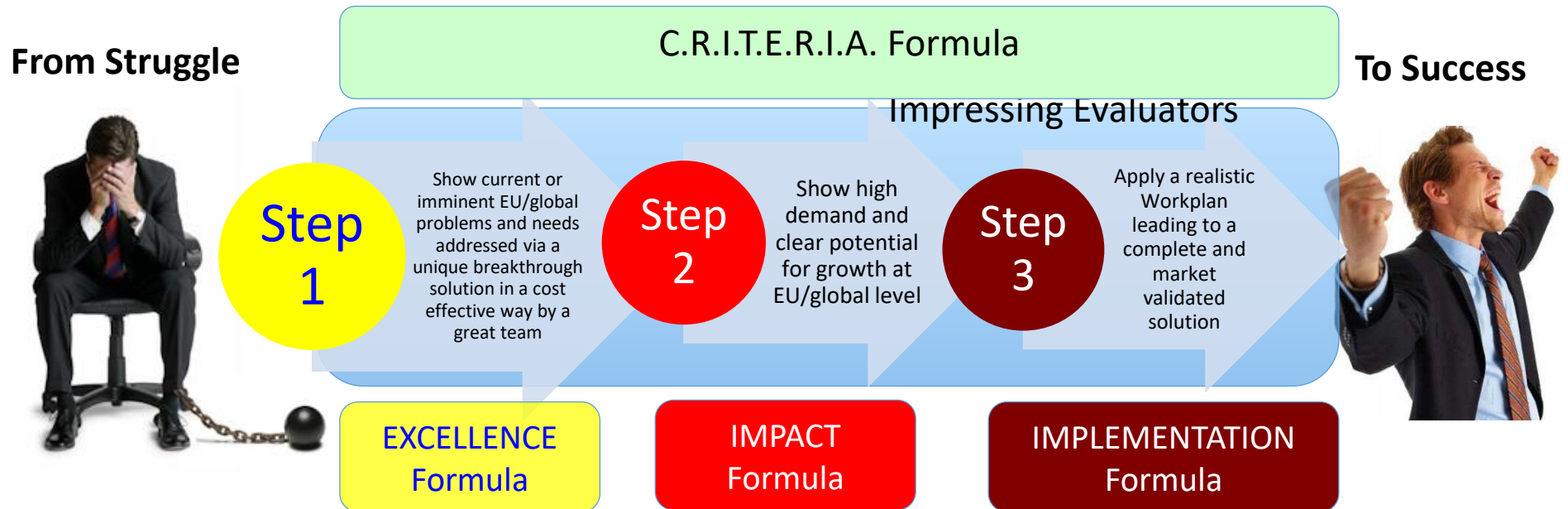
### **Resources**

- ✓ Availability of resources required (personnel, facilities, networks, etc.) to develop project activities in the most suitable conditions
- ✓ If applicable how key stakeholders / partners / subcontractors will be involved

### **Work Packages**

- ✓ Realistic timeframe and comprehensive description of implementation for such an ambitious project (work-packages, major deliverables and milestones, risk management)

# H2020 EIC Accelerator Winning Formula





# Congratulations!

You did it! You are familiar now with the recipe for impressing the EC evaluators with the CRITERIA, EXCELLENCE, IMPACT and IMPLEMENTATION formulas in an EIC Accelerator formula