CONFINDUSTRIA
Emilia-Romagna

Le Sfide e Logica dei Programmi di Finanziamento: Focus su «SME Instrument»

Piacenza, 14 Febbraio 2017

Danilo Mascolo

Agenda

- Quadro di riferimento
- H2020\SMEs
- KETs e gli innovation leader
- Lessons Learned
- CERR/EEN
- 2 Casi Aziendali e 1 coach

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Il quadro di riferimento: le misure

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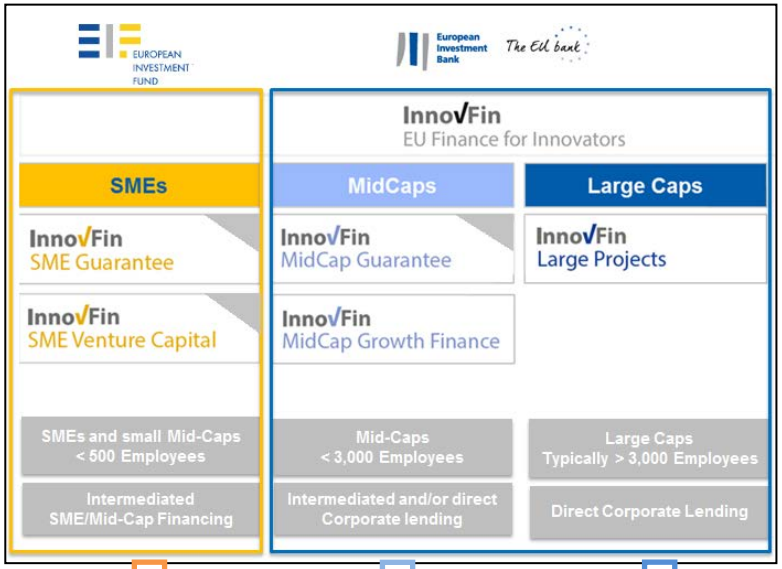
Strumenti Bancari

EUR 17.2 miliardi
Innovazione e formazione

EUR 19.2 miliardi
Accesso al credito/PMI

EUR 15.9 miliardi
Infrastrutture strategiche

EUR 19 miliardi
Misure contro cambiamento climatico



Debito, Garanzia, V.C., …

3.0 B€

- **Credito di imposta** (2,3B€)
  - Patent box (**agevolazioni fiscali**) (200 M€)
  - **Industria 4.0, Nuova Sabatini**
    - Agenda digitale & Industria sostenibile (150 + 250 M€)
    - [**finanziamenti agevolati** = 60/50%]
    - [**contributi diretti** = 15/10%]
  - Progetti di R&I PMI&Mid-Cap - (**garanzia**) 100M€

Finanza Pubblica

Gestione diretta

90 B€

THE FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION HORIZON 2020

Life

NATURA 2000

ERASMUS+
2014 - 2020 programme for Education, Training, Youth, and Sport

Gestione indiretta

0.48 B€

POR FESR 2007-2013
OBIETTIVO COMPETITIVITÀ E OCCUPAZIONE
RegioneEmilia-Romagna

120 M€

Fondo Perduto

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SM[i]²
Sportello Matematico per l'Industria Italiana

SPIN - SUPPORTO ALLA PIANIFICAZIONE PER L'INNOVAZIONE

Benvenuto su SPIN, lo strumento che ti supporterà nella pianificazione del tuo piano d'investimento in attività di Ricerca e Sviluppo.

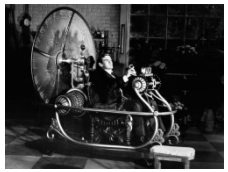
Questa piattaforma è stata ideata per fornire un valido sistema di supporto alle decisioni per imprese con un progetto di Ricerca e Sviluppo. Utilizzando questo strumento, l'utente sarà informato delle agevolazioni presenti ed attive in tema ed avrà la possibilità di testare il reale effetto dei diversi strumenti fiscali.
La piattaforma, tramite un semplice percorso di inserimento dati guidato, porterà l'impresa a visualizzare le agevolazioni applicabili alle diverse voci del proprio piano di investimento e a conoscere lo sgravio economico derivante dall'utilizzo della totalità di tali strumenti. Di seguito sono elencate le misure considerate ed i corrispondenti riferimenti normativi:

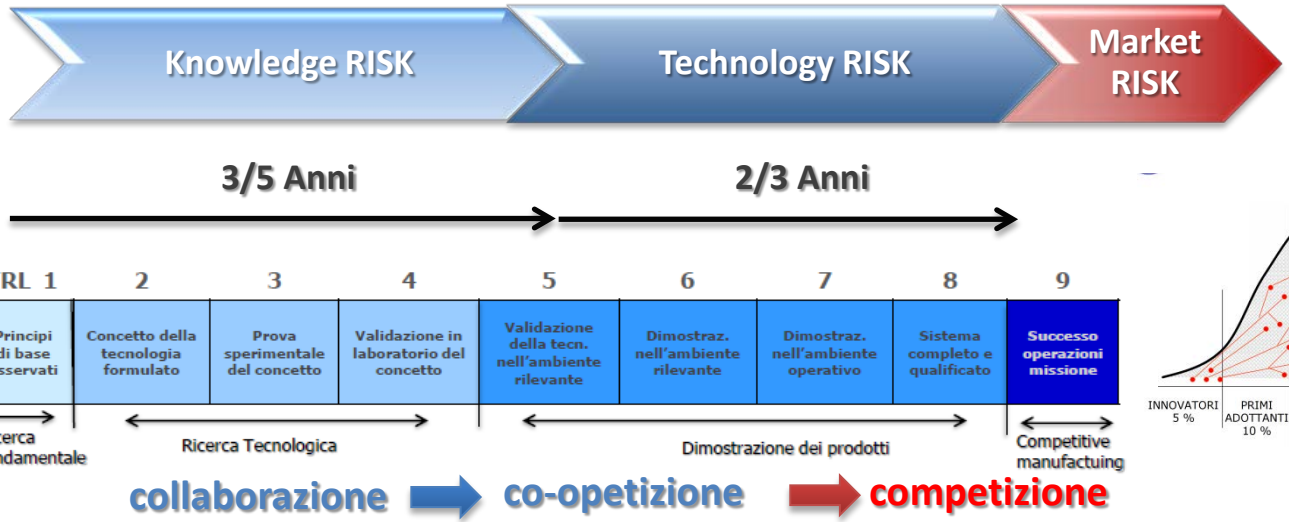
- Credito d'imposta (Art. 3, DL 23 dicembre 2013, n. 145, con le modifiche apportate da art.1, commi 15-16, Legge 11 dicembre 2016, n. 232)
- Patent box (Art.1 co. 37-45 della Legge 23 dicembre 2014, n.190 , con le modifiche apportate dal cd. Investment Compact art. 5 del D.L.24 gennaio 2015, n. 3)
- Nuova Sabatini (Articolo 2 del decreto-legge 21 giugno 2013, n. 69, convertito, con modificazioni, dalla legge 9 agosto 2013, n. 98)
- Super ammortamento (Art. 1, co. 91-94 della Legge 28 dicembre 2015, n. 208, con le modifiche apportate da art.1, comma 8, Legge 11 dicembre 2016, n. 232)
- Iper ammortamento (Art.1, comma 9, Legge 11 dicembre 2016, n. 232)

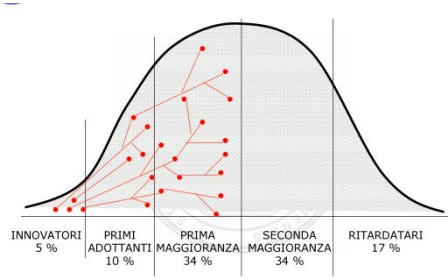
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La logica e le intensità: TRL e Rischio

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HORIZON 2020

GI, PMI	100%+ 25%	70% + 25%
RTO	100%+25%	70% + 25%

Life NATURA 2000

GI, PMI		60% + (7% overhead)
RTO		60% + (7% overhead)

POR FESR 2007-2013 OBIETTIVO COMPETITIVITÀ E OCCUPAZIONE Regione Emilia-Romagna

GI, PMI	50%, 60%	25%, 35%
RTO	Maggiorazioni nei punteggi	

GI, PMI	10 %, 15% F.P. + 60%, 50% F. A.
RTO	Maggiorazione +5% sul F.P

Strumenti Bancari

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Esempio di Budget - SME2

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Overhead: 25% dei costi elegibili
200k€

Spese interne della PMI su progetto
800k€

Subcontracting
200k€

Costi eleggibili
1,2M€

EC grant 70%
840k€

Subcontracting
200k€

Cash 640k€



Costi interni di personale



Consumabili, test, certificazioni

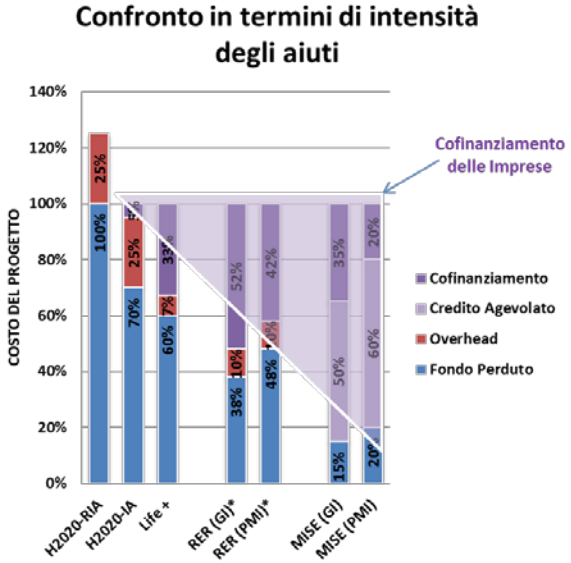


Quota Ammortamenti



Dissemination & Exploitation

Con un Co-finanziamneto di 160k€
si ha accesso ad un progetto da 1.2M€



Strumenti Comunitari I piu attrattivi per intensità e modalità di copertura

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Le date di cut-off

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Cut off – SME Instrument

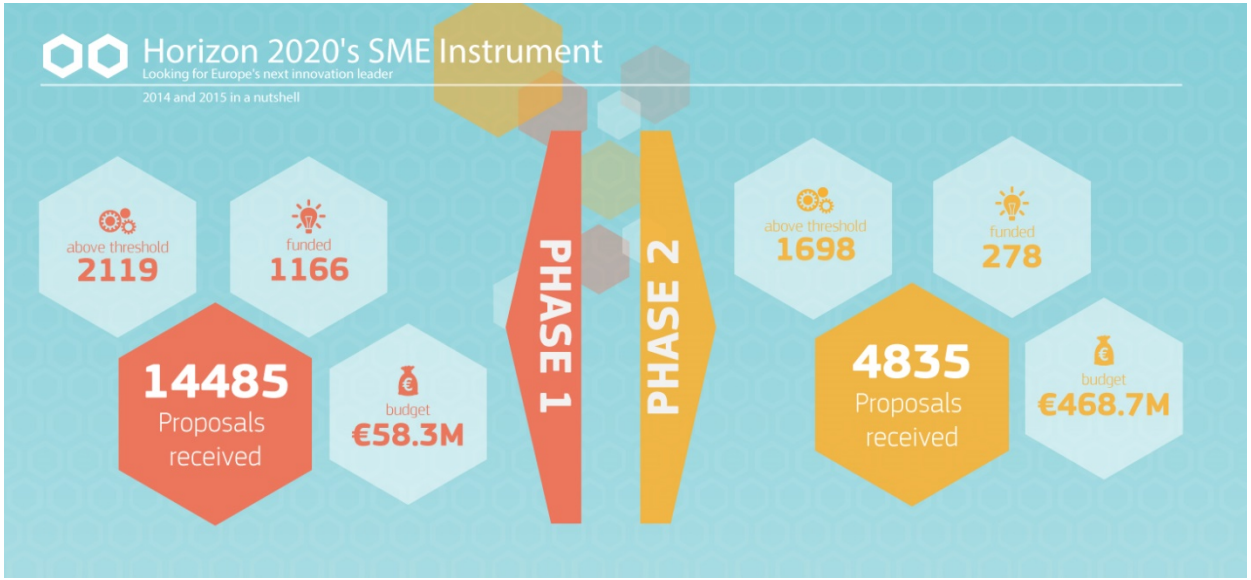
2016		2017	
Apertura- 26 novembre 2015		**Apertura- 10 novembre 2016**	
Fase 1	**Fase 2**	**Fase 1**	**Fase 2**
24 febbraio 2016 3 maggio 2016 7 settembre 2016 9 novembre 2016	3 febbraio 2016 14 aprile 2016 15 giugno 2016 13 ottobre 2016	15 febbraio 2017 3 maggio 2017 6 settembre 2017 8 novembre 2017	18 gennaio 2017 6 aprile 2017 1 giugno 2017 18 ottobre 2017

Fase 1: valutazione in 2 mesi e contratto in 1 mesi = 3 Mesi
Fase 2: valutazione in 4 mesi e contratto in 2 mesi = 6 Mesi

La struttura degli strumento sarà la stessa per i prossimi anni

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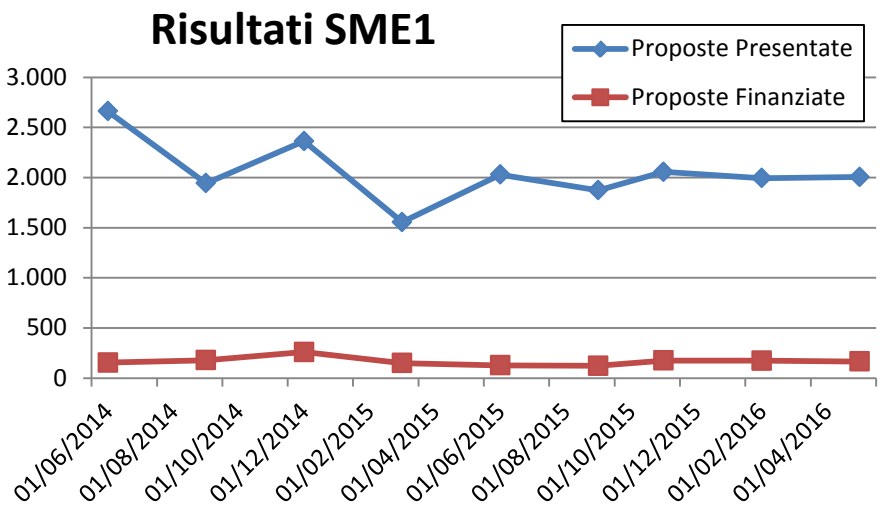
I risultati nei primi 2 anni (SME)

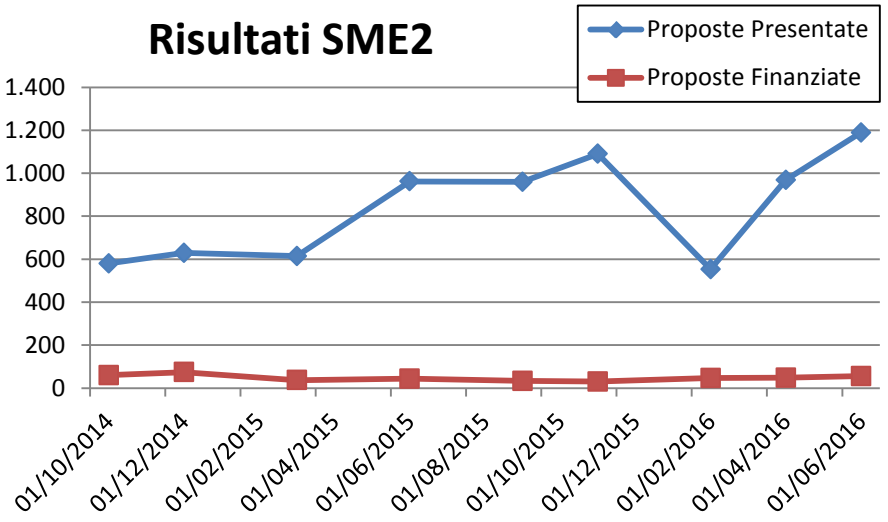


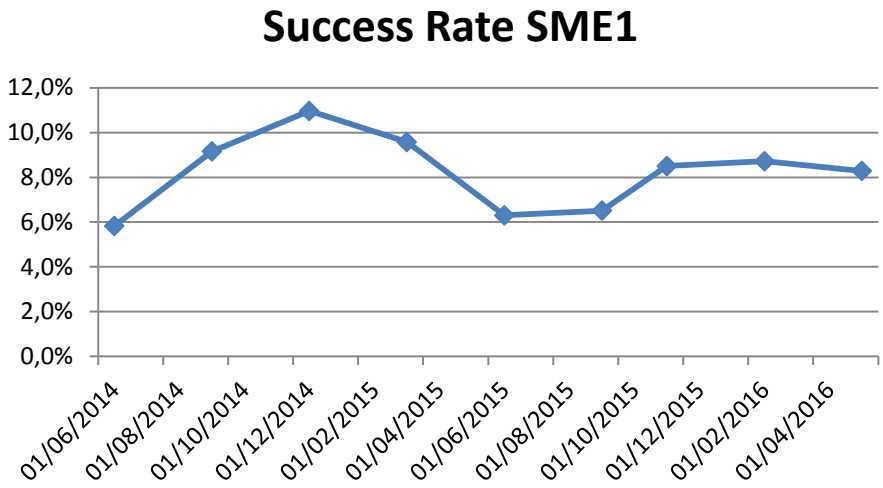
	Phase 1	Phase 2
Proposals	14485	4835
Above threshold	2119 (15%)	1697 (35%)
Funded	1166 (55% of above threshold, 8% overall)	278 (16% of above threshold, 6% overall)
Budget allocated	€ 58 million	€ 468 million (≈ 1.7M per project)
Mono beneficiaries	93%	80%

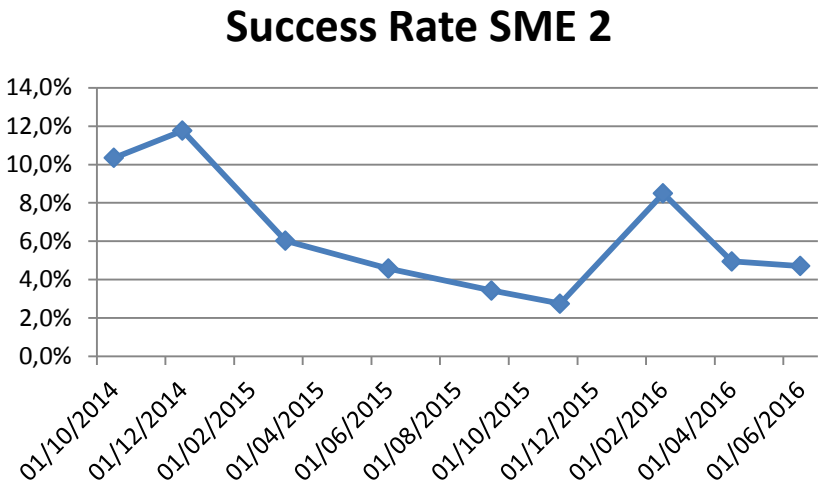
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Competizione accesa









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Obiettivi e Premialità

- **Obiettivo degli strumenti è rafforzare la competitività e stimolare la crescita**

- **Premiatiti impatto, ambizione, eccellenza**

  - **Ambizione di modificare lo status quo**
  - **Leadership di mercato**
  - **Tecnologica (es KETs)**
  - **Business model**
  - **Crescita superiore alla media del mercato**
  - **Ambizione di internazionalizzazione**
  - **Capacità Manageriale**
  - **Visione di medio e lungo periodo**

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H2020 - premesse

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Obiettivi:

- sostenere l'economia della conoscenza europea,
- affrontare sfide sociali
- ridurre la distanza tra ricerca ed innovazione
- aumentare degli investimenti R&S al 3% del Pil dell'Ue

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H2020 in 1 slide!

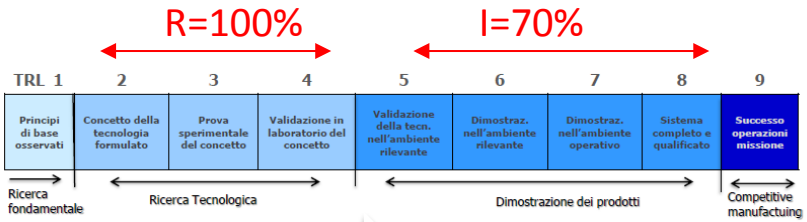
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- **Un Budget di circa 77B€,**
- **15B€ per il biennio 2016 - 2017**
- **Ambizione Coprire Ciclo dell' innovazione:** Conoscenza – tecnologia – mercato

- **Organizzato in 3 Pilastri**
  - Eccellenza Scientifica
  - Leadership Tecnologica,
  - Sfide Sociali

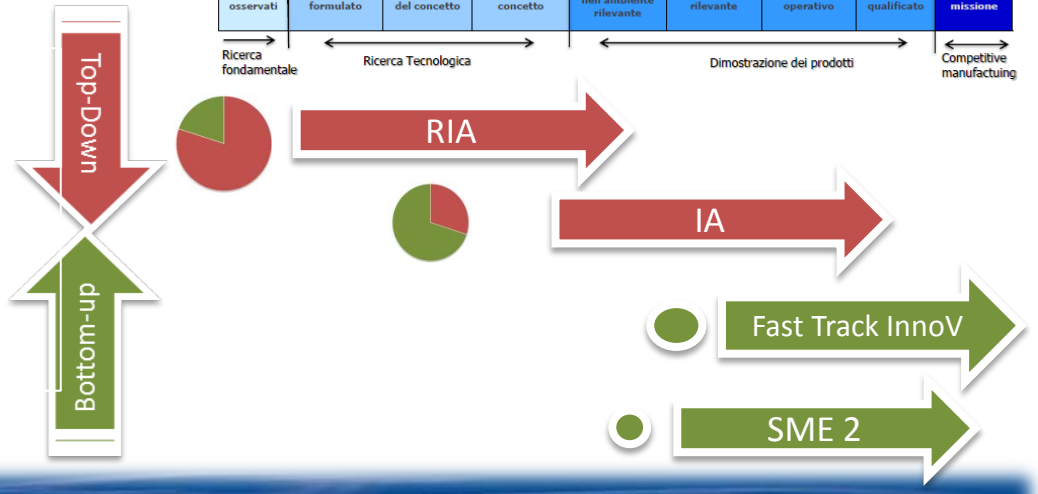
Excellent Science	Industrial Technologies	Societal Challenges
European Research Council ▪ Frontier research by the best individual teams	**Leadership in enabling and industrial technologies** ▪ ICT, nanotechnologies, materials, biotechnology, manufacturing, space	▪ Health, demographic change and wellbeing
Future and Emerging Technologies ▪ Collaborative research to open new fields of innovation	**Access to risk finance** ▪ Leveraging private finance and venture capital for research and innovation	▪ Food security, sustainable agriculture, marine and maritime research & the bioeconomy
Marie Skłodowska Curie actions ▪ Opportunities for training and career development	**Innovation in SMEs** ▪ Fostering all forms of innovation in all types of SMEs	▪ Secure, clean and efficient energy
Research infrastructures (including e-infrastructure) ▪ Ensuring access to world-class facilities		▪ Smart, green and integrated transport
		▪ Climate action, resource efficiency and raw materials
		▪ Europe in a changing world: Inclusive, innovative and reflective societies
		▪ Secure society

Ruolo centrale delle PMI e dell'innovazione



4 strumenti di finanziamento principali

- **RIA, IA, SME, FTTI**
- **Approccio sia Top Down che Bottom Up**
- Un unico modello di rimborso dei costi
- **Tempi più rapidi x il time-2-grant**
- Anticipo 35 %-80%



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Strumento per le PMI

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- **Strumento orizzontale (SC;LEIT)**
- **Bottom up e Business-Oriented**
- **Riservato alle PMI**
- **«Innovation Action» (I=70%)**

Caratteristiche dei progetti :

- forte potenziale di mercato
- TRL >5
- attinente ai WP/topics
- rilevanza europea

- **Il sostegno a una sola impresa**
- **3 fasi + servizi di coaching**
  - Fase 1: Fattibilità
  - Fase 2: Sviluppo
  - Fase 3: Commercio

Le 3 fasi dello strumento

PHASE I
Grant of € 50,000 (lump sum) + coaching support

Concept & Feasibility Assessment
Idea to Concept

Idea > Business Plan

10% budget

PHASE II
Grant of € 0.5 Million to € 2.5 Million (70% of funding)* + coaching support
*as a general rule

Demonstration Market Replication R&D
Concept to Market-Maturity

Elaborated Business Plan

Commercialisable Output

PHASE III
Risk Finance (Private/Public)

Commercialisation
Market-Maturity to Market Launch

Market Success

...YOUR HIGHWAY TO DELIVER INNOVATION ON THE MARKET!

Apply at any time! → 6 months → **88% budget** → 12-24 months →

ACTIVITIES SUPPORTED

PROOF OF CONCEPT
- ✓ Prove Technical and Commercial Viability
- ✓ Explore IP Regime
- ✓ Design Study
- ✓ Develop Pilot Application
- ✓ Risk Assessment

DEMONSTRATION OF COMMERCIAL POTENTIAL via
- ✓ Prototyping
- ✓ Testing
- ✓ Piloting
- ✓ Miniaturization
- ✓ Scaling-up
- ✓ Application Development

GO-TO-MARKET
- ✓ EU Quality Label (Promotion & Networking with Financiers/Clients)
- ✓ Investment Readiness Training
- ✓ SME window in the EU Financial Facilities (debt & equity backed by EIB/EIF)
- ✓ Link to Public Procurement Networks



Coaching

enterprise europe network
Business Support on Your Doorstep

simpler
Servizi per l'innovazione e la competitività delle imprese in Lombardia e in Emilia Romagna

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Le date

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Work Programme 2016-2017

European Commission

H2020 dedicated SME Instrument

Work Programme

2014-2015 VS. 2016-2017

2014-2015				2016-2017				
	TOPIC	Budget			TOPIC	Budget		% 14+15/16+17[1]
		2014	2015			2016	2017	
1	ICT - Open Disruptive Innovation Scheme	45	43	1	ICT - Open Disruptive Innovation Scheme	60	66	+ 43.2 %
2	NMP - Nanotechnologies	21.8	23.8	2	NMP - Nanotechnologies	31.83	35.32	+ 47.2 %
3	BIOTEC 5 - Biotechnology	3.8	2.4	3	BIOTEC - Biotechnology	7.5	7.5	+ 142 %
4	SPACE 1	8.5	8.55	4	SPACE	11.37	12.60	+ 39 %
5	PHC 12 – Biomarkers and/or medical devices	66.10	45	5	Healthcare biotechnology	35	45	
				6	ICT for Health, Well-Being and Aging well	18	12.50	- 0.54 %[2]
6	SFS 8 – Eco-innovative food production	10	17	7	Agriculture, forestry, agri-food bio-based	25.46	39.19	+ 143,7 %
7	BG 12 – Blue Growth	4	5	8	BG – Blue Growth	9.5	10	+ 116.7 %
8	SIE 1 – Low carbon and efficient energy system	33.95	34.76	9	SIE – Low carbon and efficient energy system	46	50	+ 39.7 %
9	IT 1 - Transport	35.87	38.96	10	IT – Transport and Smart cities mobility	57.57	61.23	+ 58.7 %
10	SC5 20 – Eco-innovation and raw materials	17	19	11	SC – Climate action, environment, resource efficiency and raw material	25	27.5	+ 45.8 %
11	INSO 9 – Innovative mobile e-government	0	4					- 100 %
12	INSO 10 – SME business model innovation	0	11	12	New business models for inclusive and reflective societies	10.80	11.40	+ 102 %
13	DRS – Protection of urban targets/infrastructures	7	7.4	13	Security research and development	15.37	14.67	+ 108.6 %
	TOTAL	**253.02**	**259.87**		TOTAL	**353.40**	**385.91**	+ 44.2%

da 510M€ a 735 M€ ➡ **+ 225 M€** **Success rate aumenterà**

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Le Key Enabling Technologies (KETs)

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KET	Definition and demarcation
NT (nanotechnology)	An umbrella term that covers the design, characterisation, production, and application of structures, devices, and systems by controlling the shape and size at an atomic, molecular, and supramolecular scale. Nanotechnology holds the promise of leading to the development of smart nano- and microdevices and systems and to radical breakthroughs in vital fields such as healthcare, energy, environment, and manufacturing.
MNE (micro- and nanoelectronics)	Deals with semiconductor components and/or highly miniaturised electronic subsystems and their integration into larger products and systems. They include the fabrication, design, packaging and testing from nano-scale transistors to micro-scale systems integrating multiple functions on a chip.
PHOT (photonics)	A multidisciplinary domain dealing with light, encompassing its generation, detection, and management. Among other things, it provides the technological basis for the economical conversion of sunlight to electricity (which is important for the production of renewable energy) and a variety of electronic components and equipment such as photodiodes, LEDs and lasers.
AM (advanced materials)	Leads both to new reduced-cost substitutes to existing materials and to new higher-added-value products and services. Advanced materials offer major improvements in a wide variety of different fields, e.g., aerospace, transport, building, and healthcare. Advanced materials facilitate recycling, lowering the carbon footprint and energy demand as well as limiting the need for raw materials that are scarce in Europe.
IB (industrial biotechnology)	Also known as "white biotechnology", it is the application of biotechnology for the industrial processing and production of chemicals, materials and fuels. It includes the practice of using microorganisms or components of microorganisms like enzymes to generate industrially useful products in a more efficient way (e.g., less energy use or fewer by-products) or to generate substances and chemical building blocks with specific capabilities that conventional petrochemical processes cannot provide. There are many examples of such bio-based products already on the market. The most mature applications are related to enzymes used in the food, feed, and detergent sectors. More recent applications include the production of biochemicals, biopolymers, and biofuels from agricultural or forest wastes.
AMT (advanced manufacturing systems)	AMTs encompass the use of innovative technology to improve products or processes that drive innovation, including all production equipment that deploys a KET or any other innovative technology, but excluding the actual production as this is attributed to the individual KETs.

- **Alta intensità di conoscenza, elevata intensità di R&S, cicli d'innovazione rapidi, a consistenti investimenti e a posti di lavoro altamente qualificati.**
- **Hanno rilevanza sistemica, sono pervasive rendono possibile l'innovazione nei processi, nei beni e nei servizi in tutti i settori economici.**
- **Sono multidisciplinari, multi-settoriali**
- **Tendono a convergere e a integrarsi**
- **Sono alla base della catena del valore**
- **Contribuiscono a risolvere le sfide sociali**



H2020 si basa sulla possibilità di tradurre il progresso e la conoscenza scientifica in prodotti e servizi a valore aggiunto che offrano nuove opportunità imprenditoriali e risolvano le sfide sociali

http://ec.europa.eu/enterprise/sectors/ict/files/kets/hlg_report_final_en.pdf

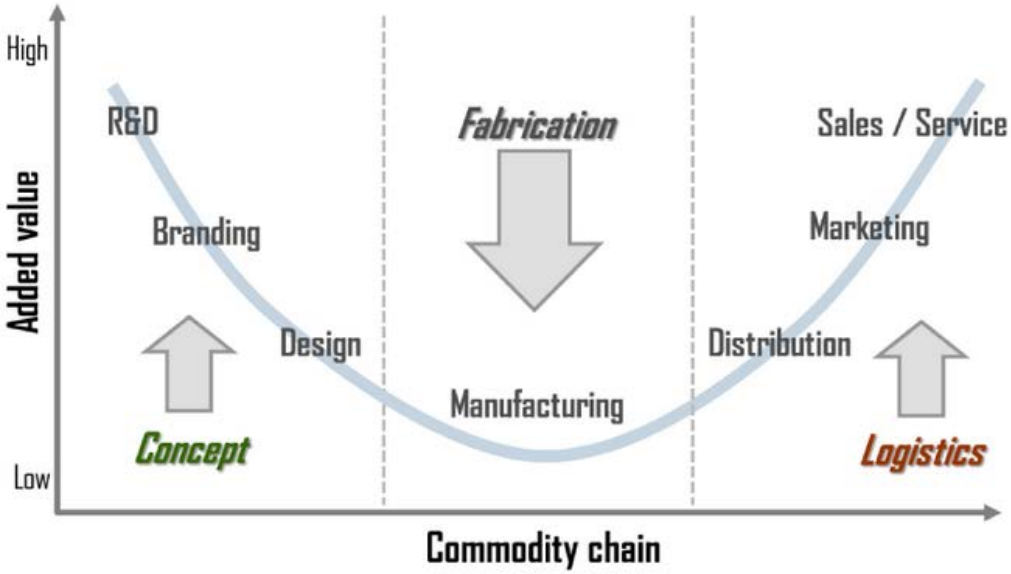
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L'impatto delle KET: The Smiling Curve

….. Value chains is evolving from local and simple to global and complex……

There is a big threat if companies solely relying on their manufacturing advantages.

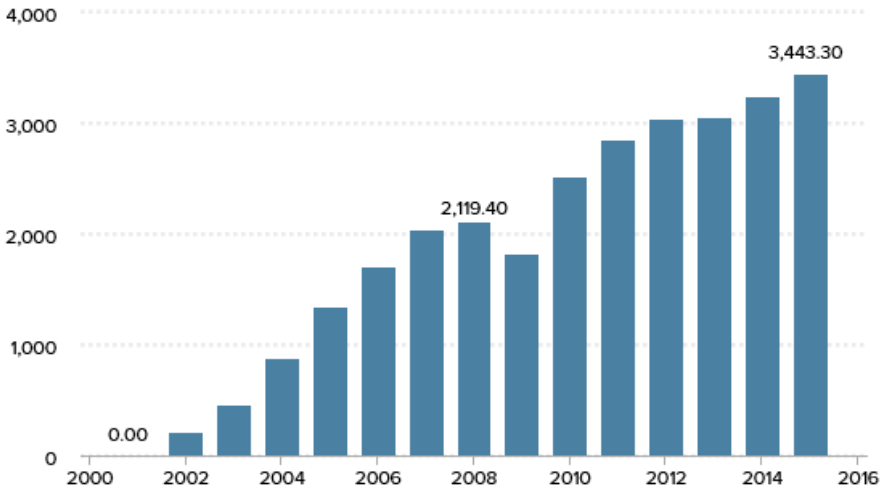




to succeed internationally put efforts into pre-production, and in post-production activities

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Distruzione di posti di lavoro US 2001 - 2015



Manufacturing	-2,557,100	74.3%
Nondurable goods	-391,300	11.4%
Food	-11,600	0.3%
Beverage and tobacco products	3,000	-0.1%
Textile mills and textile product mills	-117,800	3.4%
Apparel	-204,900	6.0%
Leather and allied products	-60,000	1.7%
Industrial supplies	-233,600	6.8%
Wood products	-28,400	0.8%
Paper	-29,200	0.8%
Printed matter and related products	-35,000	1.0%
Petroleum and coal products	-1,200	0.0%
Chemicals	-27,600	0.8%
Plastics and rubber products	-78,800	2.3%
Nonmetallic mineral products	-33,400	1.0%
Durable goods	-1,932,200	56.1%
Primary metal	-57,100	1.7%
Fabricated metal products	-161,800	4.7%
Machinery	-94,800	2.8%
Computer and electronic parts	-1,238,300	36.0%
Computer and peripheral equipment	-670,800	19.5%
Communications, audio, and video equipment	-267,000	7.8%
Navigational, measuring, electromedical, and control instruments	-18,000	0.5%
Semiconductors and other electronic components, and reproducing magnetic and optical media	-282,500	8.2%
Electrical equipment, appliances, and components	-116,000	3.4%
Transportation equipment	-21,500	0.6%
Motorvehicles and motor vehicle parts	-49,600	1.4%
Aerospace products and parts	32,700	-0.9%
Railroad, ship, and other transportation equipment	-4,500	0.1%
Furniture and related products	-115,900	3.4%
Miscellaneous manufactured commodities	-127,000	3.7%

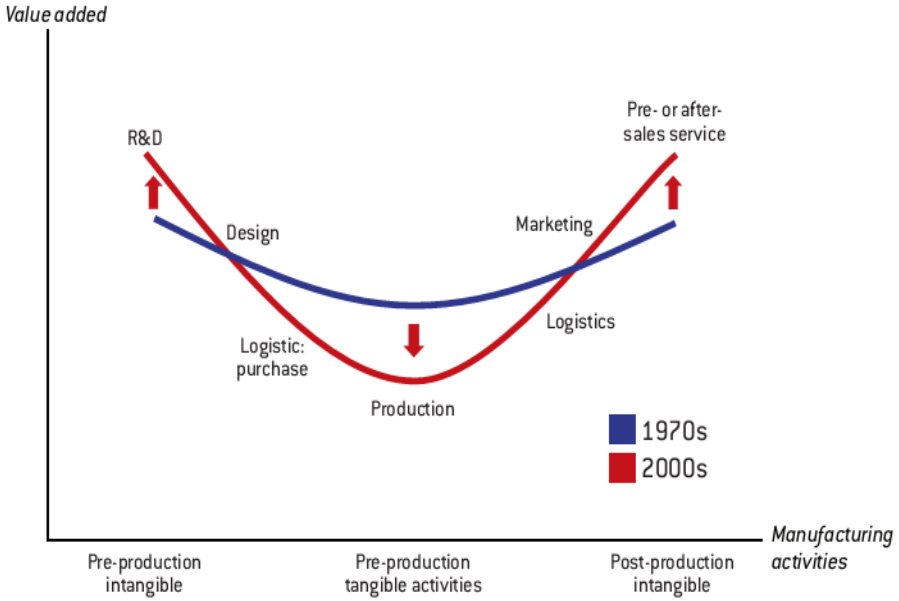
http://www.epi.org/publication/growth-in-u-s-china-trade-deficit-between-2001-and-2015-cost-3-4-million-jobs-heres-how-to-rebalance-trade-and-rebuild-american-manufacturing/

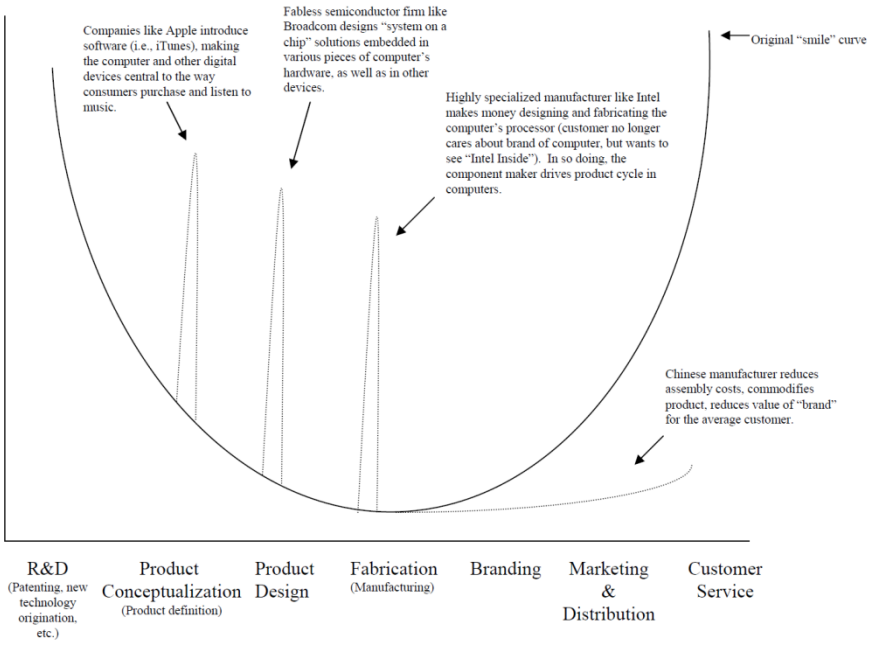
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L'impatto delle KET

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2 processi in atto: «comodizzazione e servitizzazione»





- L'integrazione delle KET nei prodotti e servizi ridurrà ulteriormente il Valore Aggiunto delle produzioni e dei componenti semplici
- E' necessario risalire la catena del valore integrando nuova conoscenza
- «Servitizzare il prodotto non basta piu a stare a galla»
- Chi non guarda alle KET rischia di essere tagliato fuori dal mercato.

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Gli Innovation Leader

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Caratteristiche degli innovation leader – Champion

- **Sviluppano (non integrano semplicemente) la tecnologia**
- **Strategia proattiva focalizzate sulla crescita** e non sul profitto
- **Investono :**
  - **3 volte piu risorse nella conoscenza**
    - Knowledge Management - IT
      - Dinamiche di mercato,
      - Tecnologia e trend,
      - IPR, ricerca scientifica
  - **6 volte di piu nella collaborazione**
  - **Portafoglilo Progetti a TRL diverso**
- Organizzazione e cultura che favoriscono la collaborazione
- Processi decisionali veloci

	Innovation leaders	Innovation followers
Technology	• Use technology to drive innovation • View mid- and long-term trends • Focus on costs and differen-tiation	• Do not use technology or adopt tools too late • View mid-term trends only • Focus only on costs
Roles and boundaries	• Have flexible structure and allow employees to be creative • Engage suppliers, customers and employees in innovation activities	• Have a hierarchical structure and confine employees to specific job descriptions • Engage employees only in innovation activities
Customer involvement	• Involve customers early • Identify customers' value perceptions and purchasing decisions • Build brand loyalty	• Involve customers at the end of development (if at all) • Create serv-ices without considering customer value

Innovazione è una capacita manageriale con processi ripetibili e misurabili

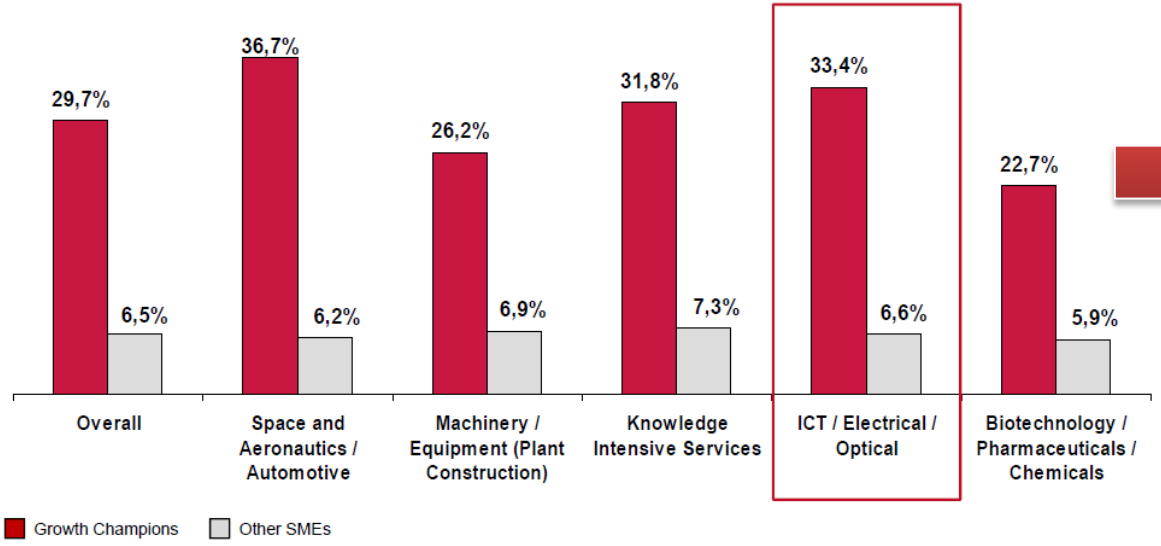
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Performance da Leader

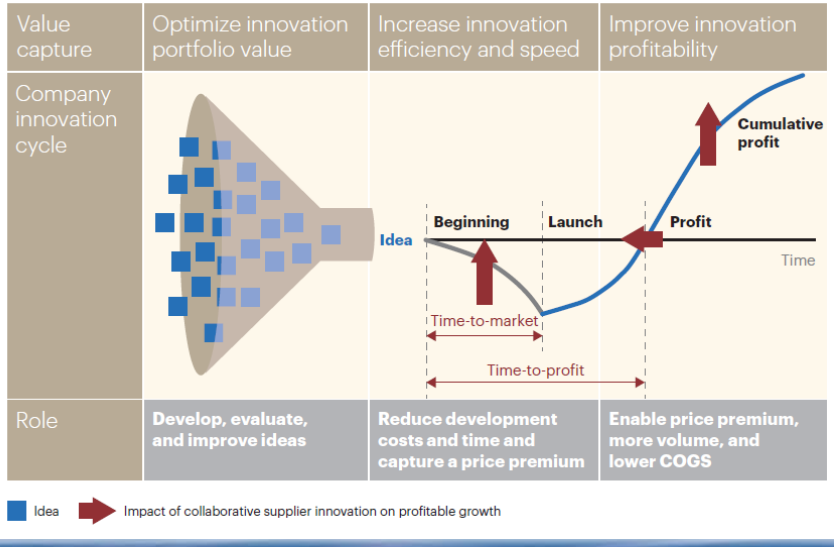
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Annual growth rate of income from sales over the last 4 years (median)

Preliminary results



Performance Economico finanziarie 4-5 volte piu alte



Cicli di vita dell'innovazione piu performanti

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Schema dell'analisi

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Economics

- Mercato, struttura e trend
- Concorrenza
- Value chain
- Segmentazione
- Modello di acquisto
- Posizionamento Marketing Mix
- Business Plan → ROI
- Marketing Plan

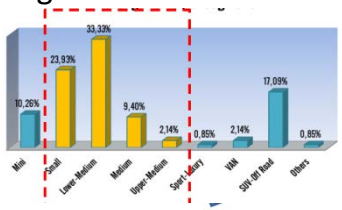
Technology

- Benchmark Competitive landscape
- IPRs
- Standards-Regulations
- Costs Analisis
- KETs
- Funded Projectd

Proj. design

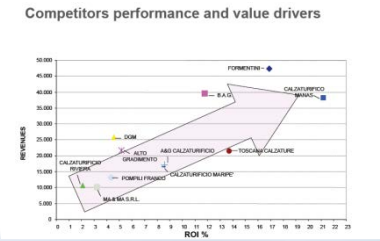
- Bando – Work Program
- Partnership
- WBS\Pertt|Gantt
- Contingency plan
- Risk Mitigation Plan
- SMART Obj





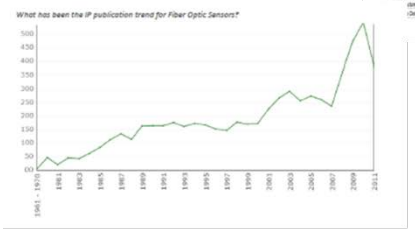
		Year 3	Year 4	Year 5	Installed Kits at Year 5	Net Profit at Year 5 (with 4% Mark-up)
WorstCase Scenario	B2C	1 %	2,5 %	5 %	37.092	€ 4.527.634
	B2B	0,3 %	0,6 %	1 %	639	
IntermediateCase Scenario	B2C	2 %	5 %	8 %	59.346	€ 7.236.551
	B2B	0,5 %	0,7 %	1,5 %	958	
BestCase Scenario	B2C	5 %	9 %	13,5 %	100.146	€ 12.170.956
	B2B	1 %	1,5 %	2 %	318	

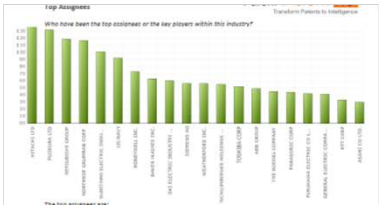


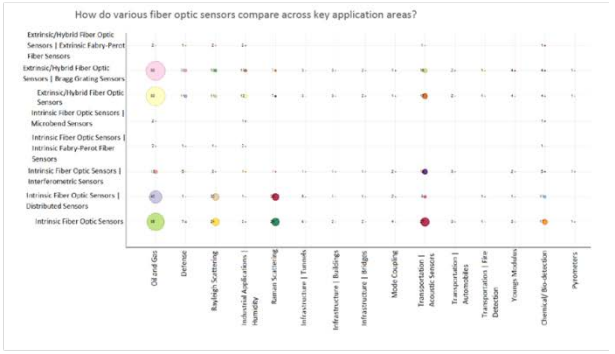












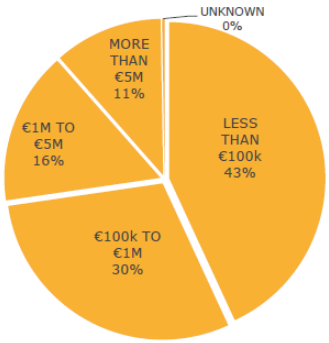
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Identikit dei vincitori

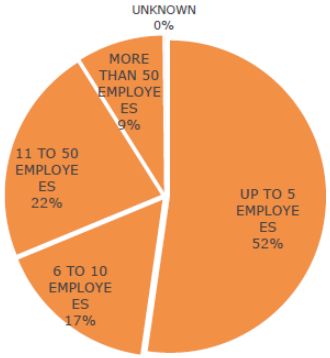
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Phase 1 - 2014/2015

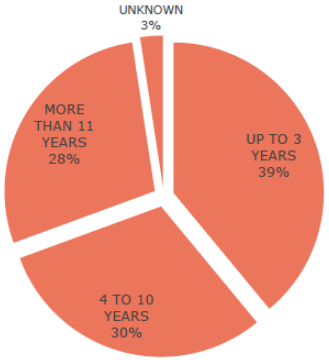
Turnover



Staff

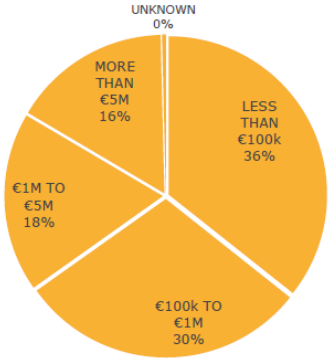


Years trading

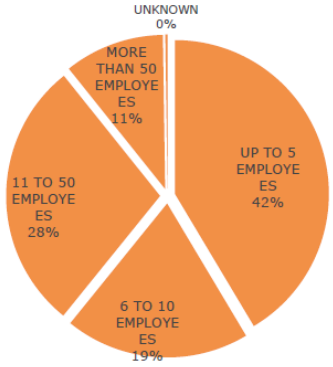


Phase 2 - 2014/2015

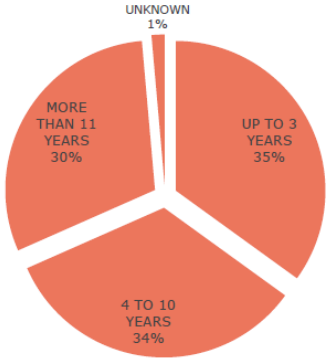
Turnover



Staff



Years trading



LE statistiche

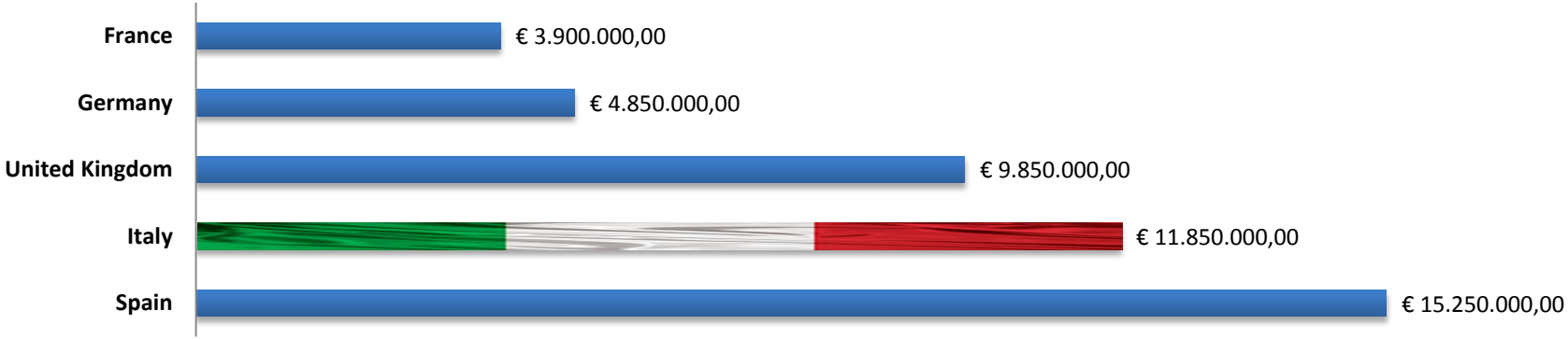
- 80% fatturato < 5M€
- < di 50 dipendenti
- 3 anni sul mercato
- attive su mercato estero

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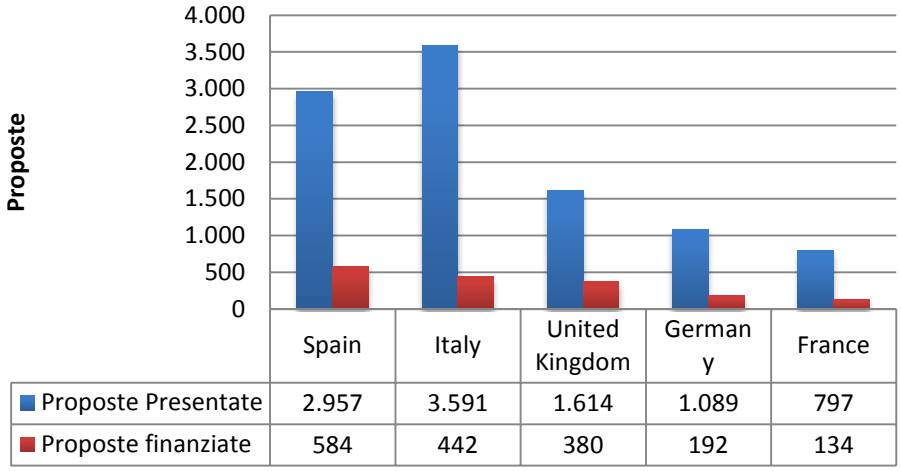
Risultati per paese – SME 1

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Finanziamenti per Paese - SME1



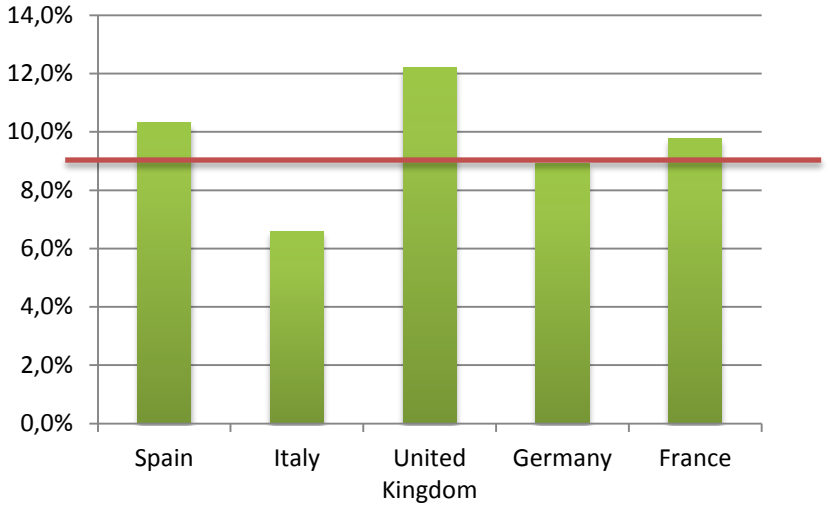
SME1



	Spain	Italy	United Kingdom	Germany	France
Proposte Presentate	2.957	3.591	1.614	1.089	797
Proposte finanziate	584	442	380	192	134

success rate – SME1

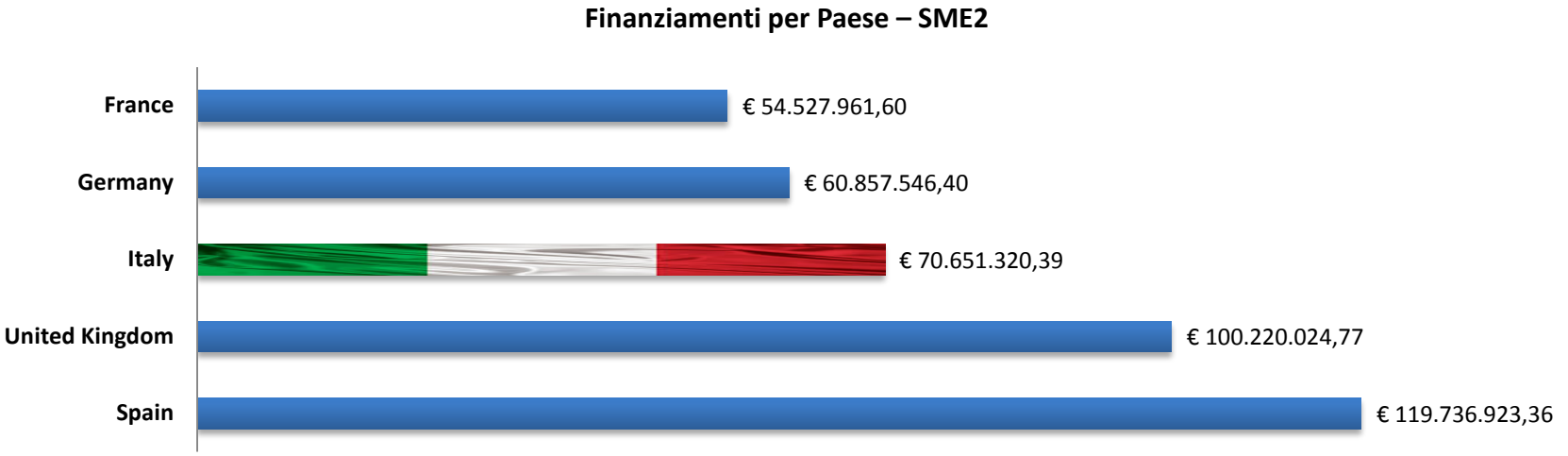
23-imo posto

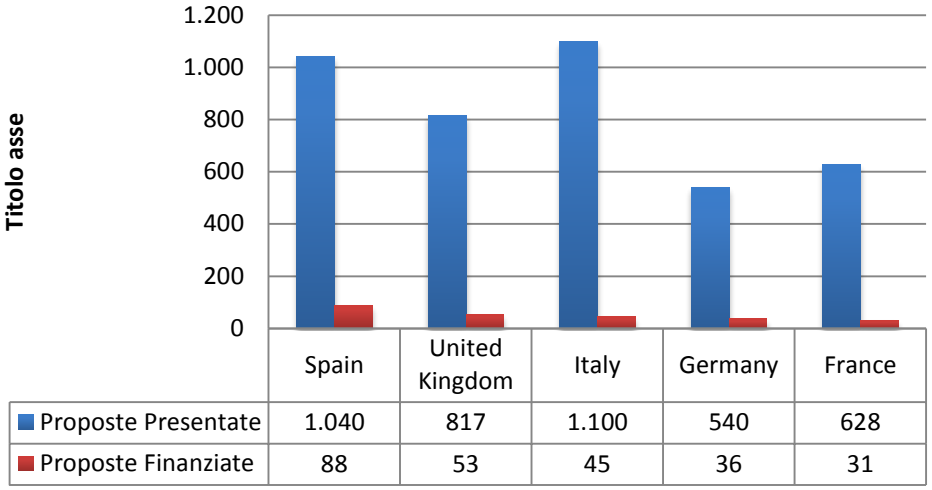


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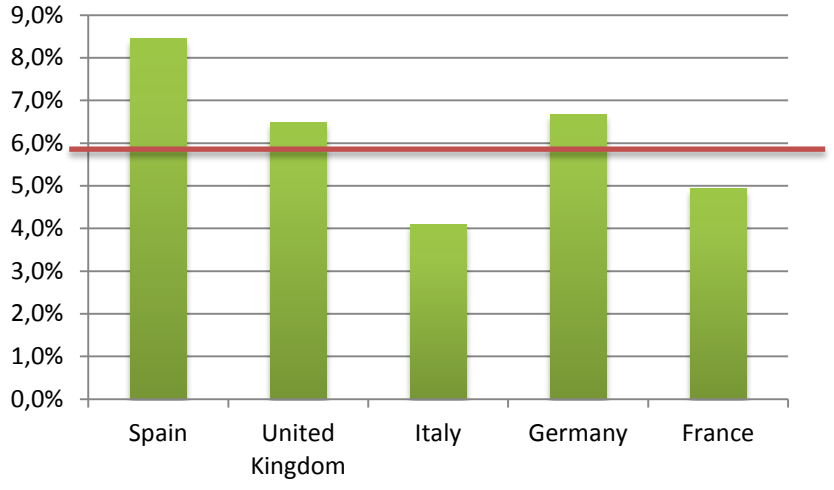
Perforance dei paesi – SME 2

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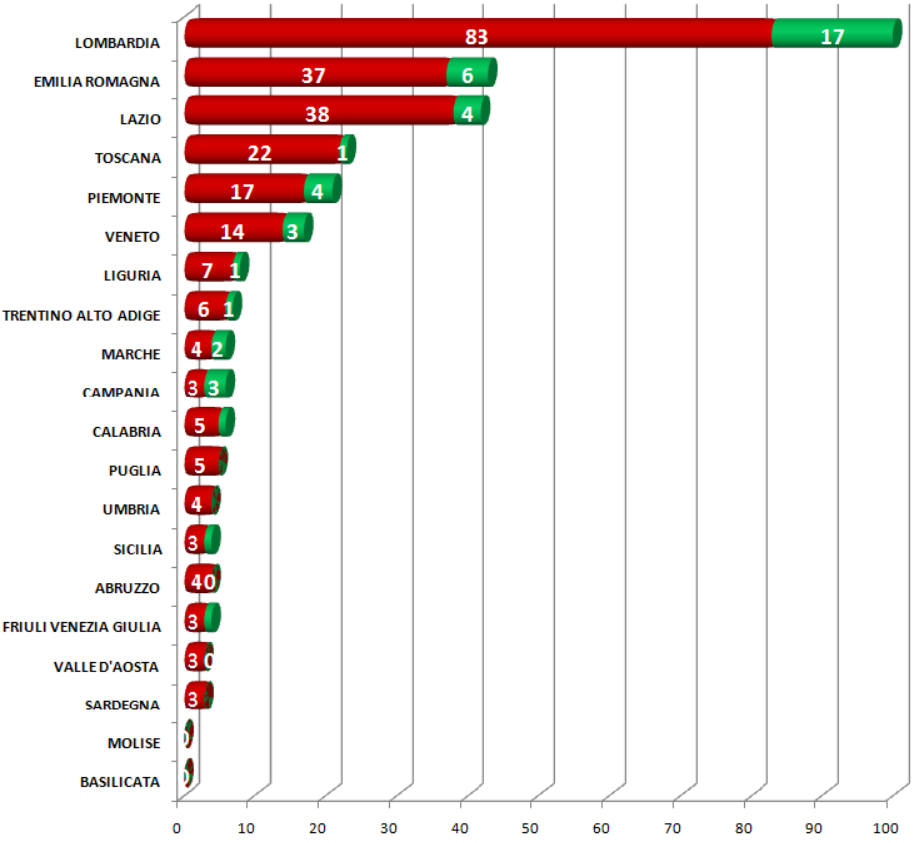


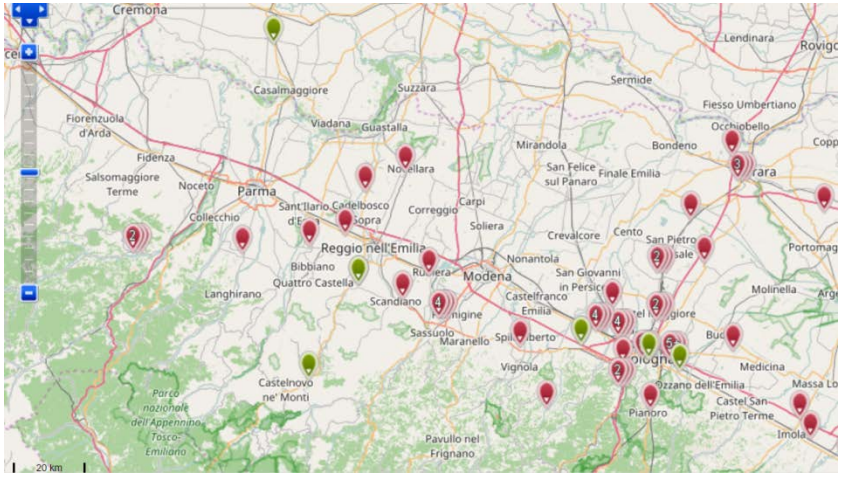
23-imo posto



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.. E l'Emilia Romagna





BERCELLA SRL
http://www.bercella.it
Topic: Accelerating the uptake of nanotechnologies, advanced materials or advanced manufacturing and processing by SMEs

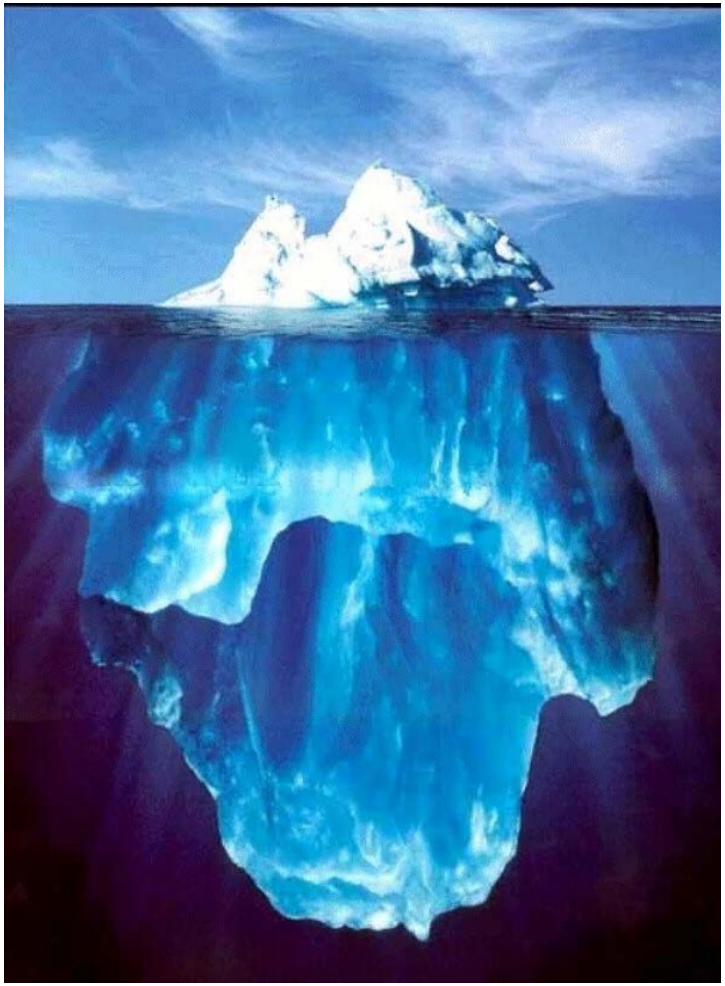
Project: WEL-FIT - Feasibility Study of the induction WELding, FIbre placement and shaping of Thermoplastic composites

CA-MI srl
http://www.ca-mi.it
Topic: Clinical research for the validation of biomarkers and/or diagnostic medical devices

Project: IRSkin - IRSkin provides dermatologists a new dermatoscope, equipped with a software for visual comparisons in the diagnostic phase, performing a content based Image Retrieval from an a-priori built database.

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… i punti di debolezza



«… Ingegnere, ho un progetto innovativo, molto Innovativo …. ci sono finanziamenti?»

- **Manageriale**
  - Visione di breve periodo
  - Strategia di sviluppo poco chiara
  - Scarse informazioni sullo stato dell'arte e sulle soluzioni della concorrenza
  - Livello dell'innovazione troppo basso
  - Mancanza di indicazioni misurabili, obiettivi KPI
  - Proposta troppo concentrata sul progetto, non abbastanza sull'opportunità di business
  - Progetti lacunosi, chiaramente presentati nell'ottica di cercare fortuna
- **Cultura ed organizzazione aziendale**
- **Chiusura e collaborazione modesta e tardiva**

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Tips

- **Impact**: you need to demonstrate that your project will **generate revenues and create jobs**. Explain **the market conditions and the evolution of the competition**. Provide concrete and realistic figures on the market size, the market share, the sales price. Show at **least 3 years of projection of sales volume, turnover and number of jobs created**. Do not forget to describe your commercialisation plan. A key aspect to remember is that you have to demonstrate that your project has a **European or international dimension**. If it's targeted only at a national market, it won't be supported by the SME Instrument. The protection of **intellectual property** is also very important and must be explained.

- **Excellence**: you need to convince the evaluators that your innovation is excellent, that your product, process or service is **disruptive**, that it has the potential to change the dynamic of the market and possibly to address a societal challenge. Show the **added value** of your idea and explain why it is **viable and better than existing solutions**. While it's important to describe the opportunities, you must also demonstrate that you **understand the risks**.

- **Implementation**: you need to convince the evaluators that you can make it. Don't forget that, as well as describing technical competence, you'll also need to provide information on **commercial competence**. Evaluators will assess the **credibility of your team and of your work plan**. Make sure you clearly describe how you **will organise your team** and, if you intend to use external **partners** to bring competences that you don't have in your company, explain what they will do and what they will bring. Planning is important as well: your project should fit into a **realistic time frame**.

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Confindustria Emilia Romagna Ricerca Scarl (CERR)

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- **Centro di competenza «sperimentale»** supporta le imprese sul tema della ricerca, dell'innovazione nella logica di condivisione di risorse , della massa critica e della specializzazione.
- **Sistema integrato di servizi di assistenza ad indirizzo strategico,** basato su riservatezza e confidenzialità.
- **Centro per l'Innovazione accreditato dalla RER**
- **Nodo di alcuni laboratori PP** extra regionali sulle KETs (fotonica, elettronica flessibile)
- **EEN:** Finanziamenti R&S, ricerca partner tecnologici e commerciali, IPR, formazione, B2B.
  - **COACHING -KAM**
  - **ENANCHING INNOVATION MAGMT CAPABILITY**

enterprise europe network
Business Support on Your Doorstep

simpler
Servizi per l'innovazione e la competitività delle imprese in Lombardia e in Emilia Romagna

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OBIETTIVI DI CONFINDUSTRIA

- **Accompagnare le imprese nelle varie fasi di sviluppo dell'innovazione**
- **Fornire strumenti per accrescere la partecipazione a Horizon 2020**
- **Facilitare la presentazione di progetti eccellenti e tecnologici**
- **Rafforzare e presidiare l'ecosistema regionale della R&I**

Attività e servizi

- **Definizione di strategie di innovazione**
- **Sviluppo di sinergie «fornitori» specializzati**
  - Centri di ricerca, Laboratori Accreditati e allti centri per l'innovazione
  - Start-up innovativi e reti di PMI
  - Rete di Consulenti
  - Partner tecnologici e commerciali
- **In/formazione** → MENTORING
- **Disseminare esperienze, risultati, metodi, successi e fallimenti**
- **Pre-valutazione** e posizionamento dell'idea progetto **(approccio critico)**
- **Partecipando direttamente ai progetti di ricerca**

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H2020 cerca valutatori industriali

CONFINDUSTRIA
Emilia-Romagna



http://ec.europa.eu/research/participants/portal/desktop/en/experts/index.html

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- ***National Contact Point for SMEs***

http://bit.ly/1LsdMEn

- ***Enterprise Europe Network***

http://een.ec.europa.eu/about/branches

- ***EASME website***
  - http://ec.europa.eu/easme/en/horizons-2020-sme-instrument
  - *Q&A:* https://ec.europa.eu/easme/en/question-sme-instrument

Additional info:

- ***Twitter SME Instrument***

https://twitter.com/h2020sme

- ***IPR Helpdesk***

https://www.iprhelpdesk.eu/

- ***Any questions:***

EASME-SME-HELPDESK@ec.europa.eu

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