

*finMED*

*Boosting the financing of innovation for green growth sectors  
through innovative clusters services in the MED area*

## **DELIVERABLE: 4.3.1**

### **Simulation report**

**Delivery date: February 2020**  
**Partner in charge: Environment Park**  
**Partners involved: all**  
**Status: Final**

DELIVERABLE INFORMATION FOR WEBPLATFORM			
DOCUMENT AND DESCRIPTION			
Share with? <i>(mark with X the corresponding option)</i>	Partnership	X	
	JS		
	Thematic community	x	
	MED community		
	Public	X	
Title <i>(not technical)</i>	Simulation report		
Description <i>(brief description of the deliverable, 3-5 lines)</i>	Report describing in details the simulation exercises, carried out by involved PPs and their results.		
Type <i>(mark with X the corresponding option)</i>	Video		
	Audio		
	Document	X	
	On-line tool		
CATEGORIES			
Included in Progress Report?	Yes		
Foreseen in Application Form?	Yes		
	DELIVERABLE 4.3.1 Simulation report		
Work package? <i>(mark with X the corresponding option)</i>	Project management		
	Project communication		
	Studying		
	Testing	x	
	Transferring		
	Capitalizing		
Keywords <i>(mark with a X the corresponding option/s)</i>			
Climate change and biodiversity		Multimodal transport	
Coastal management and maritime issues		Regional planning and development	
Cultural heritage and arts		Renewable energy	
Green technologies		Rural and peripheral development	
Health and social services		SMEs and entrepreneurship	X
Agriculture, fisheries and forestry		Soil and air quality	
Innovation capacity and awareness-raising	X	Sustainable management of natural resources	
Governance, partnership	X	Tourism	
Clustering and economic cooperation	X	Transport and mobility	

Evaluation systems and results	X	Urban development	
Improving transport connections		Waste and pollution	
Institutional cooperation and cooperation networks		Water management	
Logistics and freight transport		Waterways, lakes and rivers	
Managing natural and man-made threats, risk management			
<b>Output indicator?</b> <i>(mark with X if the deliverable is directly related to one of the three output indicators)</i>	<b>Yes / No</b>		
	Number of operational instruments to favour innovation of SMEs		
	Number of enterprises receiving non-financial support		x
	Number of transnational innovation clusters supported		x
<b>INFORMATION</b>			
<b>Date of deliverable/when the activity took place</b>	November 2019 – February 2020		
<b>Target audience</b> <i>(mark with X the corresponding option/s)</i>			
Local public authority		SME	X
Regional public authority	X	Business support organization	X
National public authority	X	International organization, EEIG	
Interest groups including NGOs		Infrastructure and (public) service provider	
Higher education and research		General public	
Education/training centre and school		Other	X
Enterprise, except SME			

## Table of contents

Introduction .....	5
1 Purpose of the document.....	5
1.1 Description of the activity .....	5
1.2 Methodology .....	9
1.3 The extra activity: description.....	10
2 Results.....	11
2.1 General overview .....	11
2.2 Simulation protocol: results on the 7 thematic sections .....	15
2.2 Innovation .....	15
2.3 Communication and positioning .....	17
2.4 Adequacy to green growth.....	19
2.5 Financial assessment.....	21
2.6 Market and internationalisation .....	22
2.7 Management and human capital .....	24
2.8 Enabling assets .....	26
2.9 The extra activity: results .....	27
3 Conclusion.....	29
Annexes .....	30
Annex I Public call for expression of interest.....	30
Annex II Application form for expression of interest.....	33
Annex III Cooperation agreement.....	34
Annex IV Simulation protocol.....	37
Annex V Tool set of questions.....	41
Annex VI Extra activity full report .....	66

## Introduction

Established in 2018, finMED is a partnership of 15 organisations from 9 MED countries. finMED members cover the full spectrum of stakeholders whose contribution is essential for solving the complex challenges of the green transition.

The finMED main objective is to boost the financing of innovation in green growth sectors through improved delivery of policies and strategies and the introduction of innovative cluster services in the MED area.

The project delivers concrete outputs and results in three fields:

1. Public policies delivery, by developing and adopting new concepts, principle and practices to finance green growth strategies;
2. Innovation and business environment, by improving interaction and collaboration (at regional and transnational level) among involved stakeholders and bridging the gap among enterprises and financiers;
3. Green sectors capacities, by stimulating and actively supporting enterprises and SMEs adaptability to the most impellent financing challenges.

## 1 Purpose of the document

The purpose of this report is to describe in detail the simulation exercises, carried out by involved PPs in the testing of the supporting service tool developed in WP3 – Studying by the University of Turin - UNITO (available in the project website: [D3.5.1 – Format of Format of a Support service to be provided by clusters and business support organizations to their members](#)). The different experiences, here harmonized, have been collected through a common template (Simulation protocol, see Annex IV) used by each partner to report its own experience and represented on an aggregate level in the section dedicated to the results.

### 1.1 Description of the activity

Activity 4.3 consists in simulating the use of the Support Service Tool, done by the clusters and business support organizations partners towards a selected number of SMEs. The target for

the activity was to implement the testing, that is, at least 5 for each of the partners involved. In order to use the tool and interpret all the questions correctly, UNITO provided partners with a Handbook, included in [D3.51](#), containing a very detailed explanation for each section of the Tool. The objective of this activity was to simulate in real context the feasibility of the Support Service Tool and to detect its deficiencies and weaknesses. The tool, completely in English, plays the role of Decision Support System and is made up of by 3 parts:

1. an intro section with some necessary basic questions about the enterprise and the respondent;
2. a questionnaire (*see Annex V* containing the complete set of questions);
3. a final report, summarizing the results of the analysis. The analysis is developed by the Tool logic engine which, based on the answers provided by the respondent, gives indication of the SME's readiness for different kinds of financial instruments in order to address its financing needs for innovation, R&D and business development. The report is presented in the form of advice together with a dashboard with radar charts showing a summary of the final results, defining the financing potential as the ranking of the following conditions: suitability, adequacy, congruity and consistency of the company.

*Fig. 1 and 2* represent a couple of simulation session held in Cyprus (by ANETEL) and Italy (by Envipark) at the SME headquarter, while *Fig. 3* shows an example of the final report of one of the SMEs supported during the activity.

Such data and information were provided by the respondent answering the questionnaire composed by 7 chapters/sections as shown in *Fig. 1: R&D and innovation, communication and positioning, adequacy to the green growth, financial assessment, market and internationalisation, management and human capital, enabling asset.*



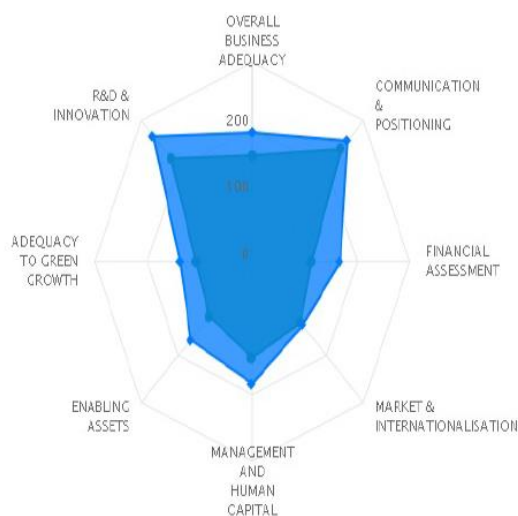
*Figure 1 - Testing session held at the company's headquarters in Cyprus*



*Figure 2 - Testing session held at the company's headquarters in Italy*

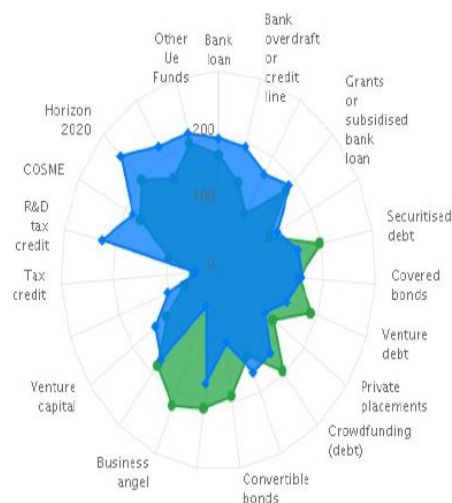


### ENTERPRISE ADEQUACY TO FINANCE AND GREEN GROWTH INNOVATION FINANCEABILITY



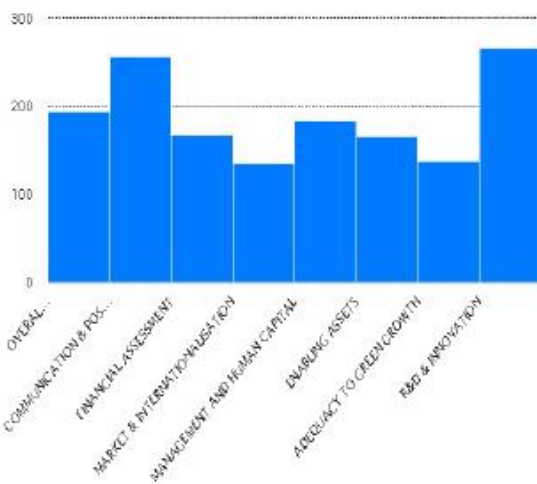
● BENCHMARK: THE OPTIMUS AS REFERENCE  
● CHECKED ENTERPRISE: CHART OF THE RESULT

### SUITABILITY AND POSITIONING COMPARED TO THE SINGLE FINANCING INSTRUMENT



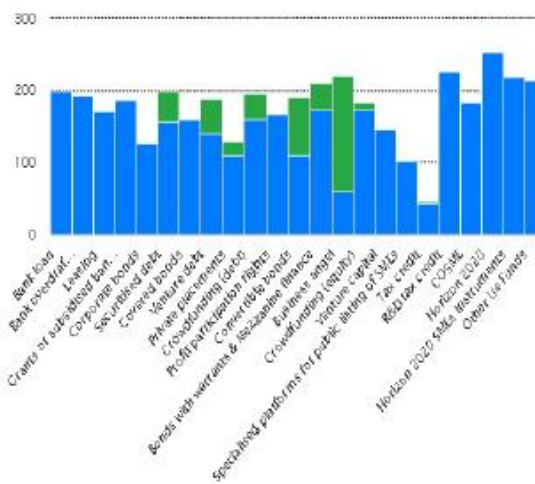
● BENCHMARK: THE OPTIMUS AS REFERENCE  
● CHECKED ENTERPRISE: CHART OF THE RESULT

### ENTERPRISE ADEQUACY TO FINANCE AND GREEN GROWTH INNOVATION FINANCEABILITY



● BENCHMARK: THE OPTIMUS AS REFERENCE  
● CHECKED ENTERPRISE: CHART OF THE RESULTS

### SUITABILITY AND POSITIONING COMPARED TO THE SINGLE FINANCING INSTRUMENT



● BENCHMARK: THE OPTIMUS AS REFERENCE  
● CHECKED ENTERPRISE: CHART OF THE RESULTS

#### WHAT IS GREAT

FINANCIAL ASSESSMENT  
ENABLING ASSETS

#### WHAT IS ENOUGH

OVERALL BUSINESS ADEQUACY  
R&D & INNOVATION

#### WHAT ENTERPRISE MISSES

#### WHAT IS WELL SUITABLE

Bank overdraft or credit line  
Leasing  
Specialised platforms for public listing of SMEs  
R&D tax credit  
Horizon 2020 SMEs Instruments

#### WHAT IS ENOUGH SUITABLE

Bank loan  
Corporate bonds  
Profit participation rights

#### WHAT IS NOT SUITABLE

Securitised debt  
Venture debt  
Private placements  
Crowdfunding (debt)  
Convertible bonds  
Bonds with warrants & Mezzanine finance  
Business angel  
Tax credit



Figure 3 - Final report of one of the SMEs which performed the test of the finMED tool

## 1.2 Methodology

The objective of activity 4.3 *"Simulating the use of the support service toward a selected number of SMEs/companies"*, was to simulate in real context the feasibility of the support service and to detect deficiencies and weaknesses of the **Support Service Tool "SST"**.

In order to have a geographically representative sample, the aim was to test the supporting service tool on about **65 SMES**, that meant around **5 tests** per each country represented in finMED consortium: Italy, Spain, Greece, Portugal, Malta, France, Corsica, Bosnia and Herzegovina, Cyprus, Slovenia. The selection of the SMEs taking part in the testing has followed an open procedure: a public notice was given via PPs websites/social media/newsletter (*Fig. 4 Evidence of the public call published by Chamber of Craft and Small Business of Slovenia website*) for interested SMEs to apply. SMEs were selected on a first arrived-first served basis.

An English version of the Public call (*see Annex I*) was realised, translated into partner language and modified with technical adjustments according to national requirements.

SMEs interested in testing the tool filled in in the **Application for Expression of Interest** (*see Annex II*) downloadable from finMED partners website. Integral part of the application form was a signed **Cooperation agreement** between the involved finMED partners and the SME (*see Annex III*). Each testing session lasted around 60 minutes. After the testing, both SMEs and cluster/BSO were asked to provide feedback on the SST through the **Simulation protocol**, a questionnaire edited by Environment Park (*see Annex IV*), in order to improve or upgrade the current version of the tool. The feedback session took approximately 15 minutes.

The entire testing process (testing the tool and provision of feedback) was between November 2019 and February 2020.

The screenshot shows the website of the Chamber of Craft and Small Business of Slovenia (OZS). The header includes the Interreg Mediterranean finMED logo and the text 'Project co-financed by the European Regional Development Fund'. The main navigation bar contains links: O ZBORNICI, DOGODKI, NOVICE, OBMOČNE ZBORNICE, KONTAKT, and 50 LET OZS. The content area features a blue square with a white 'i' icon, followed by the title 'JAVNO POVABILO ZA BREZPLAČNO TESTIRANJE ORODJA ZA MSPje ZA RAZLIČNE OBLIKE FINANČNE PODPORE' and the date '03. DECEMBER 2019 | OZS'. Below this, the Interreg Mediterranean finMED logo is repeated, along with the text 'Project co-financed by the European Regional Development Fund'. The main text describes the public call for tenders for testing a tool for MSPs, mentioning the 'Podporno servisnega orodja' (PSO) and the 'Inovativna zelena mala in srednja podjetja' (MSP) project. It states that the PSO is a programmatic (informational) tool for support institutions with the aim of identifying different forms of financial support for technical support of OZS members. The PSO is described as a programmatic tool, which is simple and user-friendly, covering 7 areas of questionnaire questions in English (innovation, communication & positioning, suitability for green growth, financial evaluation, trading & internationalization, management in human capital, etc.).

Figure 4 - Evidence of the publication of the call by Chamber of Craft and Small Business of Slovenia, one of the finMED partner

### 1.3 The extra activity: description

In parallel, EA-éco enterprises, one of finMED partners, proposed a complementary study which has been included in activity 4.3 aiming at bringing inputs and improving the tool, with the support of an external expert(s).

The final goal of this extra activity was to provide additional feedback and suggestions to improve the tool. In this context, Éa éco-entreprises called upon *In Extenso Innovation Croissance* to challenge the finMED tool. Indeed, In Extenso Innovation Croissance already has a well-established grid that has been used to analyse more than 200 companies up until now. The objective of this analysis has been to provide these companies with a personalised diagnosis in order to guide them in their seeking for financing.

This diagnosis has included:

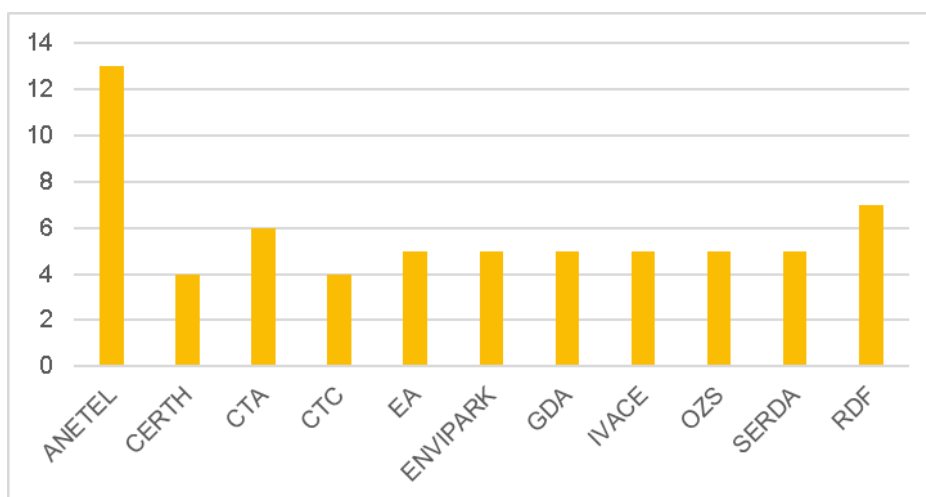
- a critical analysis of the business models of the companies selected under the call for expression of interest,
- a study of their market positioning and innovation strategy for green technologies,
- and an overview of public funding opportunities (at regional, national and European level) in order to provide them with potential funding lever(s).

After the diagnosis Extensio Innovation Croissance has carried out a critical analysis of the tool developed in the framework of the finMED project. The full report with the whole methodology and results is inserted as an annex (see Annex VI).

## 2 Results

### 2.1 General overview

After the publication of the public call, partners involved in activity 4.3 started to test the tool. As shown in *Chart 1*, 64 tests were performed and some partners even managed to exceed the goal of 5 tests each.



*Chart 1 - Number of tests performed by each Partner*

In order to evaluate the tool Environment Park realised a questionnaire (*simulation protocol*) aiming at pointing out weaknesses and strengthens of the tool for each sections analysed (*R&D and innovation, communication and positioning, adequacy to the green growth, financial assessment, market and internationalisation, management and human capital, enabling asset*). During the Sarajevo project meeting, partners decided to evaluate the tool twice after each testing session: one simulation protocol filled in by the cluster/BSO/finMED partner supporting the SME during the test, and one by the SME itself. In total this analysis is based on 108 simulation protocol filled in after each testing session: 60 simulation report filled in by SMEs involved and 48 by Finmed partners. Chart 2 describes the distribution of the 48 answers given by Finmed partners.

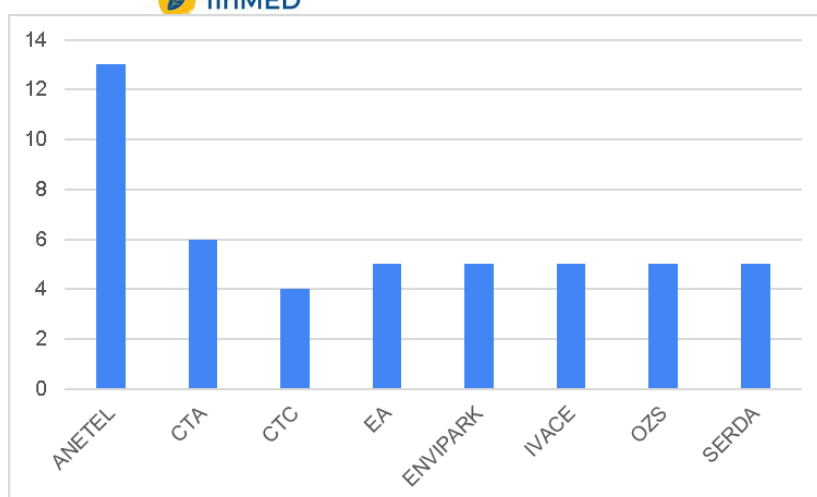


Chart 2- Distribution of simulation protocol answers among partners

Chart 3 shows the sector where SMEs involved in the testing activity worked, where each SME could opt for more than one field: most of them worked in energy (energy efficiency and renewable energy sector).

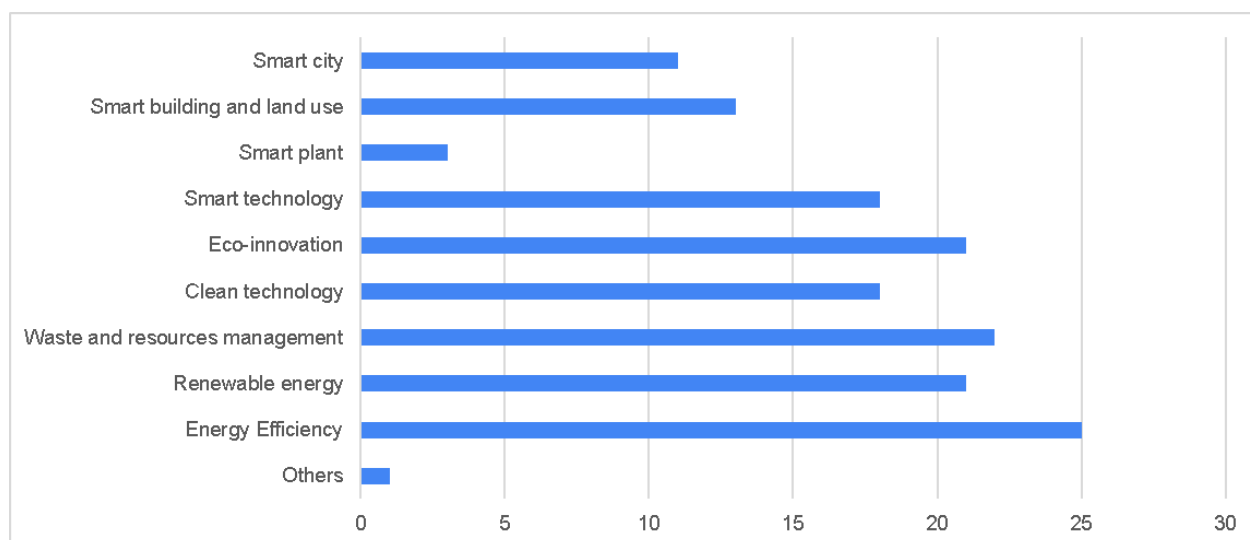


Chart 3- Focus on SMEs sector

Moreover, it is interesting to notice in *Chart 4* the comparison between SMEs and Clusters/BSOs perception of the main target of the tool. Proportionally, SMEs think the tool is “especially suitable” for entrepreneurs, while Cluster/BSO indicate themselves as the main target.

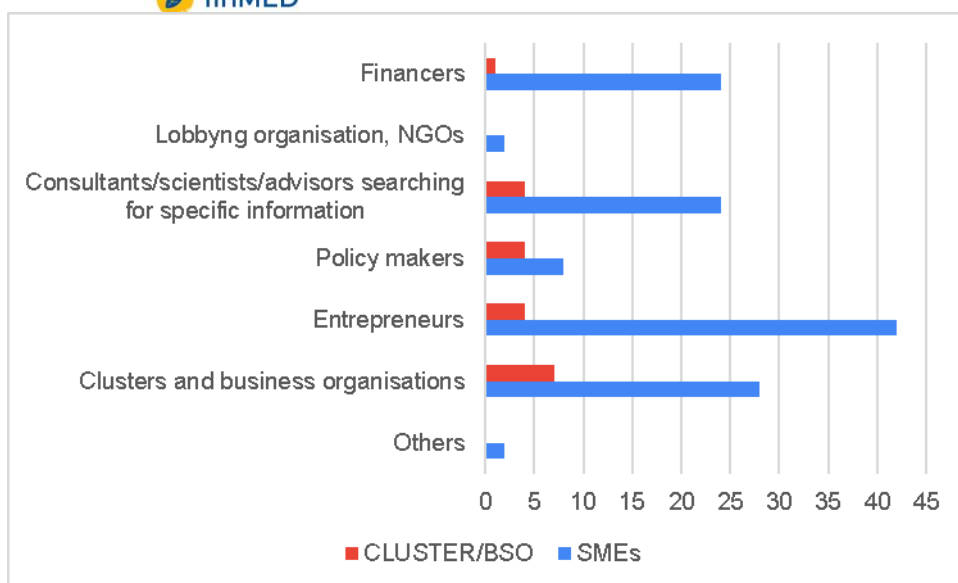


Chart 4- Perception of the main target of the tool according to respondents

In terms of background and prerequisites of the users, most of respondents answered that the tool is targeting *beginners and users with some knowledge*, very few indicated *advanced users* as the main target. These answers are encouraging because the aim of the support service is exactly to enlarge and increase Clusters/BSO services and expertise for SMEs tackling with the financing of innovative solutions in green sector.

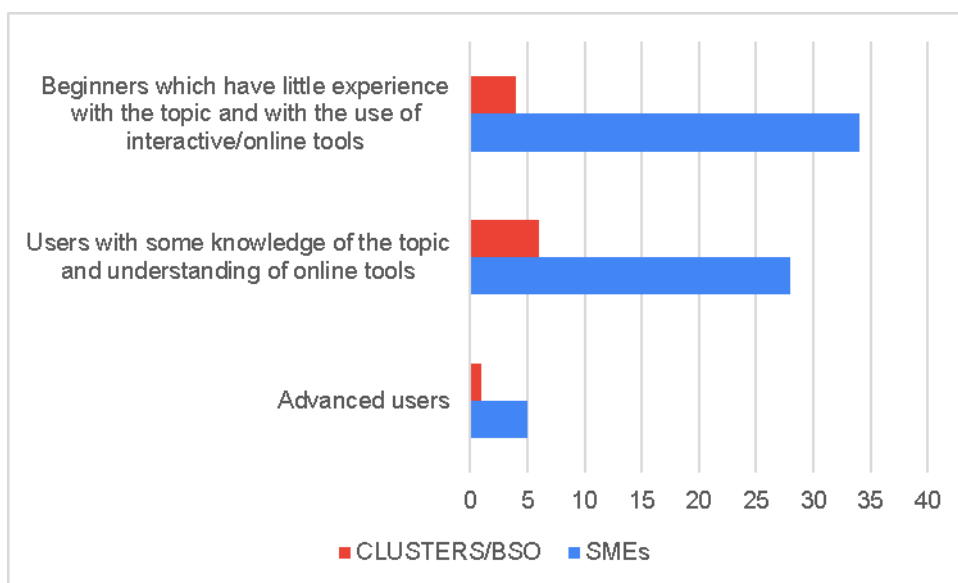


Chart 5- Background and prerequisites of users

Finally, the results shows that the tool is, in SME's opinion, choerent with regional peculiarities and specificities, with 79% stating that their region's specificities are covered. However, 21% feel that regional specificities are not adequately captured by the tool.

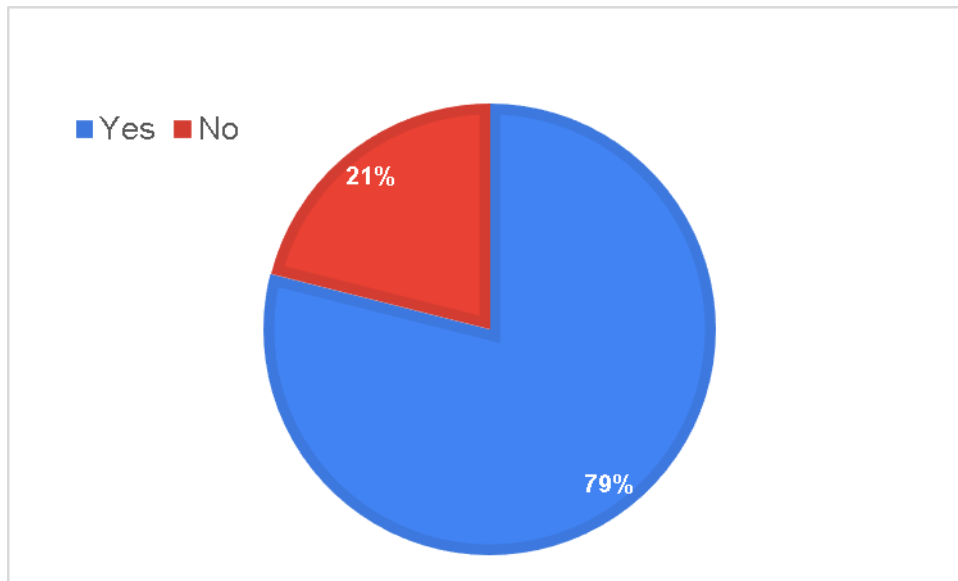


Chart 6- Do you think that your country/region's specificities are covered by the tool?

Among the 21% SMEs who feel not represented by the tool, the majority are from Slovenia, followed by Corsica, Greece, Malta and Spain as shown in *Chart 7*.

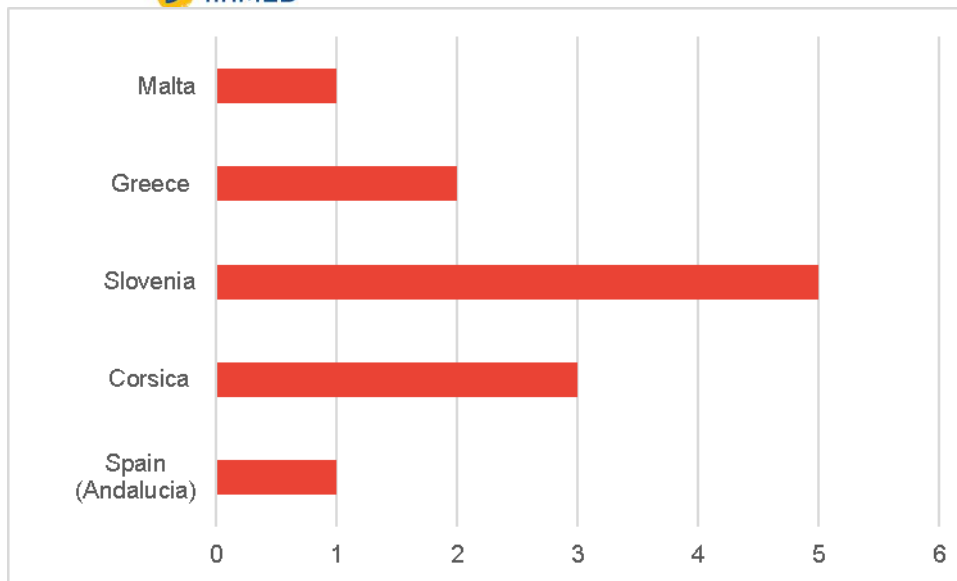


Chart 7- respondents stating its regional peculiarities are not covered by the tool

## 2.2 Simulation protocol: results on the 7 thematic sections

This chapter analyses answers, on an aggregate level, given by respondents (Clusters/BSO and SMEs) to the evaluation protocol aimed at scanning the content of the tool, considering separately each thematic section: *R&D and innovation, communication and positioning, adequacy to the green growth, financial assessment, market and internationalisation, management and human capital, enabling asset*. In particular, for each section respondents were asked to give a feedback on the “input”, questions and data requested by the tool, and “output”, final results described in the dashboard with radar charts as shown in *Figure 3*. Each section is investigated through 3 questions: 2 questions where is requested a score of 1 to 5 (where 1 = Not at all, 2=No, 3=more or less, =Yes, 5= Yes, completely) and 1 open question where respondents could add general comments.

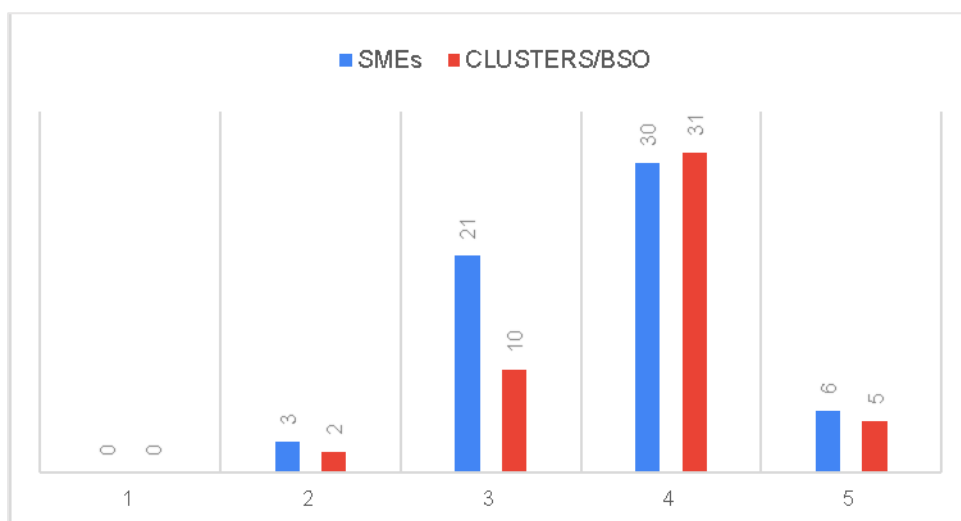
### 2.2 Innovation

The tool section dedicated to innovation includes 11 questions addressing the innovativeness of the project that needs financing, the R&D activities management and development (see set of tool questions *Annex V*).



In terms of input requested by the tool (data, yes/no questions), most of the respondent gives 4, on a scale of 1 to 5, to the questions' consistency with the company's core innovation activities, as shown in *Chart 8*. The biggest issue pointed out by the answers to the open question is that for some SMEs, especially the ones working on innovative services instead of technology or products, it is difficult to position themselves and to be sure that they answer correctly to the questions. Some of the answers stress that the tool is more suitable for the technological project, rather than the companies proposing intellectual services (know-how). To conclude, for service provider or Consultancy Service Providers, it is difficult to answer to question related to TRL & R&D.

***“Do you think that the questions dedicated to this section are coherent with your company’s core innovation activities?”***



*Chart 8- Innovation section: perception about input requested by the tool*

With regards to the output of the innovation section (see *Chart 9*), 41 SMEs and 34 Clusters' answers (Clusters/BSO evaluated each SMEs testing session in order to balance feedbacks) agree or strongly agree that the information provided by the output is relevant or useful. However, some respondents report that the tool's output is too modest and general and that the suggestions below the chart are sometimes not easy to interpret (see as an example *Fig.3*)

***“Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company’s innovation strategy and decisions?”***

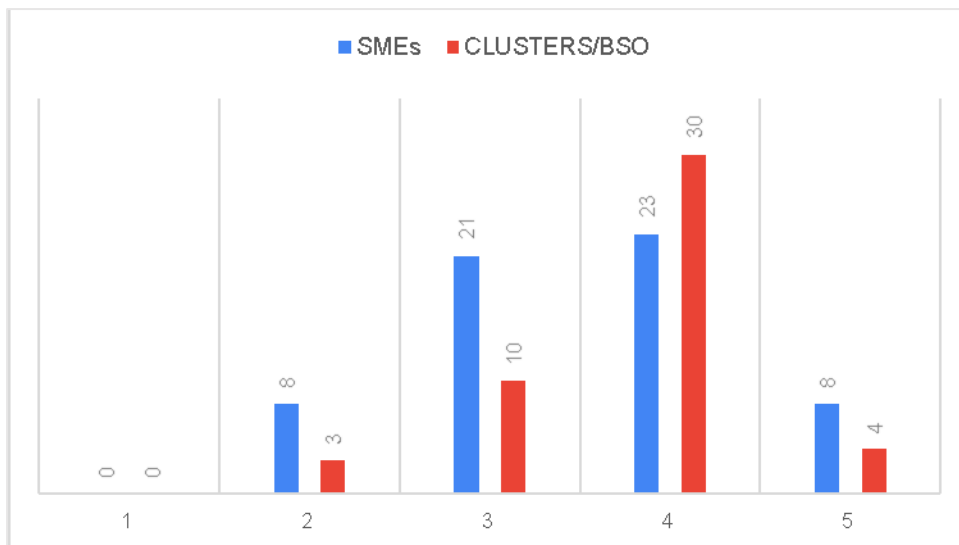


Chart 9- Innovation section: perception on output given by the tool

## 2.3 Communication and positioning

The section dedicated to “Communication and positioning” aims to assess the company’s competence and sensitivity about some topic related to its positioning (market demand, market problems...) and communication tools (website, social media, online reputation...). Considering the structure (input) of this section, most of the scores are among 4 and 5, while very few 2 and 3.

***“Do you think that the questions dedicated to this section are coherent with your company’s core communication and positioning activities?”***

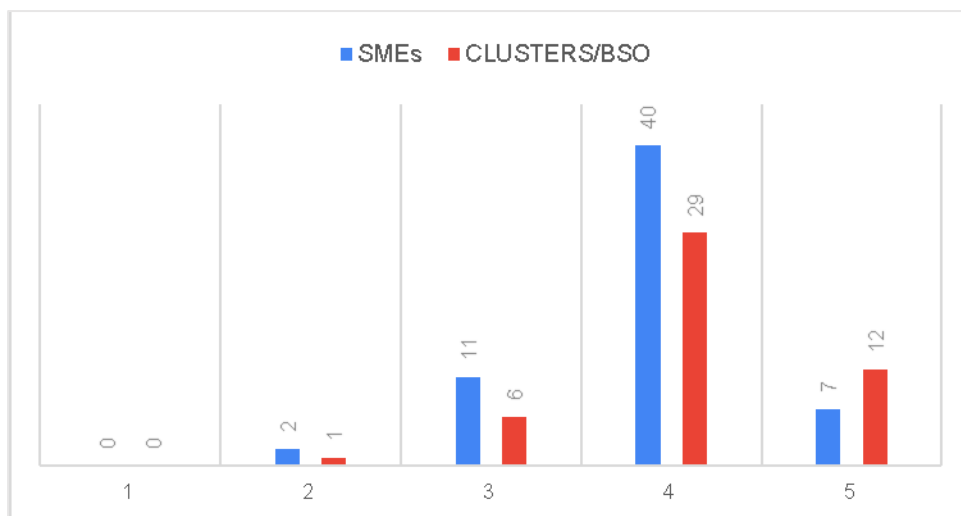


Chart 10- Communication: perception about input requested by the tool

One of the points stressed by the respondents concerning this section is that it is difficult to identify for this section the right person to answer the questionnaire and that they find some of the questions misleading and very subjective as they are posed, for example, as the follows *“Does the enterprise consider an updated, user-friendly, multi-language and attractive own website important?”*. The difficulty linked to this question is to understand the logic behind it: answering yes doesn’t mean to have a website updated (...), but only be aware of its importance. For some of the respondents, this ratio is not apparent and it’s very influenced by the interviewee answering the survey; the CEO could have a strategic and general vision compared with the head of the R&D department, and probably they manage different information.

On the other hand, some pointed out that these questions help the company to reflect and know where they should improve in term of communication skills and tools.

Looking at the answers to the output section (*Chart 11*), around 60 answers indicate that the tool’s feedback generated by this section is useful/very useful and relevant for SME communication and positioning strategy. Only 14 feedbacks consider this output not very helpful, and 21 are only partially convinced.

***Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's communication and positioning strategy?***

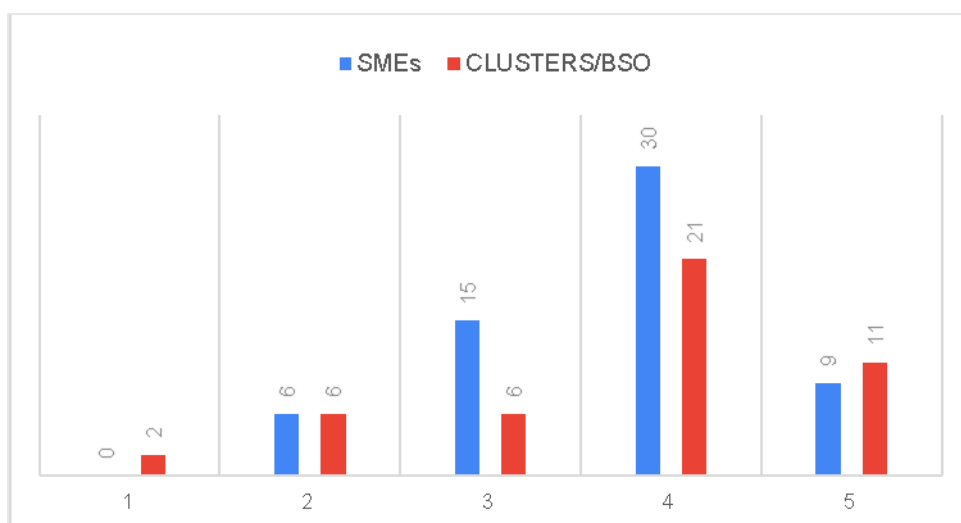


Chart 11- Communication section: perception about output given by the tool

## 2.4 Adequacy to green growth

The section dedicated to "Adequacy to green growth" aims to assess the company's awareness about its positioning in the green sector, including its partners and market (seen *Annex V* to check all questions).

About 70 respondents find out that the section covers coherently SME activities in green sector. However, it should be noted that 35 answers give 3 meaning that respondents are not entirely convinced about this section, and this perception can be explained looking at the open question. Indeed, some of the respondents point out that the section contains only three items, and this could challenge tool's reliability.

Moreover, some SMEs find that their main activities (green infrastructures, IOT services applied to clean technologies) don't fit in the categories represented in the survey.

**"Do you think that the questions dedicated to this section are coherent with your company's initiatives/services implemented in the framework of the green sector?"**

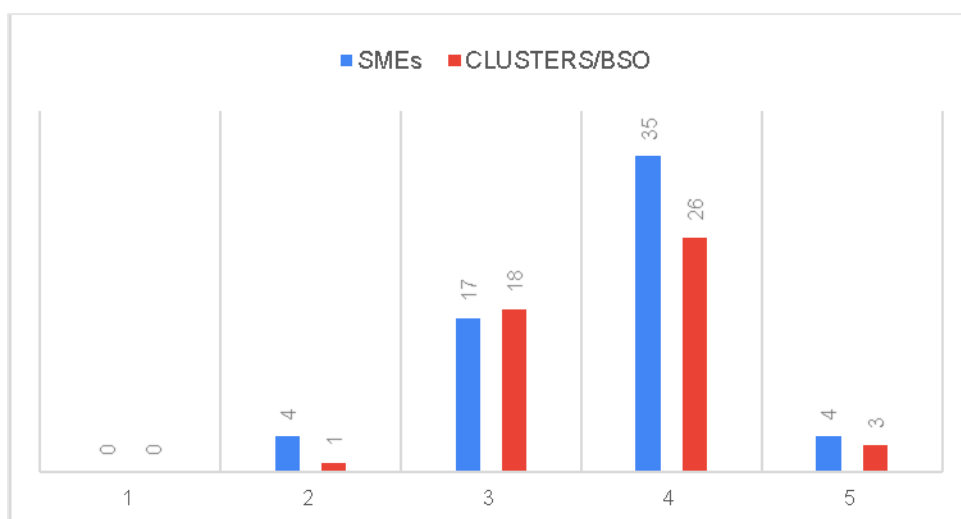


Chart 12- Adequacy to green growth: perception about input requested by the tool

If we consider answers given to the *adequacy to green growth output*, numbers are quite different, there is infact an increase of respondents giving 3 (considering both SMEs and Clusters/BSOs). Some of them states that sometimes the benchmark results presented in the chart are not coherent with the suggestions indicated.

**"Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's initiatives/services in the framework of green sector?"**

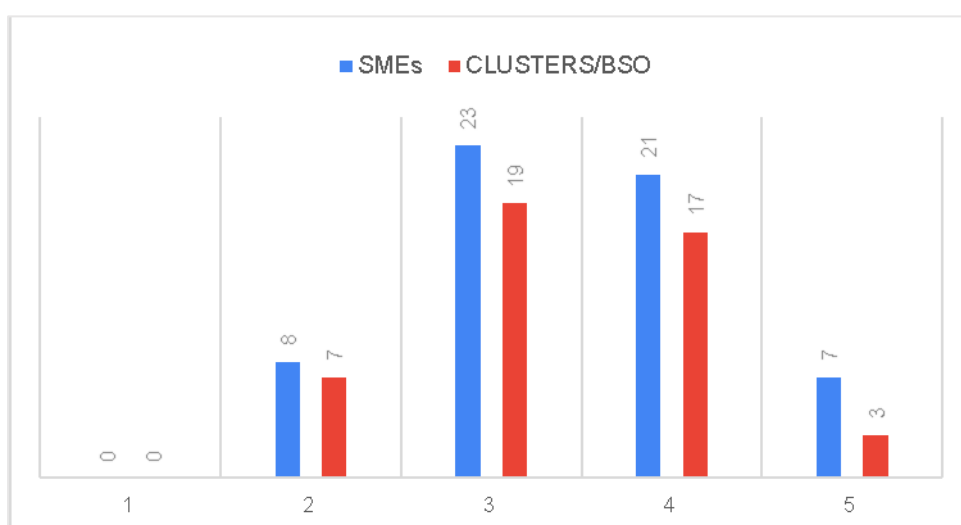


Chart 13- Adequacy to green growth: perception about output given by the tool

## 2.5 Financial assessment

The section dedicated to the financial assessment is the most considerable one as it contains 13 questions which investigate the business structure and the financing needs of the SMEs. Considering the consistency of the Financial assessment section with the SMEs structure, most of the answers are positive (51) or more than positive (13). On the other hand, a non-negligible number of respondents (37), is not fully convinced, while only a minority (7), finds this section is not/not totally coherent with SME's financial profile.

***“Do you think that the questions dedicated to this section are coherent with your company's financial profile?”***

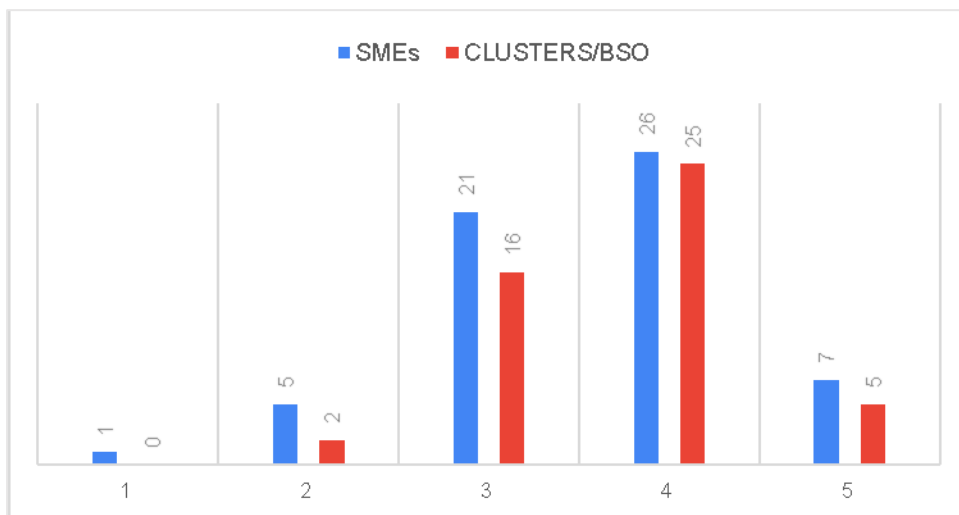


Chart 14- Financial assessment section: perception about input requested by the tool

Some of the main weaknesses pointed out refer to the economic dimension and administrative nature of companies involved. Some of them are just starting and have not a balance sheet yet, or are start-ups, reason why they aren't in the positions to answer to balance sheet questions.

Another issue highlighted is that some information is very technical and that the SME need support to accurately calculate the indicators (in particular Total Current Assets to Total Current Liabilities TCA/TCL, and the ratio of net debt to ND/EBITDA). Another critique refers to the time needed to procure all information requested in case the interviewee is not the person dealing with financial issues.

Concerning the output provided by the tool on the financial assessment, there is an increase, comparing to the input side, among the respondents who find that the feedback generated by the tool is not very convincing: 16 give 2, while only 7 give 2 to the consistency of the same section.

This discrepancy can be interpreted through the open question comments where some of the respondents state they would like to know more about the definition of the benchmark.

Finally, the output provided by this section is the most relevant and extensive as gives indications to the company for many financial instruments (*see Fig.3*). By the way, as the results described are very synthetic, the cluster manager, who is not a financial consultant, is not able to add much more to the final report. For that reason, the time dedicated to answering the questions and the one dedicated to analysing the output is a bit unbalanced.

***Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's financial profile?***

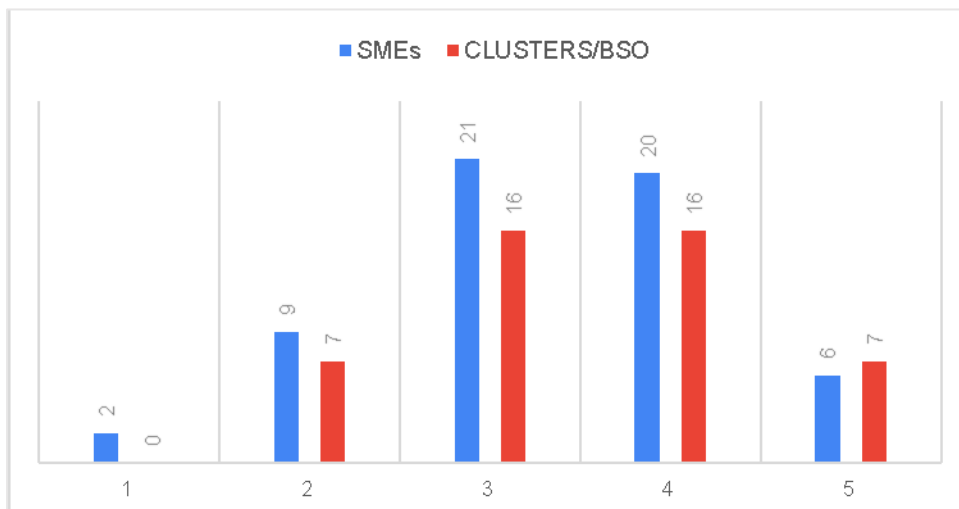


Chart 15- Financial assessment: perception about output given by the tool

## 2.6 Market and internationalisation

Tool's Market and internationalisation section considers SME international activities: where the SME sells, and SME perception about globalization and internationalisation. As shown in *Chart 16*, most of the respondent states that the tool questions related to this section are



coherent with SME's market and internationalisation activities. However, a relevant number (40) gives only 3 (on a range of 1 to 5) to the same section. These answers can be explained looking at the comments left to this section: some among respondents declare that its organization has any international approach that is why it is difficult to give appropriate answers to this section and, consequently, coherent feedback,

***“Do you think that the questions dedicated to this section are coherent with your company's market and internationalization activities?”***

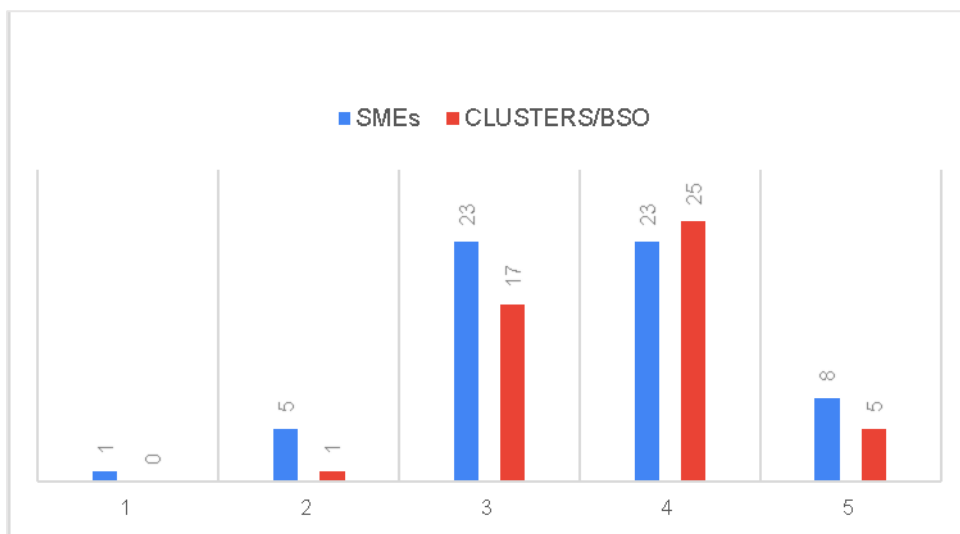


Chart 16- Market and internationalisation section: perception about input requested by the tool

Finally, almost half of the interviewed (46) seems not wholly convinced about the results and indications given by the tool about the SME's market and internationalisation potential. Probably also this perception is related to the fact that some of the SME involved in the tool

don't have any experience about internationalisation and can't answers to all the tool question. Therefore, the results given by the tool can't be completely useful and customized.

***“Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company’s market and internationalization approach?”***

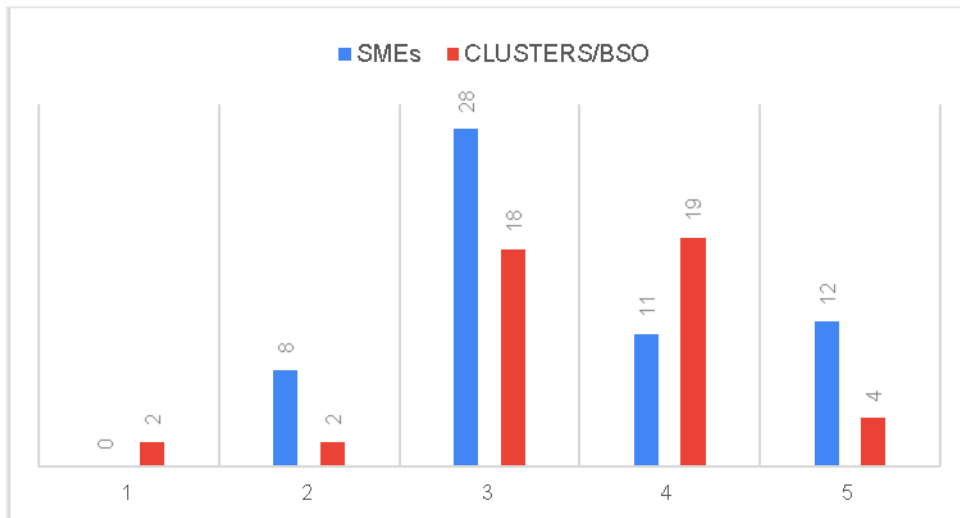


Chart 17- Market and internationalisation section: perception about output given by the tool

## 2.7 Management and human capital

Tool’s Management and human capital section tries to investigate the characteristics of SME’s personnel: gender, age, educational qualification and it is organized in six questions. When invited to give feedback on this section, 43 respondents give 3 to the coherency and consistency of this section with SME management and personnel structure. This not fully convinced perception can be explained looking at the comments left to this section in the evaluation protocol. Some of the respondents points out that the SME testing the tool is a micro company or a company providing consultancy service which has not a lot of personnel and any R&D department (most of the questions refers to this). For this reason, the section results to be not completely coherent with their experience.

***“Do you think that the questions dedicated to this section are coherent with your company’s management and human capital policies?”***

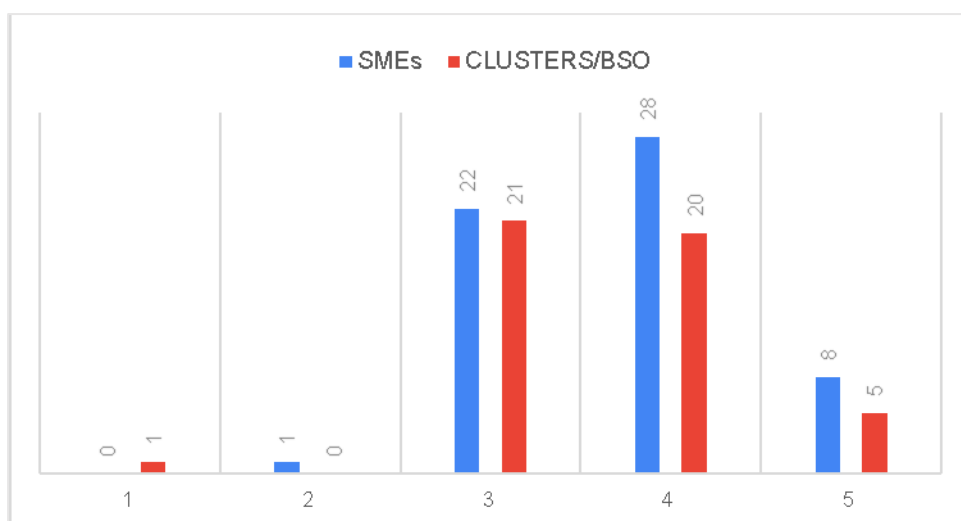


Chart 18- Management and human capital section: perception about input requested by the tool

Considering tool’s output on this topic, analogously to the others section, there is a discrepancy between respondents’ input perception and output. Again, in this case, the respondents’ number giving 3 to the usefulness of the tool’s output is 49 comparing to the 41 respondents of the input side giving the same score.

***“Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company’s management and human capital policies?”***

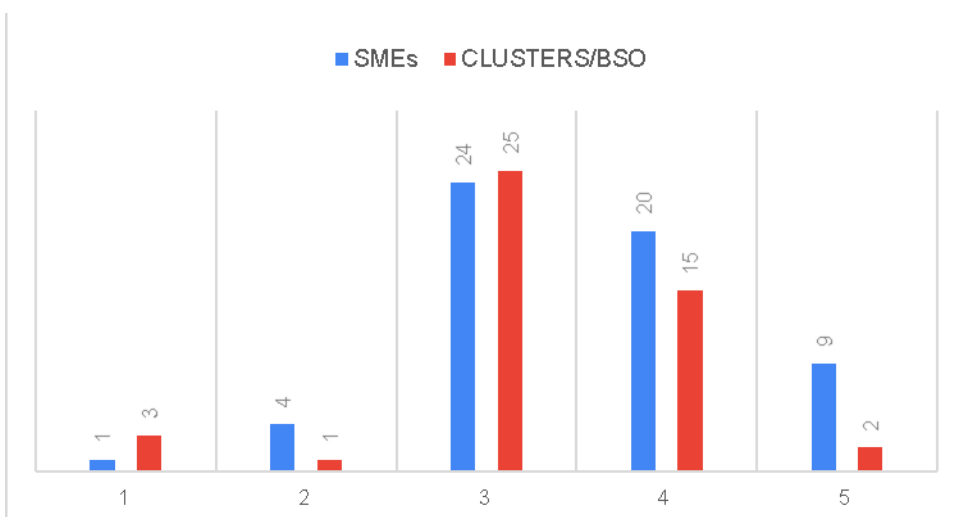


Chart 19- Management and human capital: perception about output given by the tool

## 2.8 Enabling assets

The last section, *enabling assets*, investigates the SME's work organization and procedures: Enterprise Information Management (EIM), risk management, the importance of internal coordination... Here again, this section is not wholly appropriate for micro-companies with very few employees as well as start-ups. Moreover, some questions look a bit subjective because instead of asking if the company has a specific procedure, it is asked the opinion of the respondents. One of the questions is for example "*What level of importance (if any) is given by the enterprise to the risk management?*". In the respondents' opinion, this approach is not very clear and quite misleading.

However, half respondents (54) considers the *enabling assets* section consistent with its own experience and 5 find it even very consistent, as shown in *Chart 20*.

***"Do you think that the questions dedicated to this section are coherent with your company's assets policies?"***

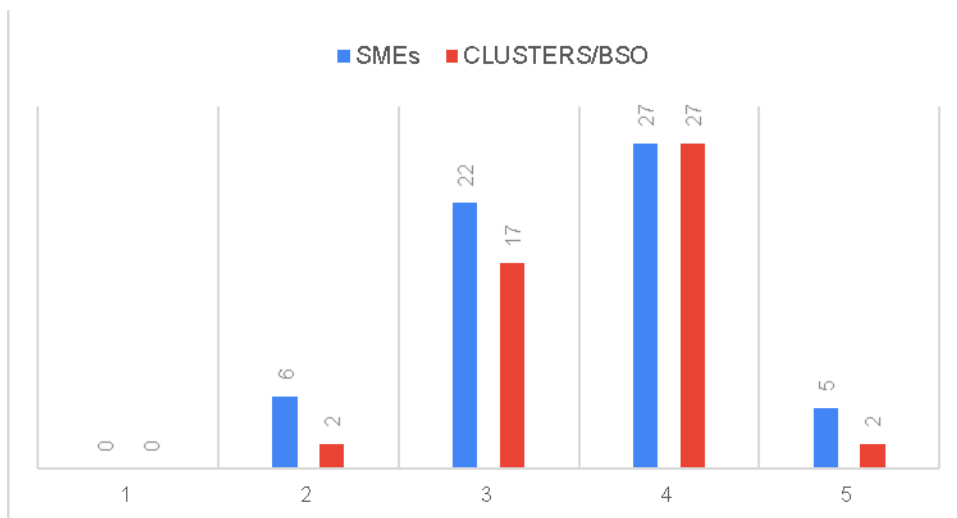


Chart 20- Enabling assets section: perception about input requested by the tool

Finally, again in this section, there is a discrepancy between the tool's perception on the input side comparing to the results and analysis proposed as represented in *Chart 21*.

***“Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company’s assets policies?”***

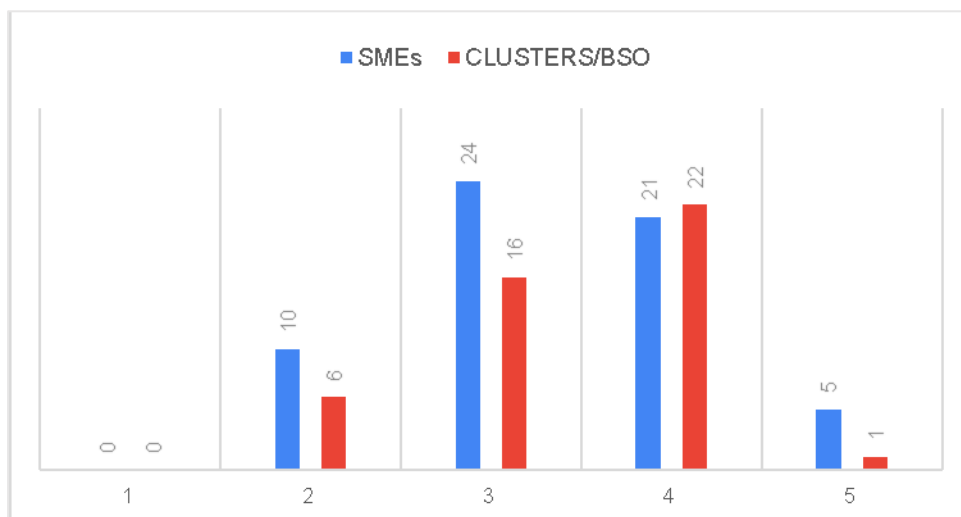


Chart 21- Enabling assets section: perception about output given by the tool

## 2.9 The extra activity: results

Here below, it is reported a summary of the analysis undertaken by the external expert, as explained above. The full report giving specific comments and suggestion to all 7 sections it is included in this document as annex (see *Annex VI*).

The tool developed in the framework of the finMED project presents a rather exhaustive analysis grid covering several dimensions of the characterisation of the identity and innovation activities of the company.

However, some crucial dimensions such as the regulatory aspects, which are nevertheless structuring in the green innovation sectors, the specificities of the various financing instruments (regional, national, European) or the Intellectual Property strategy are not covered.

The mere visualization in the form of a diagram of the results, i.e. without detailed commentary, provides a rendering of the diagnosis that may appear incomplete regarding

the expectations of an entrepreneur or business leader; this could penalise his or her vision of the diagnosis rendered.

Finally, the result of the diagnosis is biased by the subjective vision of the interviewee. The diagnosis does not benefit from the hindsight of a business expert.

The diagnosis tool, to be improved, could incorporate the following functional specifications:

- Involve a business expert who can filter the answers given by the interviewee and bring a critical eye.
- Provide justified comments for each axis of the questionnaire in terms of assets and points to be improved, as well as global comments to provide a multidimensional and time-sequenced roadmap.
- Address explicitly certain structuring aspects such as the state of the art, intellectual property strategy, tax credit, partnerships.
- Make clear distinctions between public co-financing instruments (SME instruments, collaborative instruments, etc.).
- Provide information on the regional financing instruments, to which the company could have access.
- Tackle thoroughly the business model of the company.
- Challenge the company's ability to expand internationally and not solely its desire to access foreign markets.
- Address human resources in terms of skills and skills complementarities.
- Address environmental and societal impacts in more detail

### 3 Conclusion

To conclude, after the analysis of all single evaluation protocol's answers related to the 7 sections addressed by the tool, some final considerations:

- Generally, in respondents' opinion, the exercise proposed by the tool is interesting because it allows the SMEs to get a global vision of its profile compared to an international benchmark. To be sure of the reliability of the final results, it would be useful that the benchmark definition would be better clarified and made more explicit.
- Moreover, finMED tool allows cluster manager to investigate and engage SMEs using an organized structure of topics. This kind of exercise can be useful to identify needs and strengthens and readapt cluster activities in this direction.
- On the other hand, the most significant area of improvement concerns the results (see as an example *Fig. 3*). Many respondents state that it would be interesting to have a final output more exhaustive and detailed, describing which are the next steps to be undertaken based on weaknesses and strengthens arisen from the survey. These needs could be faced by adding guidelines and template to interpret better the final results, now represented only by the benchmark charts. Many respondents stressed that the tool should provide a very accurate and personalized report with recommendations and actions.
- This request is linked to the fact that even if the tool has good potential, cluster managers are generally not expert about financial instruments, reason why the tool should provide them with results easy to interpret and not too much synthetic.



## Annexes

### *Annex I Public call for expression of interest*

<b>PUBLIC CALL FOR EXPRESSION OF INTEREST TO TEST SUPPORT SERVICE TOOL FOR SMEs</b>
---

#### **Objective of the call**

Within the framework of the finMED project, [insert name of the organisation] is launching this public call for expression of interest **to invite interested SMEs operating in green sectors to test the “Support service tool” (SST)** with the technical support of [insert name of the organisation] staff.

The SST has been conceived **as an IT tool** that plays the role of **Decision Support System**, to assist applicants SMEs, **planning to or already engaging in innovative solutions in the green growth field, by directing them towards suitable forms of financial resources or financiers.**

The SST is **a software** tool designed to be simple and user friendly and it is composed of 7 sets of questions (innovation, communication & positioning, adequacy to green growth, financial assessment, market & internationalisation, management and human capital, enabling assets) [insert foreign language if applicable for partner] **in English.**

After the testing, all applicants will be asked to provide feedback on the SST usability through the questionnaires in order to improve or upgrade the current version of the tool. The feedback session takes approximately 15 minutes.

The indicative period of the entire process of testing (testing the tool and provision of feedback) is between **November 2019 and January 17<sup>th</sup> 2020.**

**The testing will be free of charge.** The testing will consist in filling in an online survey [insert foreign language if applicable for partner] **in English** (estimated time required: **60 minutes**). Applicants (SMEs) involved in the testing will obtain a report in the form of advice together with the summarized final results in a dashboard with radar charts, defining the financing potential as the ranking of the following conditions: suitability, adequacy, congruity and consistency of the company. The on-line testing will be conducted either on the SME's premises or on [insert name of the organisation] premises, decided on a case by case basis, respecting the preferences of applicant.

## Selection procedure and eligibility conditions

Applicants will be selected on a “first arrived-first served” basis. A maximum of five (5) SMEs will be selected. An ad-hoc Committee will be set up with the purpose of ensuring the correct application of the selection procedure. The Committee will select the SMEs and announce the results.

To be eligible, the applicant must be a SME<sup>1</sup>, considering operating in the green sector [insert potential condition if applicable for partner], **and should have good command of spoken English.**

Further, the applicant should provide a signed **“cooperation agreement”**, together with the confirmation of SMEs status, commitment to take part in the testing process [insert special condition if applicable for partner- as example] in English, and commitment to provide feedback [insert special condition – foreign language if applicable for partner – like] in English after the testing.

## Submission of Express of Interest (Application form)

**The deadline for the electronic submission of the Application Form (Expression of Interest) is [insert date] November 2019.** Interested SMEs should send the online application form by e-mail to [insert email].

The results will be published on the [insert name of the organisation] website [insert website link] and presented anonymously during conferences, public events etc...

## Questions/Answers

Potential applicants should address questions related to the content of this call by e-mail to [insert email] by [insert date] November 2019.

## Important and additional information

For practical reasons, the Support service tool is provided exclusively in English.

Applications submitted by interested applicants (SMEs) will be considered solely for the purpose of this public call, whereby interested applicants expressly agree to the submission

---

<sup>1</sup> According to EU definition "SME" stands for small and medium-sized enterprises – as defined in EU law: Eu recommendation 2003/361 and [EU directive 651/2014](http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/index_en.htm). The main factors determining whether a company is an SME are: economic activity , **number of employees** and either **turnover** or **balance sheet total**. To qualify as an SME, an organisation must conform to the EC definition of an SME. ([http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/index\\_en.htm](http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/index_en.htm)).

of the application and allow the processing and use of the personal data specified in the application for the purpose of this invitation to call.

### **About the finMED project**

[Insert name of the organisation] is a partner in the finMED project supported by the Interreg MED Programme 2014-2020. finMED gathers 15 partners from 9 Mediterranean countries, including regional authorities, regional agencies, clusters, chambers of commerce, universities and research centres, development agencies. Its objective is boosting the financing of innovation in Green Growth sectors through the improved delivery of policies and strategies and through the introduction of innovative cluster services for the benefit of SMES. In this context, finMED partners have developed the Support service tool, with the aim of increasing understanding, knowledge and capacities related to mechanisms and solutions for financing of innovation in green sectors by both public and private actors in the MED area.

For more information about the finMED project and its Support Service Tool, please visit the project website, in which you can find much more information, documents, news and links to the Interreg MED Programme!

**[HTTPS://FINMED.INTERREG-MED.EU/](https://finmed.interreg-med.eu/)**

**Annex II Application form for expression of interest**

**APPLICATION FORM FOR EXPRESION OF INTEREST FOR TESTING THE SUPPORT SERVICE  
TOOL**

<b>Organization Name</b>	
<b>Organization Address</b>	
<b>Name of contact person</b>	
<b>Position</b>	
<b>Email of contact person</b>	
<b>Phone number of contact person</b>	
<b>Website</b>	
Focus on sector:	<input type="checkbox"/> Energy efficiency <input type="checkbox"/> Renewable energy <input type="checkbox"/> Waste and resources management <input type="checkbox"/> Clean technologies <input type="checkbox"/> Eco-innovation <input type="checkbox"/> Smart technologies <input type="checkbox"/> Smart plant <input type="checkbox"/> Smart building and land use <input type="checkbox"/> Smart city <input type="checkbox"/> Other

- ☐ With this application we automatically confirm and agree:  
 to sign a cooperation agreement  
 to commit to take part in the testing process in English  
 to commit to provide feedback in English after the testing  
 to be a SME as defined in EU law (EU recommendation 2003/361 and EU directive 651/2014)

Date: \_\_\_\_\_

Signature of applicant: \_\_\_\_\_

**Annex III Cooperation agreement**

**COOPERATION AGREEMENT**

**for testing the support service tool developed in the framework of the finMED project**  
**between**

**Partner**, .....

**and**

**Company**.....

**whereas:**

- a) **Partner** is Partner of the finMED Project, which aims to support SMEs through improved access to financing for innovation in green sectors.
- b) **Company** is a small or medium enterprise as defined by the EU directive 651/2014. The main factors determining whether a company is an SME are: economic activity, number of employees and either turnover or balance sheet total.
- c) **Partner** confirms its intention to implement the activities foreseen in the above-mentioned Pilot Actions
- d) Cooperation activities foreseen under this agreement scheme are not to be intended as exclusive; for the purposes of this agreement, **Partner** can in fact cooperate with other parties with whom to sign similar agreements;
- e) Support service tool (SST) is a software tool that plays the role of Decision Support System to assist applicants (SMEs) that plan to or are engaged in the search for innovative solutions in green sectors.

**THEREFORE**

The parties hereby agree upon the following terms and conditions:

**1. Objectives**

The parties signing this Agreement undertake to implement, with an integrated approach, the testing of the Support Service Tool. The aim of the testing is to simulate in real context the feasibility of the support service and to detect deficiencies and weaknesses of the instrument. The final aim of the Support Service Tool is improving access to financing for innovation in green sectors for SMEs.

**2. Commitments of **Partner****

For the realization of the purposes of this Agreement, **Partner** shall:

- provide adequate support to **SMEs** in testing the support service tool (SST)

### **3. Commitments of company**

For the realization of the purposes of this Agreement, the company shall:

- make available its internal key staff needed to test the support service tool;
- and provide feedback on the SST usability.

### **4. Duration of the agreement**

This Agreement shall automatically terminate at the end of the testing activities (January 2020)

### **5. Confidentiality**

#### **5.1. Non –disclosure of confidential information**

Both parties agree not to use any Confidential Information<sup>2</sup> disclosed by the other Party for its own use or for any purpose other than to carry out activities as presented in this agreement. Neither Party shall disclose or permit disclosure of any Confidential Information to third parties or to its own employees other than directors, officers, employees, consultants and agents who are required to have the information in order to carry out the activities object of this agreement.

Each Party agrees that it shall take all reasonable measures to protect the secrecy and avoid disclosure or use of Confidential Information of the other Party in order to prevent it from falling into public domain or the possession of persons other than those authorized under this Agreement to have any such information. Such measures shall include, but not be limited to, the highest degree of care that the receiving Party utilizes to protect its own Confidential Information of a similar nature, which shall be no less than reasonable care. Each Party agrees to notify the other in writing of any actual or suspected misuse, misappropriation or unauthorized disclosure of Confidential Information of the disclosing Party which may come to the receiving Party's attention.

---

<sup>2</sup> Confidential Information shall include but not be limited to all disclosures of hardware, software, designs, specifications, sketches, descriptions, photographs, techniques, processes, algorithms, mask-work, schematics, graphics, inventions, trade secrets, patents, copyrights, future product plans, know-how and technology, contracts, customer lists, financial information, marketing plans or other proprietary or business information whether made directly or indirectly, in writing, orally, by inspection of tangible objects or otherwise, and which (a) has been marked as confidential, or (b) is unmarked (e.g., orally disclosed) but treated as confidential at the time of disclosure and is summarized and described as confidential in a writing that is delivered to the receiving party or (c) a reasonable person would recognize as confidential considering the nature of the information and the circumstances of disclosure.

## 6. Communications

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the respective Parties, have signed this Cooperation agreement in two copies.

Place, ..... date

---

(Partner signature)  
(*name, organization, position*)

---

(Company signature)  
(*name, organization, position*)



**Annex IV Simulation protocol**

***finMED***

***Simulation of the use and evaluation of the support service tool  
towards a selected number of companies (4.3.1)***

Dedicated google form available: [bit.ly/FinMED](https://bit.ly/FinMED)

**Simulation protocol to be filled in by both SME and cluster/BSO  
for each training session**

**General information about the participant**

**FinMED Partner name:**

**Number of training session:**

**Type of user:** e.g. SME / Cluster, Business Support Organisation, other (please specify)

**Geographical coverage/partner:** e.g. Italy (Piemonte) (please specify)

**Focus on sector** (tick from below):

- ☐ Energy efficiency
- ☐ Renewable energy
- ☐ Waste and resources management
- ☐ Clean technologies
- ☐ Eco-innovation
- ☐ Smart technologies
- ☐ Smart plant
- ☐ Smart building and land use
- ☐ Smart city
- ☐ Other .....

## 1. General description / remarks

### 1.1 The tool is especially suitable for (tick 2 main options)

- ☐ Clusters and business organisations
- ☐ Entrepreneurs
- ☐ Policy makers
- ☐ Consultants / scientists / advisors searching for specific information
- ☐ Financers
- ☐ Lobbying organisations, NGOs
- ☐ Other.....

### 1.2 The tool is especially suitable for (tick 1 or 2 options)

- ☐ Beginners which have little experience with the topic and with the use of interactive/online tools
- ☐ Users with some knowledge of the topic and understanding of online tools
- ☐ Advanced users

### 1.3 Do you think your country's and/or region's specificities are covered by the tool?

- ☐ Yes   ☐ No
- Any suggestion or remarks .....

## 2. Content of the tool

The **content** of the tool will be scanned in order to score the below stated aspects as follows: Each section is investigated through 3 questions: 2 questions where is requested a score of 1 to 5 (where 1 = Not at all, 5= Yes, completely) and 1 open question.

There are 7 **content aspects** on which the tool will be scored and these are presented as follows:

## 2.1 SECTION 1 – INNOVATION

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's core *innovation* activities?  
Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (*radar chart*) gives back relevant and useful feedback to your company's *innovation* strategy and decisions? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered/questions not clear)?  
.....

## 2.2. SECTION 2 – COMMUNICATION AND POSITIONING

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's core *communication and positioning* activities?  
Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (*radar chart*) gives back relevant and useful feedback to your company's *communication and positioning* strategy and decisions? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered /questions not clear)?  
.....

## 2.3 SECTION 3 – ADEQUACY TO GREEN GROWTH

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's initiatives/services implemented in the framework of green sector? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's initiatives/services in the framework of green sector? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered/questions not clear)?  
.....

## 2.4 SECTION 4 – FINANCIAL ASSESSMENT

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's financial profile? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's financial profile?
- Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered/questions not clear)?  
.....

## 2.5 SECTION 5 – MARKET AND INTERNATIONALISATION

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's market and internationalization activities?
- Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's market and internationalization approach?
- Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered/questions not clear)?

.....

## 2.6 SECTION 6 – MANAGEMENT AND HUMAN CAPITAL

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's management and human capital policies?
- Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's management and human capital policies? Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered/questions not clear)?

.....

•

## SECTION 7 – ENABLING ASSETS

- **INPUT:** Do you think that the questions dedicated to this section are coherent with your company's assets policies?
- Overall score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- **OUTPUT:** Do you think that the output generated (radar chart) gives back relevant and useful feedback to your company's assets policies?
- Overall score: 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 ☐
- Any suggestion or remarks to this section (aspects not considered questions not clear)?

.....

## YOUR FEEDBACK

.....

.....

.....

**Annex V Tool set of questions**

**Format of a Support service to be provided by clusters and  
business support organizations to their members**

**SET OF QUESTIONS**

**INNOVATION**

What is the TRL (Technology Readiness Level) of the innovation or project that the enterprise needs to finance? If the enterprise has more than one innovation or project, please consider the highest of them.
TRL 0: Idea. Unproven concept, no testing has been performed
TRL 1: Basic research. Principles postulated and observed but no experimental proof available
TRL 2: Technology formulation. Concept and application have been formulated
TRL 3: Applied research. First laboratory tests completed; proof of concept
TRL 4: Small scale prototype built in a laboratory environment ("ugly" prototype)
TRL 5: Large scale prototype tested in intended environment
TRL 6: Prototype system tested in intended environment close to expected performance
TRL 7: Demonstration system operating in operational environment at pre-commercial scale
TRL 8: First of a kind commercial system. Manufacturing issues solved
TRL 9: Full commercial application, technology available for consumers

Has the enterprise proceeded with a benchmark analysis on technological innovativeness potential (technology foresight-CORDIS, European Patent Register)?
Yes
No
Has the enterprise proceeded with a specific potential market analysis (techno-economic foresight) of the innovation/project that the enterprise needs to finance? If the enterprise has more than one innovation or project, please consider the highest of them.
Yes
No

Which of the following helped the enterprise about innovation/project? (You can select one or more responses)
Enterprise's intellectual property/codified knowledge
Dedicated internal investment by own financial resources
Dedicated financial resources from sole owner or shareholders
The hiring of specific manager or personnel
Agreement/relation/cooperation with one or more other enterprises
Agreement/relation/cooperation with research centres

Support from a cluster/business support organisation (BSO)
European grants, international and national public grants
Support from one or more private investor
Bank financing
Merger and acquisition of one or more other enterprises
Other

Did the enterprise carry out "intra-muros " R&D activities? (i.e. in-house R&D activities: it means that the enterprise used its own personnel and its own equipment)
Yes, over the past 24 months
No R&D activities over the past 24 months, but the enterprise is carrying out now and/or plans to carry out them over the next 24 months
No R&D activities over the past 24 months, nor the enterprise is planning to carry out them over the next 24 months. Anyway, the enterprise carried out them over the past 48 months
No R&D activities over the past 48 months and the enterprise is not planning to carry it them out over the next 24 months

Over the past 24 months did the enterprise commission R&D activities to external (public or private) subjects (i.e. "extra-muros" R&D)?
No, the enterprise did not
Yes, 1- 25% of the overall R&D activities of the past 24 months
Yes, 26-50% of the overall R&D activities of the past 24 months

Yes, 51-75% of the overall R&D activities of the past 24 months

Yes, 76-100% of the overall R&D activities of the past 24 months

Over the last 24 months, at present or over the next 24 months, the “extra-muros” R&D activities were/are/will be carried out by... (You can select one or more responses):

No one, because the enterprise did not/does not/will not carry out "extra-muros" R&D activities with anyone

National enterprise/s from the same corporate group of this enterprise

Other national enterprise/s

Foreign enterprise/s from the same corporate group of this enterprise

Other foreign enterprise/s

National research institute/s

Foreign research institute/s

Public or private university/ies

Supranational and international institution/s

None of these

How many patent applications did the enterprise file over the past 24 months?

0

1-2

3-5

6-10

Over 10



The "intra-muros" R&D activities carried out by the enterprise over the last 24 months have been done in whole or in part following an external request, within agreement or research contract received from any of the following subjects? (You can select one or more responses)

No

National or foreign research institute/s

Public or private university/ies

Other public subject/s

Enterprise/s from the same corporate group of this enterprise

Other enterprise/s

Supranational and international institution/s

Other private subject/s

Over the last 24 months, has the enterprise carried out "intra-muros" R&D in collaboration with external parties? (You can select one or more responses)

No

National or foreign university/ies or research institute/s

Other public subject/s

Enterprise/s from the same corporate group of this enterprise

Other enterprise/s

Supranational and international institution/s

Other private subject/s

## **COMMUNICATION & POSITIONING**

Do you feel comfortable describing the business of the enterprise?
Yes
No

Does the enterprise have an appropriate and updated knowledge about following responses? (You can select one or more responses)
Yes, about market problems
Yes, about market demand
Yes, about market needs
Yes, about market trends
Yes, about its own business solutions
Yes, about what the enterprise can do in this market
Yes, about its own competitors
Yes, about its own competitive advantage
Yes, about its own innovation impact
Yes, about the green growth sector
Yes, about finding financial resources for its own R&D and innovation
No, the enterprise doesn't have
Does the enterprise prove that it is capable of describing its own business value in the green growth sector to persons that are/could be an interesting target (e.g. investors, stakeholders, and so on)?
Yes
No

Did the enterprise propose its business and its financing needs to potential investors over the past 12 months?
---

Yes
No

What kind of response did the enterprise get?
If in the previous question (N. C04) you answered "No", please select here this response
Positive response
Not clear or easy to understand response
Negative response
The enterprise did not get response

Does the enterprise know what an investment memorandum/information memorandum is?
Yes
No

Does the enterprise consider the business model canvas useful?
Yes
No
Does the enterprise consider an updated, user-friendly, multi-language and attractive own website important?
Yes
No

In its own website, does the enterprise consider an updated and informative news/blog section important?
--

Yes
No

Does the enterprise consider its own social media account important?
Yes
No

Does the enterprise consider a digital marketing campaign (web and social) about its own innovation in the green growth sector, or any kind of digital dissemination/storytelling about it, important?
Yes
No

Does the enterprise consider a marketing plan and a communication plan important?
Yes
No

Does the enterprise consider a storytelling about its R&D activities and about its innovation/s important?
Yes
No

Is the enterprise aware that present or potential investors, present or potential stakeholders, project experts and evaluators, administrative agencies and inspectors (and so on...) use the web to check about an enterprise?
Yes, and the enterprise considers important to monitor and manage about this
Yes, but the enterprise does not consider important to monitor and manage about this

No and the enterprise is learning this right now from this tool-questionnaire
No and the enterprise does not consider this information important or useful for its own financing needs
No, and the enterprise does not know about it and does not know how to consider and manage this information for its own financing needs

How many sections are included in the business plan of the enterprise?
There is no structured business plan, because for the management of the enterprise a structured and formalised business plan is not important or a priority
Less than 3
3
4 - 5
More than 5 sections and the management of the enterprise keeps the business plan updated and representative of the enterprise's whole business

### **ADEQUACY TO GREEN GROWTH**

In which of the following areas is your core business including your R&D and innovation positioned? (You can select one or more responses)
Energy efficiency
Renewable energy
Waste and resources management
Clean technologies
Eco-innovation
Smart technologies

Smart plant
Smart building and land use
Smart city
Other

For which of the following areas where the R&D and innovation of the enterprise are positioned would the enterprise request funding? (You can select one or more responses)
Energy efficiency
Renewable energy
Waste and resources management
Clean technologies
Eco-innovation
Smart technologies
Smart plant
Smart building and land use
Smart city
Other

With regard to the strategic partners of the enterprise, what percentage of them is oriented towards green growth processes/products?
None
I don't know

1%-25%
26-50%
51-67%
68-99%
100% (all strategic partners of the enterprise)

### **FINANCIAL ASSESSMENT**

Does the enterprise form part of a corporate group? (Reference period: last 24 months)
Yes
No

What was the annual turnover (in Euro) of the enterprise in the last fiscal year?
up to 500000
more than 500000 and up to 1 million
more than 1 million and up to 2 million
more than 2 million and up to 10 million
more than 10 million and up to 25 million
more than 25 million and less than 50 million

In the last balance sheet of the enterprise, what was the ratio of Total Current Assets to Total Current Liabilities (TCA/TCL)?
---

Less than 0.5
From 0.6 up to 0.9
From 1 up to 1.5
From 1.6 to 2
From 2.1 to 3
More than 3

In the last annual income statement of the enterprise, what was the ratio of net debt to EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) (ND/EBITDA)?
More than 4
From 3 up to 4
From 2 to 3.9
From 1 to 1.9
Less than 1

With respect to the financing structure of the enterprise which of the following internal and external types of financing did the enterprise use over the past 12 months? (You can select one or more responses)
Internal funds
Grant or subsidised bank loan (involving support from public sources)
Bank overdraft, credit line or credit card overdraft
Bank loan (excluding overdraft)
Trade credit



Other loan (e.g. from a related enterprise/s or shareholder/s, excluding trade credit; from family and friends)
Leasing or hire-purchase or factoring
Debt securities issued
Subordinated loans, participation loans or similar financing instruments
Equity issuance or external equity investors
Tax credit
Other

Over the past 12 months how have external financing needs changed (if this is the case) for the enterprise?
Increased needs for external financing
No impact on needs for external financing
Decreased needs for external financing
Not relevant, did not occur
I don't know

Could you please indicate whether enterprise has applied for external financing over the past 12 months, or, if enterprise did not apply, why?
Enterprise has applied and all applications were not rejected
Enterprise has applied but 25% of applications were rejected
Enterprise has applied but 50% of applications were rejected
Enterprise has applied but 75% were rejected
Enterprise has applied but all applications were rejected

Enterprise has not applied because of possible rejection
Enterprise has not applied because of sufficient internal funds
Enterprise has not applied because of other reasons

Over the past 12 months how has bank financing for the enterprise changed?
Bank financing has improved for enterprise: (e.g. interest rate was decreased by bank, improved access to bank financing, more financing availability or no/less collateral required)
Bank financing has not changed outlook from positive about enterprise
Bank financing has downgraded outlook about enterprise
Bank increased interest rate, less/no other financing availability, new or more collateral required
None of the above
I don't know

In terms of turnover, over the past the 3 years, how much did the enterprise grow on average per year?
Over 20% per year
Less than 20% per year
No growth, turnover has remained stable
No growth, turnover has fallen
Not applicable, the enterprise is too recent
I don't know

If external financing is needed to realise the growth goals and ambitions of the enterprise, what type of external financing would the enterprise prefer?
Bank loan, short term
Bank loan, long term

Loan from other sources (e.g. trade credit, related enterprise/s, shareholder/s, public source/s)
Equity investment
Subordinated loan, participation loan or similar financing instruments
Grant
Other
I don't know

What amount of financing would the enterprise aim to obtain?
Less than 25000 €
25000 - 100000 €
100000 - 1000000 €
Over 1000000 €
I don't know

What does the enterprise consider to be the biggest hurdle to get this amount of financing?
There are no obstacles
Insufficient collateral or guarantee
Interest rates or price too high
Reduced control over the ownership
Financing not available at all
Financial ratios of enterprise are not appreciated by financial system
Other
I don't know

Does the enterprise aim to be listed on a stock market over the next 3 years?
Yes, on the main list of the stock exchange

Yes, on the alternative/ growth-oriented list of stock exchange
No, mainly because enterprise is too small
No, mainly because listing is too expensive
No, mainly because reporting requirements would be too heavy
No, mainly because partial loss of control over time
No, mainly because expected market conditions are unfavourable
No, because of other reasons
No, the enterprise does not have such an aim
I don't know

### **MARKET & INTERNATIONALISATION**

Did the enterprise get evidence of market appreciation about the green profile of its innovation/innovations?
No, because for the enterprise it is not important or a priority
No, because enterprise had no chances to get evidence/s
No, because enterprise got evidence/s but enterprise had no chance to cluster and analyse
No, because of other reasons
Yes, early, because enterprise developed on specific market analysis of its own before design/development of the innovation
Yes, early, because enterprise developed on specific market analysis of its own during design/development of the innovation
Yes, early, because enterprise bought a specific market analysis from other companies before design/development of the innovation
Yes, because enterprise bought a specific market analysis from other companies during design/development of the innovation

Yes, early, because enterprise was supported by cluster/BSO about market analysis before design/development of the innovation
Yes, because enterprise was supported by cluster/BSO about market analysis during design/development of the innovation
Yes, early, because enterprise was supported by (public/private) research centre about market analysis before design/development of the innovation
Yes, because enterprise was supported by (public/private) research centre about market analysis during design/development of the innovation
Yes, early, before design/development of the innovation but for other reasons not described here
Yes, during design/development of the innovation but for other reasons not described here
Yes, late, when enterprise's innovation was yet in the market

Does enterprise have any foreign sales?
No, because for the enterprise it is not important or a priority
No, enterprise wants to do but it's still not possible
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was less than 10%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 11-20%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 21-30%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 31-40%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 41-50%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 51-60%

Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 61-70%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 71-80%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 81-90%
Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 91-100%

Please indicate the number of foreign countries to which the enterprise currently sells (You can select one or more responses)
Enterprise has not any international sales
1-5 countries in UE
1-5 European countries extra UE
1-5 countries in MENA
1-5 countries in Asia (not considering MENA countries)
1-5 countries in Africa (not considering MENA countries)
1-5 countries in Oceania
1-3 countries in North America
1-3 countries in Central America
1-3 countries in South America
China (please, sign even if you yet considered above in list)
South Korea (please, sign even if you yet considered above in list)
India (please, sign even if you yet considered above in list)
Vietnam (please, sign even if you yet considered above in list)
Japan (please, sign even if you yet considered above in list)

United States of America (please, sign even if you yet considered above in list)
Mexico (please, sign even if you yet considered above in list)
Canada (please, sign even if you yet considered above in list)
Brazil (please, sign even if you yet considered above in list)
Chile (please, sign even if you yet considered above in list)
Panama (please, sign even if you yet considered above in list)
South Africa (please, sign even if you yet considered above in list)
United Arab Emirates (please, sign even if you yet considered above in list)
Saudi Arabia (please, sign even if you yet considered above in list)

Does the enterprise consider that globalisation presents an opportunity for the enterprise's business development?
Yes
No
I don't know

Does the enterprise consider that it needs to boost its own business with specific investment in marketing?
None, because for the enterprise it is not important or a priority
Yes, in traditional marketing
Yes, in market intelligence activities
Yes, in innovative communication
Yes, in new commercial personnel
Yes, but it's not in this list
I don't know

### **MANAGEMENT & HUMAN CAPITAL**

Does enterprise need more personnel?
Yes
No
I don't know

What is the average age of the personnel engaged in "intra-muros" (i.e. in-house) R&D over the last 24 months?
Less than 25 years old
25-34 years old
35-44 years old
45-54 years old
55-64 years old
65 years old and over

What is the age of the chief/manager/director/head of the "intra-muros" (i.e. in-house) R&D department?
Less than 25 years old
25-34 years old
35-44 years old
45-54 years old
55-64 years old
65 years old and over



What is the highest educational qualification of the staff involved in “intra-muros” (i.e. in-house) R&D over the last 24 months?
Ph.D. (Doctoral Degree)
Bachelor's Degree-Master's Degree
Another qualification

What is the percentage of women engaged in enterprise in “intra-muros” (i.e. in-house) R&D over the last 24 months?
No women were engaged in “intra-muros” R&D
1-10%
11-25%
26-50%
>50%

What percentage of the human capital (entrepreneurs, managers, personnel) in the enterprise has tacit/not codified knowledge?
0%-10%
11-20%
21-40%
41-50%
51-60%
61-70%
71-80%
81-100%
I don't know

### **ENABLING ASSET**

Enterprise Information Management (EIM) refers to methods and strategies for optimal management and use of information at an enterprise level, ensuring information as a business asset (e.g., in order to support decision-making processes or day-to-day operations that require the availability of knowledge). What level of importance (if any) is given by the enterprise to the Enterprise Information Management (EIM)?
For no one in the enterprise EIM is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

Internal coordination within enterprise refers to all the methods and strategies of organised and coordinated relationships and processes between all individuals, groups, units, etc., in order to optimize all efforts, activities and forces that operate and interact within the enterprise. What level of importance (if any) is given by the enterprise to the internal coordination?
For no one in the enterprise internal coordination is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

What level of importance (if any) is given by the enterprise to the risk management?
For no one in the enterprise the risk management is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

What level of importance (if any) is given by the enterprise to the problem-solving model?
For no one in the enterprise the problem-solving model is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

What level of importance (if any) is given by the enterprise to the asset management?
---

For no one in the enterprise the asset management is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

What level of importance (if any) is given by the enterprise to the partnership management?
For no one in the enterprise the partnership management is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence
I don't know

Change management is a systematic approach and application of knowledge, processes, tools and resources to deal with a desired or forced change about relevant strategic objectives for the enterprise. The purpose of change management is to implement strategies for effecting change, controlling change and helping all its resources to adapt to change. What level of importance (if any) is given by the enterprise to the change management?
For no one in the enterprise the change management is important or a priority
Lowest level
Low level
Medium level
Good level
Very good level
It's enterprise's excellence

I don't know

Analysing the enterprise's organisational capital, how many of these factors, (if present), are operating well in the enterprise? (You can select one or more responses)

Certifications

Formalised procedure, especially in R&D and innovation

Data infrastructure or other sophisticated data-processing architecture

Project management system

Enterprise resource planning (ERP)

None of them

I don't know

***Annex VI Extra activity full report***

# In Extenso

Innovation Croissance



ÉCO  
entreprises

**Ea éco entreprises**

Evaluation of the finMED diagnosis tool

- Final report -

## Table of contents

1. REMINDER ON CONTEXT AND ISSUES .....	69
1.1. Context of the study	69
1.2. Study objectives	69
2. METHODOLOGICAL APPROACH .....	70
2.1. Overview of the methodology	70
2.2. Detailed methodology	70
2.2.1. Ex-ante analysis .....	70
2.2.2. Ex-post analysis .....	70
2.3. Expected results	71
3. EX-ANTE ANALYSIS .....	71
3.1. Tool implementation .....	71
3.2. Review of the different points of focus of the finMED tool .....	71
3.3. Review of the tool's conclusions .....	73
3.4. Ex-ante analysis intermediary conclusion .....	74
4. EX-POST ANALYSIS .....	74
4.1. Review of the diagnoses	74
4.1.1. VH 93 .....	74
4.1.2. WinBin .....	75
4.1.3. Klearia .....	76
4.1.4. Arbeausolutions .....	77
4.2. Ex-post analysis intermediate conclusion	78
5. SUMMARY AND IMPROVEMENT SUGGESTION .....	79
5.1. Summary	79
5.2. Improvement suggestion	79



## 1. REMINDER ON CONTEXT AND ISSUES

### 1.1. Context of the study

In the context of a decarbonised European economy as called for by the European Union (7th Action Environment Programme -EAP) and the Circular Economy Package adopted by the European Commission to stimulate sustainable growth, green innovations are emerging as a lever for growth while maximising societal well-being and preserving the environment. The finMED project (INTERREG MED) is part of this commitment. The project brings together 15 partners across Europe, including the eco-companies cluster. The project's overarching goal is to stimulate and facilitate financing in the green growth sectors. The objectives of the project are thus (i) to deliver new concepts and practices for financing green growth, (ii) to facilitate the establishment of an ecosystem that brings together businesses and financiers at regional and pan-European level, and (iii) to support businesses and in particular SMEs with regard to financing levers.

As part of this support towards SMEs, the finMED project aims to improve the SMEs' access to green innovation funding. Thus, a financing support tool has been developed to help clusters and their members identify financing levers for green innovation. This tool is therefore particularly relevant to the ea-eco-enterprise cluster's mission to assist its members operating in such sectors. Five companies from the Southern Region of Provence Alpes Côte d'Azur have been selected (in response to a call for expression of interest) to test this tool.

### 1.2. Study objectives

In this context, Éa éco-entreprises called upon In Extenso Innovation Croissance to challenge the finMED tool. Indeed, In Extenso Innovation Croissance already has a well-established grid that has been used to analyse more than 200 companies up until now. The objective of this analysis is to provide these companies with a personalised diagnosis in order to guide them in their seeking for financing.

This diagnosis includes:

- (i) a critical analysis of the business models of the companies selected under the call for expression of interest,
- (ii) a study of their market positioning and innovation strategy for green technologies, and
- (iii) an overview of public funding opportunities (at regional, national and European level) in order to provide them with potential funding lever(s).

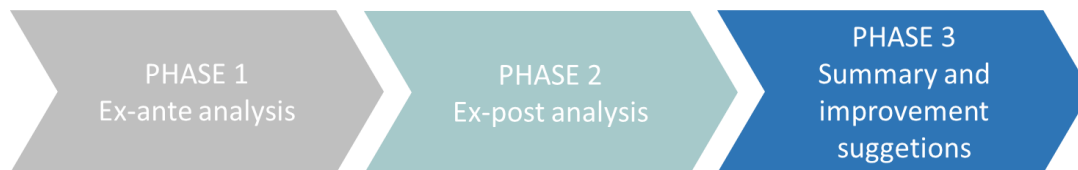
This diagnosis will also allow In Extenso Innovation Croissance to carry out a critical analysis of the tool developed in the framework of the finMED project and should allow to identify its strengths and weaknesses in order to improve it.

This approach should ultimately enable ea-écoentreprises and its members to optimise the search for financing tools for green innovation.

## 2. METHODOLOGICAL APPROACH

### 2.1. Overview of the methodology

The proposed methodological approach comprises three phases: (i) an ex-ante analysis of the finMED diagnosis tool followed by (ii) an ex-post analysis which includes the comparison of the results carried out by the finMED tool on the one hand and the diagnosis carried out by In Extensio Innovation Croissance on the other hand, and (iii) a summary including suggestions for improvement. This approach is illustrated in Figure 1 below:



*Figure 5 – Methodological approach*

### 2.2. Detailed methodology

#### 2.2.1. **Ex-ante analysis**

The ex-ante analysis consists in making a critical analysis of the questionnaire proposed by the finMED diagnosis tool. This ex-ante analysis will be carried out with the prism of the tool's use value. Taking the use value into consideration means meeting the requirements of usefulness, usability and acceptability.

The usefulness tries to answer what the intended utility of the diagnosis tool is, i.e. whether the solution is useful or not and if it brings added value or improvements beyond the state of the art. In the framework of this analysis, the state of the art corresponds to the knowledge of the different potential financing options that could be successfully addressed by the SME. The usability deals with the ease of use of the diagnosis tool, viz. the degree to which the tool can be used by the potential future end-users with effectiveness (fit for purpose), efficiency (work or time required to use), and with satisfactory results.

The acceptability asks whether the tool is acceptable towards potential future users and is therefore an effective instrument for them. It is assumed that the acceptability feature is definitively the most challenging aspect and represents a key success factor with regard to its implementation in the future.

#### 2.2.2. **Ex-post analysis**

In addition to the ex-ante analysis, which focuses on analysing the use value of the finMED tool, an ex-post analysis is carried out in order to compare the results of the two diagnosis: the finMED tool diagnosis and the diagnosis carried out by In Extensio Innovation Croissance. This ex-post analysis will particularly focus on measuring the accuracy and robustness of the tool.

By accuracy, we mean the measurement of the deviation from reality; i.e. within the framework of this diagnosis, how close is the solution found by the diagnosis tool to the actual state of the company in terms of financial situation, HR, project definition, technological maturity, capacity to carry out projects, etc.

Robustness deals with the resilience of the diagnosis to different situations. In other words, is the tool flexible enough to be able to carry out exhaustive diagnoses for different types of companies in terms of size, business maturity, funding needs, etc.?

### 2.3. Expected results

The expected results include a synthesis of the five dimensions from the ex-ante and ex-post analysis: usefulness, usability, acceptability, appropriateness and robustness of the tool. These results will serve as a basis for providing improvement suggestions for the finMED diagnosis tool.

## 3. EX-ANTE ANALYSIS

### **3.1. Tool implementation**

The finMED diagnosis tool consists of a questionnaire that companies fill in during interviews conducted by a member of the cluster. This means that the results are based on the sole vision of the entrepreneurs and/or business leaders, without any critical analysis or challenge of this vision. However, our experience shows that the entrepreneurs and/or managers do not necessarily have an objective vision of their activity with regard to the competition, their market positioning and their activity in terms of R&D or innovation qualification criteria.

The added value (utility dimension) of the results of the diagnosis is therefore constrained by the knowledge of the interviewee of the different areas addressed by the diagnosis tool.

### **3.2. Review of the different points of focus of the finMED tool**

- **Innovation axis**

Innovation is correctly addressed using the TRL scale. The assessment of technological maturity is generally well addressed by the company directors. Several questions could tackle certain aspects more explicitly, in particular the dimensions of state of the art, IP, tax credit and partnerships.

**In detail:**

Technological maturity is correctly addressed with the TRL level (Innovation/01).

State of the art is only partially addressed (Innovation/02) and should challenge the company leader's knowledge of the state of the art more extensively (publications, solutions available on the market, etc.).

Market analysis is addressed, but the perimeter is not identified in the response options (Innovation/03): market perimeter, penetration rate, geographical area covered, etc. (Innovation/02).

The aspects relating to the different types of tax credit are not distinct: tax credit covering research and development vs. tax credit dealing with innovation (Innovation/05).

The question relating to extramural R&D activities (Innovation 06) is relevant insofar as it concerns tax credit approvals for subcontractors, but this aspect is not clearly specified.

IP strategy is only partially addressed (Innovation/08) and could be considered in a broader framework of strategic vision.

Partnership aspects are implicitly covered (Innovation/09) and could be treated by taking into account the network of the leader/enterprise and its capacity to include and/or be leader of a consortium.

- **Communication & positioning axis**

The communication aspects are well covered but they appear to be prioritised (7 questions) at the expense of the company's project positioning in its ecosystem (only one question). For instance, the aspects of market perimeter analysis, evaluation of the different segments targeted, and the business model are not addressed.

***In detail:***

The company's presentation could be assessed on the basis of a pitch (Comm&Pos/01) if available.

The spectrum covered is exhaustive but encompasses differing aspects (Comm&Pos/02); competition, market, impact of innovation, etc. (Comm&Pos/02).

Communication aspects are important in the context of crowdfunding and are clearly addressed but are not prioritised in comparison to other aspects covered in this axis (Comm&Pos/06/07/08/09/10/11/12).

The business plan could be approached in terms of a development roadmap and economic modelling rather than orienting the question of the business model template (Comm&Pos/06).

- **Green growth contribution axis**

The adequacy to green growth is addressed distinctly in relation to the company's activities and its innovation project at the same time. The notion of the environmental impact of the activities or project could be considered. The notion of societal impact is not covered whatsoever.

***In detail:***

The various sectors related to green growth are listed exhaustively (Adeq2greengrowth/01). The notion of circular economy could be added.

The appropriateness of the innovation project (Adeq2greengrowth/02) is discussed.

- **Financial evaluation axis**

Financial evaluation aspects are thoroughly covered, for both bank and public funding.

***In detail:***

The SME status is not explicitly addressed (Financialasses/01).

The answer choices related to revenue should include the possibility that a company does not yet generate revenue (Financialasses/02), just like it is where revenue evolution is concerned (Financialasses/09).

The TCA/TCL and Net Debt/EBITDA ratios are well described (Financialasses/03/04) as well as the past funding sources (Financialasses/05).

External financing options are exhaustively covered (Financialasses/07/08/09/10/11).

- **Market and internationalisation opportunities axis**

Aspects related to the value proposition and to-be-covered markets (internationalisation) are well tackled. The actual deployment capacity could be further detailed.

***In detail:***

The value proposition analysis of innovation is well covered (market&internaz/01).

The desire to go international is well addressed (market&internaz/02) as well as the geographical scope (market&internaz/03).

The company's ability to carry the deployment of innovation (partnerships, relays, etc.) and its scale-up capacity could be addressed in more detail (market&internaz/05).

- **Management and human resources axis**

Human capital aspects are well identified as an important asset. They could be approached in terms of skills and skill complementarity.

***In detail:***

Recruitment need is identified (Man&humcap/01), but the recruitment plan is not discussed.

The experience of the team as well as the experience of the manager could be cited in terms of skills rather than age (Man&humcap/02/03). The complementarity of the team's skills could also be addressed.

Equity aspects are well addressed (Man&humcap/05).

- **Means of implementation axis**

The means of implementation are well documented. It could be linked to the human and intangible capital of the company. However, the review of regulatory aspects is missing.

***In detail:***

Information management is well handled (enabliasset/01). Reference to the GDPR could be added. Regulatory aspects are not addressed.

Risk management is well identified (enabliasset/03).

The opportunity for partnerships could be addressed in terms of willingness and ability to participate (cf. Innovation/09) rather than in terms of importance (enabliasset/05).

Change management is well defined (enabliasset/06). It could be associated with the intangible capital of the company and linked to management and human capital (cf. Man&humcap/06).

The implementation support tools are well addressed.

### ***3.3. Review of the tool's conclusions***

Regarding the rendering of the results of the tool, comments could be added. The simple visualization of the indicators, even if exhaustive, may not be informative enough for the company.

The comparison of the results of the diagnosis with a benchmark of the optimum is interesting, but may seem counter-productive: on the one hand because it may discourage the company and on the other hand because it is difficult to make a comparison between very different structures and, above all, very different innovative projects.

The results of the tool in terms of financing, be it bank, public, or innovation financing tools remain too general: there are no references to national or regional tools, and the main financing instruments are not differentiated. Moreover, the tool does not provide an action plan roadmap, to address the different windows (many windows have age restrictions, for example, which therefore require prioritisation).

### ***3.4. Ex-ante analysis intermediary conclusion***

#### **Usefulness:**

The tool developed as part of the finMED project presents a fairly exhaustive analysis grid, and enables a company to position its activities and its innovation project with regard to the various axes that will enable it to accelerate its development. Certain aspects could be addressed in a more explicit way, so that the associated results are more meaningful for the company.

#### **Usability:**

The analysis grid is easy to use but may seem cumbersome to use due to the many choices available in the answer options. The effectiveness of the tool is still limited by the diagram form visualisation. Comments would have an added value to support the diagnosis. The results obtained cover a wide range of financing options but remain global and do not take into account national and regional specificities.

#### **Acceptability:**

The perception of the tool users will depend on (i) the accuracy of the diagnosis obtained, that is to say how well it is adapted to the company specificity, and (ii) the added value of the conducting of the diagnosis by an expert.

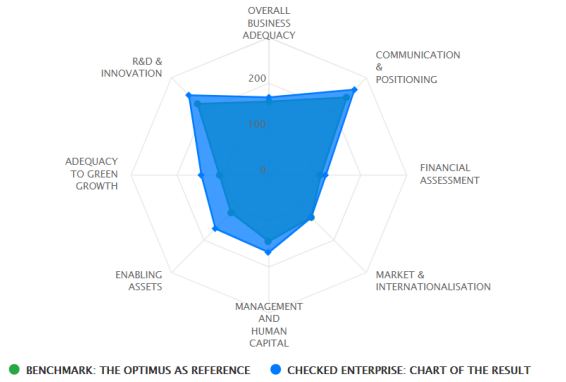
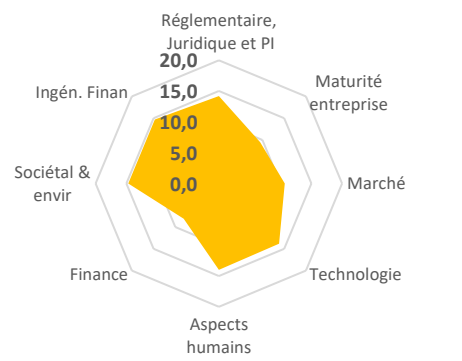
## **4. EX-POST ANALYSIS**

Four companies have been interviewed as part of our study, which aims at comparing the results of the finMED tool and those of the diagnosis carried out by In Extenso Innovation Croissance.

### **4.1. Review of the diagnoses**

#### ***4.1.1. VH 93***

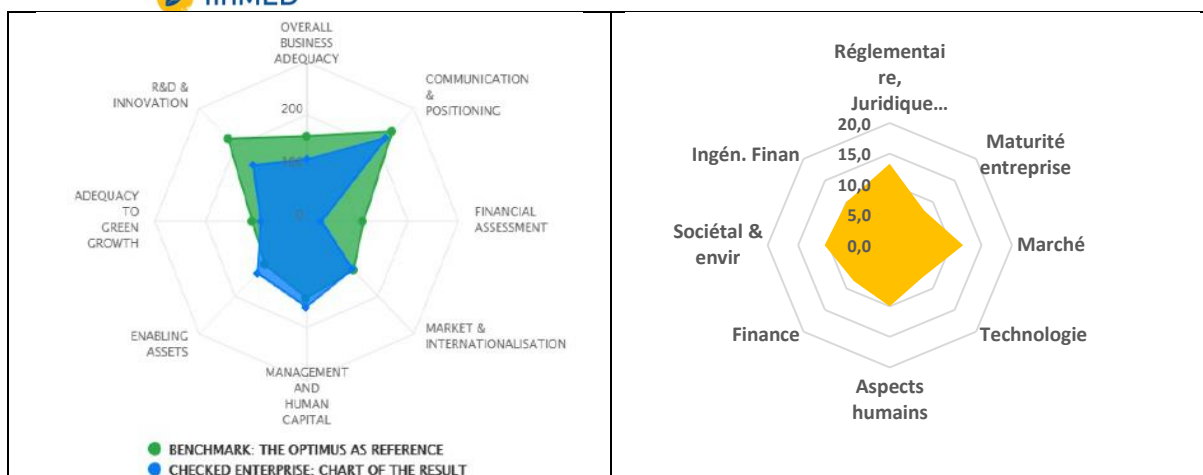
finMED results	In Extenso Innovation Croissance results
----------------	--

 <p>● BENCHMARK: THE OPTIMUS AS REFERENCE ● CHECKED ENTERPRISE: CHART OF THE RESULT</p>	
Common features	
<p>The financial, market, HR and maturity aspects were similarly approached with the finMED tool and the In Extenso Innovation Croissance tool. However, it should be noted that the low rating of the financial aspect reflects the absence of an up-to-date financial balance sheet at the time of the In Extenso Innovation Croissance (IEIC) audit.</p>	
Differences	
<p>The results differ in terms of R&amp;D innovation, societal and environmental impact, and positioning.</p> <p>Indeed, the IEIC tool takes into account the intensity of innovation (incremental innovation vs. breakthrough) and the deep tech level of the solution, thus explaining the weakness of the rating compared to the finMED tool.</p> <p>The other aspects were assessed differently, as the finMED tool is based on declarative data. As a result, the company director will tend to highlight his R&amp;D, his knowledge of the market to explain his positioning and the impact of his solution, without supporting it with factual data. This is why the challenge of this information by In Extenso Innovation Croissance during the interview results in a lower rating for these criteria.</p>	
Summary	
<p>The major difference concerning the results lies in the absence in the finMED tool of a time roadmap of recommended actions.</p> <p>Furthermore, the tool does not take into account the impact of regulations and intellectual property protection, which are key elements in the development of a sustainable company.</p> <p>Lastly, the finMED tool does not consider the national funding windows, especially those based on greentech themes (ADEME, Agence de l'eau, etc.).</p>	

#### 4.1.2. WinBin

finMED results	In Extenso Innovation Croissance results
----------------	--





### Common features

The comparison of the two tools leads to similar results in the areas corresponding to the maturity of the company, finance and technological innovation. Indeed, the youth of the company results in the absence of a generated revenue, and implies a limited knowledge of the accessible financing levers. Moreover, the solution is a usage-innovation, which weakens the technological R&D grade for Winbin. It should be noted that the market evaluation, an aspect that is well handled by the company, yields similar marks between the IEIC and finMED tools.

### Differences

However, there is a major disagreement between the two diagnoses, concerning the marks given to the human resources aspects. The IEIC diagnosis brings out several points of concern, such as systematic recourse to subcontracting, failure to draw up a recruitment plan, only one person fully involved in the project. The legal and regulatory aspect, which is the company's primary focus, is not clearly addressed in the FinMED diagnosis.

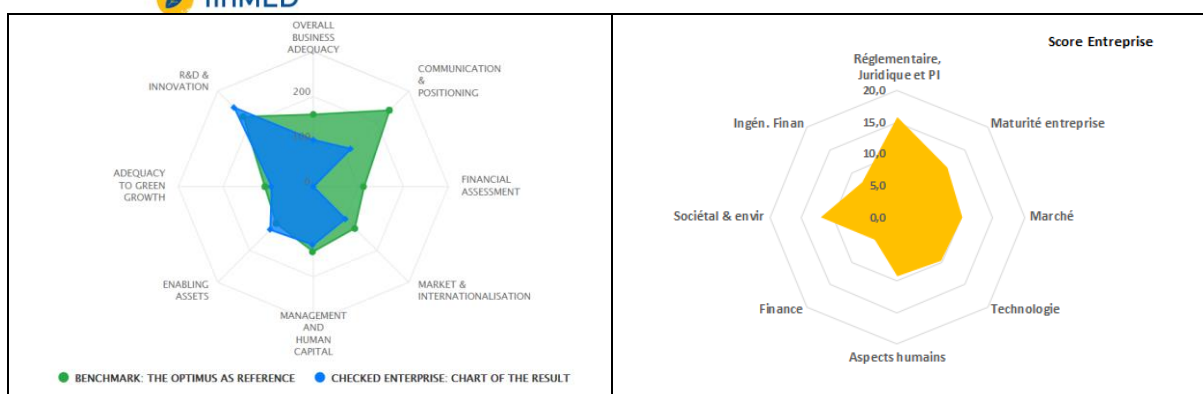
### Summary

Regarding the accessible financing windows, the absence of addressable regional and national financing windows (BPI, ADEME, etc.) can be penalizing for Winbin, which, according to the diagnosis of the finMED tool, should only focus on "leasing". It seems to us, despite the company's points of vigilance, that there are indeed accessible national or even regional fundings to help finance Winbin's development in the short term.

#### 4.1.3. Klearia

finMED results	In Extenso Innovation Croissance results
----------------	--





### Common features

The maturity of the company, the market dimension, and the human aspects received an intermediate grade with both tools. The financial management of the company was assessed as weak with both tools.

### Differences

Klearia received good marks in the IEIC tool on regulatory, legal and industrial property aspects, whereas the finMED tool does not address these issues.

The Klearia technology is evaluated as less innovative by the IEIC tool than by the finMED tool. This is certainly due to the absence of a critical analysis of these criteria with the finMED tool vs. IEIC's. In the finMED tool, the environmental aspects are judged to be very limited, while the score is higher in the IEIC tool because the latter also takes into account societal impacts.


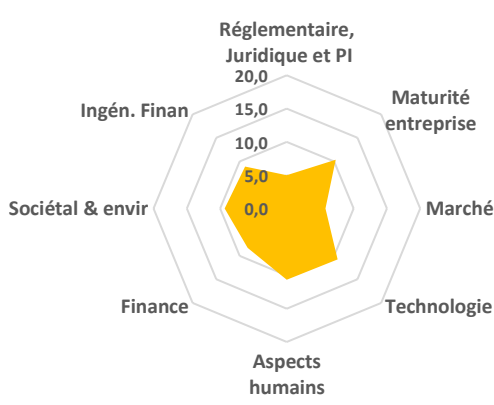
As far as recommendations are concerned, the finMED tool does not recommend the use of an EIC Accelerator as a first step, (although the company has successfully filed a Phase I SME), nor the benefit that collaborating in a small consortium (two to three partners) could bring via a Eureka-eurostars funding to benefit from the contribution of an extra technology brick.

### Summary

The major difference between the results obtained with the two tools lies in the assessment of the technology. There are also different analyses due to the absence in the finMED tool of the evaluation of certain aspects, such as societal impacts.

#### 4.1.4. Arbeausolutions

finMED results	In Extenso Innovation Croissance results
----------------	--

 <p>       ● BENCHMARK: THE OPTIMUS AS REFERENCE        ● CHECKED ENTERPRISE: CHART OF THE RESULT     </p>	
Common features	
<p>Arbeausolutions' current situation favours a similar rating between the two tools. Indeed, the low marks obtained for market and financial axes are due to the lack of a clear positioning, a service model that does not translate well to a technology-selling model, and the absence of a recruitment plan. It should also be noted that the highest score is common to both diagnoses and concerns technology. Indeed, the company relies on unique knowledge gained from many years of research, as demonstrated by its Research Tax Credit.</p>	
Differences	
<p>The main difference lies in intellectual property protection, a criterion that does not appear directly on the results of the finMED diagnosis tool, but which is at the origin of the problems encountered by ArbeauSolutions. Indeed, without a sustainable IP strategy, the company's know-how cannot switch to a scalable model.</p>	
Summary	
<p>Although the ratings are generally similar, the results/causes are less interpretable/identifiable, which makes it difficult to orient to the appropriate funding window and explains the lack of results for the finMED tool.</p>	

## 4.2. Ex-post analysis intermediate conclusion

### Accuracy:

Based on the diagnoses of the two tools and the comparison of their respective results, it can be seen that several of the dimensions have similar assessments. However, differences remain in terms of evaluation, due to the declarative aspect of the responses received via the finMED tool. Also, dimensions such as IP strategy, regulatory aspects, and regional financing instruments are not covered by the finMED tool, which can lead to incomplete diagnoses, or even poorly adapted to the regional specificity of the company.

### Robustness:

The comparison of the two series of diagnoses shows that the finMED tool can actually cover several types of companies, whether or not they have employees or already generate revenue, for instance.

## 5. SUMMARY AND IMPROVEMENT SUGGESTION

### 5.1. Summary

The ex-ante analysis of the structure of the tool, the content of the questions and the ex-post analysis highlight that the use value of the tool and its accuracy could be improved. The tool developed in the framework of the finMED project presents a rather exhaustive analysis grid covering several dimensions of the characterisation of the identity and innovation activities of the company.

However, some important dimensions such as the regulatory aspects, which are nevertheless structuring in the green innovation sectors, the specificities of the various financing instruments (regional, national, European) or the Intellectual Property strategy are not covered.

The mere visualization in the form of a diagram of the results, i.e. without detailed commentary, provides a rendering of the diagnosis that may appear incomplete with regard to the expectations of an entrepreneur or business leader; this could penalise his or her vision of the diagnosis rendered.

Finally, the result of the diagnosis is biased by the subjective vision of the interviewee. The diagnosis does not benefit from the hindsight of a business expert.

### 5.2. Improvement suggestion

The diagnosis tool, to be improved, could incorporate the following functional specifications:

- Involve a business expert who can filter the answers given by the interviewee and bring a critical eye.
- Provide justified comments for each axis of the questionnaire in terms of assets and points to be improved, as well as global comments to provide a multidimensional and time-sequenced roadmap.
- Address certain structuring aspects such as the state of the art, intellectual property strategy, tax credit, partnerships, in a more explicit manner.
- Make clear distinctions between public co-financing instruments (SME instruments, collaborative instruments, etc.).
- Provide information on the regional financing instruments, to which the company could have access.
- Tackle the business model of the company more thoroughly.
- Challenge the company's ability to expand internationally and not solely its desire to access foreign markets.
- Address human resources in terms of skills and skills complementarities.

- Address environmental and societal impacts in more detail