



# The Eurostars™ Programme

Funding excellence in innovation

## Eurostars Application Assessment Guidelines

Version 2.0

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The Eurostars Programme is a joint initiative of EUREKA and the European Community



This document provides Technical Experts with information about the evaluation of Eurostars Project Applications and includes the assessment criteria.

Further information on the Eurostars Programme is available at:  
<http://www.eurostars-eureka.eu>

Questions or documents relating to Technical Experts can be sent to:  
[experts@eurostars-eureka.eu](mailto:experts@eurostars-eureka.eu)

#### Other Important websites:

Eurostars Expert Website :  
<https://experts.eurostars-eureka.eu>

EUREKA contacts :  
<http://www.eurekanetwork.org/in-your-country>

FAQs:  
<http://www.eurostars-eureka.eu/faq.do>

Adobe Reader:  
<http://www.adobe.com/>

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## Application Assessment Guidelines

These guidelines are designed to provide information to Technical Experts and help them through the process of assessing Eurostars Project Applications.

The functioning of the Eurostars programme is entirely dependent on the project evaluations performed by our individual technical experts. The opinions of our experts help direct millions of Euros of taxpayer's money to R&D performing small and medium-sized enterprises for market-oriented research and development.

For the purposes of assessing Eurostars project applications, a Technical Expert uses their technical and market expertise within a specialist field. Project assessments require the formulation of comments and recommendations through the completion of a Eurostars expert assessment form referred to as 'The Expert Report'.

### The Eurostars Programme

The Eurostars Programme ('Eurostars') is a European innovation programme. It is managed by EUREKA. Its purpose is to provide funding for market-oriented research and development with the active participation of specifically research and development performing small and medium-sized enterprises (R&D-performing SMEs).

The Eurostars Programme will improve availability of joint national and EC funding for Eurostars-approved international research projects, led by R&D-performing SMEs in any area of technology. Further information on the Eurostars Programme is available at <http://www.eurostars-eureka.eu>

Eurostars is a joint initiative between EUREKA and the EU Seventh Framework Programme for Research and Technological Development (FP7).

### SMEs and R&D - European added value

European SMEs are an essential source of growth, employment, entrepreneurial skills, innovation and economic and social cohesion. It is therefore essential to unlock their potential through support of their R&D efforts. The Eurostars Programme will specifically enable R&D performing SMEs to improve performance through its support of 'in-house' research. It will also enable companies to develop closer working relationships with the European research community. The objective of the Eurostars Programme is to bring increased value to the economy, higher growth and more job opportunities by supporting R&D-performing SMEs.

SMEs are contributing to the development of products, processes and services that help improve the everyday life of citizens world-wide. Their involvement in international research projects enables participants to combine and share creativity and expertise, and often allows access to previously uncharted markets for the resulting innovation.

## What is a Eurostars Project?

A Eurostars project is an international research and development project. A Eurostars project can address any technological area, but must have a civilian purpose and be aimed at the development of a new product, process or service. A Eurostars project is collaborative, meaning it must involve at least two participants from two different Eurostars member countries.

A Eurostars project should be market-driven; it must have a maximum duration of three years. Within two years of project completion, the product of the research should be ready for launch onto the market. An exception to this rule applies to biotechnology, biomedical or medical projects which require clinical trials. These trials must be started within two years of project completion.

## The role of the Technical Experts

The functioning of the Eurostars programme is entirely dependent on the project evaluations performed by our individual technical experts. The opinions of our experts help direct millions of Euros of taxpayer's money to R&D performing small and medium-sized enterprises for market-oriented research and development.

For the purposes of assessing Eurostars project applications, a Technical Expert uses their technical and market expertise within a specialist field. Project assessments require the formulation of comments and recommendations through the completion of a Eurostars expert assessment form referred to as 'The Expert Report'.

Assessments fall into the following technological categories:

- Agriculture & Marine resources
- Agrofood technology
- Biological Sciences/Technology
- Chemistry, Physical & Exact sciences
- Electronics, IT & Telecoms technology
- Energy technology
- Industrial manufacturing, Material & Transport
- Measurements & Standards
- Other industrial technologies
- Technology for protecting human kind & Environment

Technical Experts may not be considered for more than two technological areas.

The Eurostars Programme pays particular attention to the application of research to produce marketable products, processes and services. The applied marketing strategy of projects is considered as important as the degree of innovation and the technical merits. It is therefore vital that the Eurostars Technical Experts have an excellent understanding of dissemination strategies, appropriate market areas and routes to that market.

## Conflict of Interest

The Expert must declare any direct or indirect conflict of interest in the assessment of the applications. The honest declaration of any Conflict of Interest is one of the most important aspects of a transparent evaluation process.

The Expert undertakes to immediately inform the EUREKA Secretariat of any disqualifying or potential conflict of interest with any application.

### **A disqualifying conflict of interest exists if the Expert:**

- was involved in the preparation of the applications;
- stands to benefit directly should the applications be accepted;
- has a close family relationship with any person representing an applicant legal entity in the applications;
- is a director, trustee or partner of an application legal entity;
- is employed by one of the applicant legal entities in the applications;
- is in any other situation that compromises his/her ability to assess the applications impartially.

### **A potential conflict of interest may exist if an Expert:**

- was employed by one of the applicant legal entities in the applications within the previous two (2) years;
- is employed by one of the EUREKA NPC or funding bodies than the applicant legal entities;
- is involved in a contract or research collaboration with an applicant legal entity, or had been so in the previous two (2) years;
- is in any other situation that could cast doubt on his/her ability to assess the applications impartially, or that could reasonably appear to do so in the eyes of an external third party.

**The Expert shall have not submitted nor be involved in any application to be assessed during the prescribed evaluation period.**

**If you discover that your assigned project raises a conflict of interest you are under the obligation to declare this to the EUREKA Secretariat immediately.**

## Confidentiality

The Expert is responsible for ensuring and maintaining confidentiality of any data, documents or other material related to the evaluation process, during and after completion of the evaluation assignment. In the cases of a breach of the confidentiality, the EUREKA Secretariat reserves the right to suspend any payment or compensation and in serious cases to undertake legal action.

## The Evaluation Criteria

The Eurostars Programme pays particular attention on the application of research to produce marketable products, processes and services. The applied marketing strategy of projects is considered as important as the degree of innovation and the technical merits. It is therefore vital that the Eurostars Technical Experts have an excellent understanding of dissemination strategies, appropriate market areas and routes to that market.

The Expert must rate the quality of the project application according to three main criteria:

- **Basic Assessment:** (technical, financial and managerial capacities, consortium balance, deliverables and milestones)
- **Technology and Innovation**
- **Market and Competition**

Each of the main criteria is of equal importance. The score of each of the main criteria is calculated using the scores given to several sub-criteria in each category. **For each sub-criteria score provided, the Expert must provide comments to support their conclusion and justify the score given.** The Expert is given an opportunity to summarise their conclusions and provide any additional comments which they think will help the Independent Evaluation Panel in their ranking task.

The evaluation is performed completely anonymously. Expert ID numbers are used to keep track of evaluations, however only the EUREKA Secretariat in Brussels has the capacity to match names to these ID numbers. Although Project Officers in the national offices are unable to see which expert has evaluated a project application, they can use the content to provide feedback to project applicants; however they are not allowed to provide copies of the actual 'Expert Report'.

## The Expert Report

The EUREKA Secretariat uses a product which enables Experts to use latest version of the Adobe Reader™ software (free download available at [www.adobe.com](http://www.adobe.com)) as a writing tool for completing an Expert Report. The EUREKA Secretariat uses custom built PDF forms that allow experts to enter data into the fields provided. Completed Expert Reports can be saved locally on an Expert's computer as editable files, or traditional PDFs which cannot be changed.

The Eurostars Experts website prevents empty or incomplete Expert Reports being uploaded. If you experience a problem uploading the document, please check that the Expert Report is complete. Expert Reports can only be uploaded once. If it is submitted in error, or you wish to amend the document please contact the EUREKA Secretariat who will be able assist you.

## High Quality Assessments

It is important that we create a system where decisions are respected, endorsed and beyond reproach. Therefore it is vital that the EUREKA Secretariat ensures that the quality of available expertise and the assessments that are produced are of the highest calibre. Achieving this is one of the EUREKA Secretariat's top priorities and as such, we look to our Technical Experts to assist us with our continuing efforts.

It is vital to the success of the Eurostars programme that we receive assessments that demonstrate a full and thorough analysis of the project applications. Each score should be accompanied by a comment. These comments should be specific to the project being assessed, and not just a generic answer or one composed of the text from this document. The need for detailed comments becomes even greater when low scores are given so that accurate feedback regarding improvements can be communicated to the project applicants.

Scores which are fully justified are critical to the evaluation process. They enable the Independent Evaluation Panel (IEP) members and Chairman to have a full understanding of an expert's opinion. The IEP values enormously the evaluations our remote experts provide, and detailed explanations ensure that your expert analysis is accurately conveyed to them and that your opinions really do affect the outcome.

In becoming a Eurostars Technical Expert, you have been acknowledged as an expert in your field and we look forward to having you demonstrate the application of your knowledge.

## Good Evaluation Practice

- Detailed comments and explanations for every sub-criteria and score,
- Comments that are specific to the project and not generic/formulaic/taken directly from the guidelines,
- Comments that clearly explain the opinions of the Expert,
- Scores and comments which complement each other and are not contradictory.

## Deadline for Delivery

The evaluations must be performed in English; other languages are not accepted. The Expert has 10 working days from delivery to return the completed evaluation to the EUREKA Secretariat. Experts are required to submit the completed document via the secure Eurostars Expert website. The period of 10 working days is calculated in accordance with Belgian national holidays. It does not take into account national or public holidays within other countries and dispensation cannot be provided for such days. If due to unforeseen circumstances, a Technical Expert cannot complete the evaluation within the requested timeframe, the EUREKA Secretariat should be informed immediately. Should a Technical Expert fail to submit the Expert Assessment Form within the set deadline and fails to provide sufficient warning to the EUREKA Secretariat, the EUREKA Secretariat reserves the right to suspend any payment or financial compensation.



## Guarantee of Quality

The EUREKA Secretariat reserves the right to verify the quality of the Expert Assessment Forms submitted by Technical Experts. If the quality of the evaluation is not considered satisfactory, Technical Experts are requested to provide amendments and re-submit the Expert Assessment Form. Subsequently, if the quality of the Expert Assessment Form is still not considered satisfactory or the Technical Expert fails to meet the request, the EUREKA Secretariat reserves the right to suspend any payment or financial compensation.

Subject to the satisfactory and timely completion of the assigned tasks, the EUREKA Secretariat processes invoices sent by Experts and pays them in accordance with the signed agreement.

The Expert is entitled to €250.00 (Two hundred and fifty Euros) per Expert Report submitted within the designated time limit and which is verified as complete and of satisfactory quality.

# Eurostars Application Assessment Guidelines

## Basic Assessment (BA)

B.1 Partnership and Partners				
Partnership analysis				
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
B.1.1	Well-balanced partnership	<ul style="list-style-type: none"> <li>The partners possess necessary and complementary key qualifications to meet project objective and results</li> <li>All participants have strategic and/or commercial interests in achieving the results</li> <li>Successful completion of the project requires contribution from all partners</li> <li>Each participant has a natural company-related and well defined role in the project and there are no overlapping activities</li> <li>Potential commercial conflicts between the participating companies are dealt with</li> </ul>	<ul style="list-style-type: none"> <li>All partners possess key, complementary qualifications and have strong strategic or commercial interest to implement the project and to achieve the results</li> <li>The partners have reasonable qualifications to reach project targets but the participants are capable of improvement</li> <li>The partnership lacks sufficient expertise overall to carry out the project. There is a risk of conflicting goals</li> </ul>	<p style="text-align: center;">Running Scale</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">Excellent ----- Poor</p>
B.1.2	Added value through co-operation	<ul style="list-style-type: none"> <li>Project demonstrates clear sharing of risks, of costs, of know-how, of benefits</li> <li>Project objectives and results give synergy to the partnership</li> <li>Participation supports and expands qualifications and knowledge of each partner beyond project results e.g. admittance to a new market, new technology and new skills</li> </ul>	<ul style="list-style-type: none"> <li>The partnership creates much synergy and adds considerably to the qualifications of each partner</li> <li>There is potentially extensive exchange of knowledge between the partners</li> <li>The partnership creates a degree of synergy and at least some partners should raise their competencies</li> <li>The partnership will create no synergy and there are no prospects for knowledge exchange / added qualifications</li> </ul>	<p style="text-align: center;">Running Scale</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">Excellent ----- Poor</p>

# Eurostars Application Assessment Guidelines

## Basic Assessment (BA)

B.1 Partnership and Partners				
Partnership analysis				
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
B.1.3	Technological capacity of all partners	<ul style="list-style-type: none"> <li>Each partner has sufficient, qualified technical personnel to participate as planned</li> <li>Each partner possesses adequate systems and equipment to participate in the activities</li> </ul>	<ul style="list-style-type: none"> <li>Each partner has sufficient, qualified personnel available for the project. All partners have well proven systems and facilities</li> <li>Each partner has broadly qualified personnel available for the project, but use of subcontracting may be needed. Partners have adequate systems and facilities.</li> <li>Staff qualifications and/or systems and facilities are inadequate</li> </ul>	<p>Running Scale</p> <p>↑ Excellent ----- ↓ Poor</p>
B.1.4	Managerial capacity of all partners	<ul style="list-style-type: none"> <li>The main partner and project manager has all the relevant experience, including experience of multi-partner projects</li> <li>The project manager demonstrate enthusiasm, capability to inspire project staff and to communicate in a convincing way</li> <li>The proposed staffs from each partner have adequate managerially skills for implementing the project and all activities</li> <li>The partners include managerial capacity to exploit the results</li> </ul>	<ul style="list-style-type: none"> <li>A project manager with a proven track record will lead the project. Very substantial managerial/coordination skills are available throughout the partnership</li> <li>Adequate experience in project management is available within the partnership but the overall managerial resources are limited. At least one partner has managerial skills to exploit results</li> <li>The overall project manager has no relevant track record or experience. There is no overall coordinated structure within the partnership</li> </ul>	<p>Running Scale</p> <p>↑ Excellent ----- ↓ Poor</p>

# Eurostars Application Assessment Guidelines

## Basic Assessment (BA)

B.2 Project Structure				
Project plan				
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
B.2.1	Methodology and planning approach	<ul style="list-style-type: none"> <li>Adoption of a problem-solving approach</li> <li>From the outset, key issues to be addressed and project objective(s) are fully identified and precisely formulated</li> <li>The project activities are logically set out, well described and are relevant to the expected results</li> <li>The total project organisation is well defined and is appropriate to managing resources and activities in a successful way. Resources and costs related to each activity are identified</li> <li>The assumptions and risks are identified and the methods to handle them are specified</li> <li>An in-depth analysis of the potential market is included in the project proposal</li> </ul>	<ul style="list-style-type: none"> <li>The methodology is precisely formulated and all key aspects of the project planning have been taken account of</li> <li>A satisfactory methodology has been outlined, but not all aspects have been rigorously demonstrated. Project organisation, breakdown of cost and resources to activity level, market analysis as well as assumptions and risks are part of the planning but not at a fully satisfactory level. Considerations concerning exploitation and marketing are adequate and have the potential to be strengthened during the project</li> <li>The methodology is incoherent, and / or unrealistic, and / or incomplete</li> </ul>	<p>Running Scale</p> <p>Excellent ----- Poor</p>
B.2.2	Milestones and deliverables	<ul style="list-style-type: none"> <li>The project plan includes clearly defined activities with natural and well-defined milestones and deliverables</li> <li>The project plan includes a realistic time schedule in relation to available resources and costs</li> <li>Monitoring indicators are identified, if possible as quantitative measures that facilitate verification of progress during project implementation</li> </ul>	<ul style="list-style-type: none"> <li>The relevant milestones and deliverables are clearly identified and realistic and quantitative indicators will be available to fully assess progress of the project</li> <li>Milestones, deliverables and time schedule are included but some aspects are open to questions (realism, clarity, etc.). The project progress can be monitored but only at a general level</li> <li>The proposal lacks milestones and deliverables or these are unachievable within the constraints of the partnership</li> </ul>	<p>Running Scale</p> <p>Excellent ----- Poor</p>



# Eurostars Application Assessment Guidelines

## Basic Assessment (BA)

B.2 Project Structure				
Project costs, financing and commitment				
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
B.2.3	Cost and financing structure	<ul style="list-style-type: none"> <li>The cost breakdown is well-structured and corresponds to the activities to be implemented by each partner</li> <li>The financing is broken down in sufficient detail to identify own contributions / external support for each participant</li> <li>External funding, if required, has been secured</li> </ul>	<ul style="list-style-type: none"> <li>A clear breakdown of the budget is provided and evidence of own and external funding is clearly demonstrated. The budget is fully coherent with project activities and allocated resources</li> <li>The budget does not fully correspond to project activities and allocated resources. Partners' own financial contribution and any external funding is not yet fully secured but is highly probable for the project period</li> <li>No breakdown of the project budget and financing has been provided</li> </ul>	<p>Running Scale</p> <p>Excellent ----- Poor</p>
B.2.4	Financial commitment of each partner	<ul style="list-style-type: none"> <li>Each partner has accepted a commitment to its own financial contribution and the commitment has been signed by an authorized person</li> <li>Each partner clearly demonstrates that it has financial resources to meet its own project activities</li> <li>The own financial contribution of each partner is significant in relation to the overall financial contribution of that partner</li> </ul>	<ul style="list-style-type: none"> <li>All the partners have demonstrated financial resources and real commitment through their own, significant and duly signed, financial contribution</li> <li>Some partners have not yet fully demonstrated adequate financial resources and/or full commitment through their own financial contribution but these are highly probable</li> <li>There is no evidence of financial commitment of one or more partners and/or financial symmetry is totally lacking</li> </ul>	<p>Running Scale</p> <p>Excellent ----- Poor</p>

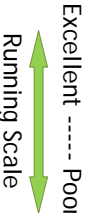
# Eurostars Application Assessment Guidelines

## Technology and Innovation (TI)

T.1 Technology advance		Assessment of the technology itself		
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
T.1.1	Degree of technological maturity and risk	<ul style="list-style-type: none"> <li>The central technology to be developed in the project represents a potential breakthrough in an emerging technology with expected high impact on the future development of the industry</li> <li>The associated technological risk is high but, within the partnership, there is a proven track record of expertise at the forefront of the technological area concerned</li> </ul>	<ul style="list-style-type: none"> <li>The technology concerned represents a potential breakthrough in an emerging technology with potential high impact. The technological risk is high, but among the project partners there is a considerable forefront expertise regarding the technology area in question</li> <li>The technology concerned represents mature technology with a high or moderate development impact on the industry. The technological risk is moderate. Some participants have a proven experience within the technology area. Projects may also further develop existing technologies where R&amp;D is needed for use in new industrial sectors</li> <li>The technology concerned represents base (old) technology with no or very small development impact on the industry. The technological risk is minor or non-existent. Generic implementations of the technology are well known</li> </ul>	Excellent ..... Poor  Running Scale
T.1.2	Technological achievements	<ul style="list-style-type: none"> <li>The R&amp;D activities in the project will contribute to important leaps in the performance of the technology itself</li> <li>The technological results represent one or more fundamentally new solutions, a base for new generations of industries or transformation of current infrastructures</li> <li>The technology brings the partners to the forefront of the technological area in question and thus well beyond the present state-of-the-art</li> </ul>	<ul style="list-style-type: none"> <li>The technological achievements represent important leaps and fundamental new solution(s). The achievements form the basis for new industries or a step change in the current infrastructure. Exploitation of the project should reach the frontiers of the technological area in question</li> <li>The technological achievements represent a limited advance to the state-of-the-art. The project achievements ensure that the relevant project partners improve their technology in order to retain their status within the technological area</li> <li>The technological achievements will make only a minor contribution in the area in question and/or no participant will improve its technological status</li> </ul>	Excellent ..... Poor  Running Scale

# Eurostars Application Assessment Guidelines

## Technology and Innovation (TI)

T.1 Technology advance		Assessment of the technology itself		
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
T.1.3	Technological progress for the SME	<ul style="list-style-type: none"> <li>The project will generate significant technological advances for all SME partners, by providing new capabilities and significantly enhancing their visibility.</li> <li>Significant progress for the SME(s) is expected.</li> </ul>	<ul style="list-style-type: none"> <li>The project will generate good technological advances for all SME partner(s), by providing new capabilities and enhancing their visibility. Positive progress for the SME(s) is expected, assuming successful implementation of the project.</li> <li>The project will generate relatively high technological advances for all SME partner(s). Some progress for the SME(s) is expected, assuming successful implementation of the project.</li> <li>The project will generate relatively small technological advances for some of the SME partner(s). Limited progress for the SME(s) is expected, assuming successful implementation of the project.</li> <li>The project will generate no real technological advances for any SME partner(s). No progress for the SME(s) is foreseen even after successful implementation of the project.</li> </ul>	<p>Running Scale</p> <p>Excellent ----- Poor</p> 

# Eurostars Application Assessment Guidelines

## Technology and Innovation (TI)

T.2 Innovation			
<i>Assessment of the application of the technology - the innovation results in new products, processes, services or systems or combinations or leads to other significant improvements of the existing commercial use of the technologies</i>			
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation
T.2.1	Degree of innovation	<ul style="list-style-type: none"> <li>The product, process or service developed in the project represent a radically new application of existing technology or of the technology developed in the project</li> <li>The innovation leads to a product, process or service which is superior to alternative solutions which could meet the same market opportunities</li> <li>The innovation forms a basis for the generation of new industries</li> <li>The innovation evolves from using the results of R&amp;D at the cutting edge of technology</li> </ul>	<ul style="list-style-type: none"> <li>The innovation is based on the latest research results and technological developments, is radically new and is superior to comparable solutions. New, or vastly improved, industries are likely to be generated</li> <li>The innovation should result in a product, process or service that is better than comparable solutions and it brings visible development to existing industry or introduces minor new niches</li> <li>The innovation is unlikely to lead to a new or significantly improved product, process or service</li> </ul>
T.2.2	Geographical / sectoral impact	<ul style="list-style-type: none"> <li>The product, process or service to be developed is entirely novel at a global level</li> <li>The new product, process or service to be developed has the potential to be exploited on a worldwide market for one or more of the partners</li> </ul>	<ul style="list-style-type: none"> <li>A global market impact is expected from the exploitation of the project, especially by one or more of the partners</li> <li>The resulting product, process or service is new but only exploitable in a limited number of countries</li> <li>The market for the product, process or service has no prospects of being exploited beyond the local level</li> </ul>

Running Scale  
 ↑ Excellent ..... Poor  
 ↓

Running Scale  
 ↑ Excellent ..... Poor  
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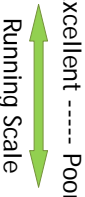
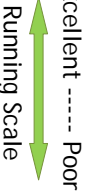


# Eurostars Application Assessment Guidelines

## Market and Competitiveness (MC)


M.1 Market and Profitability		<i>A combined assessment of the market as such and of the partners' potential to get access to this market</i>		
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
M.1.1	Market size	<ul style="list-style-type: none"> <li>The global market for the product, process or service is potentially very large</li> <li>or</li> <li>The product, process or service will be dominating in a global niche market</li> <li>The market is a growth market with limited competition in the near-term</li> </ul>	<ul style="list-style-type: none"> <li>The product, process or service has a potentially very large and growing market with only limited near-term competition. This includes domination of a global niche market</li> <li>The product, process or service has moderate market prospects in the near to medium-term but the market will not expand subsequently and/or is open to competition</li> <li>It is unlikely that a profitable market for the developed products, processes or services exists</li> </ul>	<p>Running Scale</p> <p>↑ Excellent ..... ↓ Poor</p>
M.1.2	Market access and risk	<ul style="list-style-type: none"> <li>One or more partners are qualified to break into the global market or, preferably, has already established a position on it</li> <li>The partners expect to be active on the global market</li> <li>The proposal has identified barriers to the market and/or included important customers, or in other ways reduced the time and costs to market</li> <li>The risk of competitors reaching the market earlier has been judged to be at its lowest level</li> </ul>	<ul style="list-style-type: none"> <li>The project partners are already present on the relevant global market or are qualified to break into it. The market barriers for access are clearly identified and specific measures to reduce risk have been taken. The exploiting partners has the potential to be the first on the market</li> <li>The project partners are only capable of accessing the market in a limited number of countries. Some barriers to the market have been identified and some specific measures to reduce risk have been taken. Competitors may launch a related product on the market at the same time</li> <li>Prospects to access the market are limited</li> </ul>	<p>Running Scale</p> <p>↑ Excellent ..... ↓ Poor</p>

# Eurostars Application Assessment Guidelines

No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
M.1.3	Return on investment	<ul style="list-style-type: none"> <li>The relevant market for the product, process or service is at a level that promises a very high profitability for each partner in the project</li> </ul>	<ul style="list-style-type: none"> <li>The potential and realistic market for the product, process or service is at a level that promises very high rates of return for the exploiting parties</li> <li>The potential and realistic market for the product, process or service is at a level that indicates an average profitability for at least one partner but there are indirect commercial benefits for the other project partners</li> <li>Exploitation of the product, process or service is unlikely to be profitable</li> </ul>	<p>Running Scale</p> <p>Excellent ..... Poor</p> 
M.1.4	Potential market for SME	<ul style="list-style-type: none"> <li>The product, process or service, will set new standards of excellence and enable the SME(s) to achieve a dominant position in the identified market, with no or limited competition emerging for a significant period of time.</li> <li>The SME(s) will become the market leader in the field, and/or make significant inroads into new and alternate markets.</li> <li>The market potential and position of competitors are described in detail and very well understood.</li> </ul>	<ul style="list-style-type: none"> <li>The product, process or service, will enable the SME(s) to achieve a competitive position in the identified market. The SME(s) is likely to become a key player in the market, and / or make inroads into new and alternate markets. The market potential and position of competitors are described and understood even if some minor elements are unaddressed.</li> <li>The product, process or service, will enable the SME(s) to position themselves in the identified market. The SME(s) could be a reasonable player in the identified market, with some potential for new or alternate markets. The market potential and position of competitors are reasonably described and understood, but some key elements are unaddressed.</li> <li>The product, process or service, could enable the SME(s) to position themselves in the identified market. The SME(s) is likely only to be a minor player in the identified market, with limited potential in new or alternate markets. The market potential and position of competitors are not convincingly described or understood, and several key elements are unaddressed.</li> <li>It is unlikely that the product, process or service, will enable the SME(s) to gain a position within the identified market or make inroads into new and alternate markets. The market potential and position of competitors are not described / understood and most basic and key elements are unaddressed.</li> </ul>	<p>Running Scale</p> <p>Excellent ..... Poor</p> 

# Eurostars Application Assessment Guidelines

## Market and Competitiveness (MC)

M.1 Market and Profitability		<i>A combined assessment of the market as such and of the partners' potential to get access to this market</i>		
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
M.1.5	Time to market	<ul style="list-style-type: none"> <li>The market introduction for the product, process or service has been thoroughly analysed, and all potential sources of delay have been considered and planned for.</li> <li>Access will be in a fully appropriate time-scale, well within an acceptable margin of error from that predicted.</li> </ul>	<ul style="list-style-type: none"> <li>The market introduction has been studied very rigorously and thoroughly. Different scenarios were considered taking into account main potential sources of delay. Convincing forecasts with a small margin of error from that predicted.</li> <li>The time-scale for market introduction, although approximate, is appropriate with some consideration given to potential sources of delay. Access is likely to be within an acceptable margin of error from that predicted.</li> <li>The time-scale for market introduction is optimistic, with significant risks of encountering unforeseen delays to market access.</li> <li>The time-scale for market introduction is unrealistic (unfeasibly early, or far too late), with little or no regard for appropriate timescales. Highly unlikely that market entry will be achieved at the expected time.</li> </ul>	Excellent ----- Poor  Running Scale

# Eurostars Application Assessment Guidelines

## Market and Competitiveness (MC)

M.2 Competitive advantages		<i>An assessment of the project's contribution to the long term competitive position of the participants</i>		
No.	Criteria	Definition of an 'Excellent' Project	Guide to points allocation	Points
M.2.1	Strategic importance of the project	<ul style="list-style-type: none"> <li>The near-term achievements of the project will lead to a world-class competitive position for one or more of the partners and might result in a long-lasting enhancement of the competitive position(s)</li> <li>The project results will create an opening in areas of vital strategic importance for the participants</li> <li>The project supports sales of existing major products in areas with strong competition</li> <li>The project opens the way for creation of new product families/ improvements that extends the total cycle time of the existing product, process or service</li> </ul>	<ul style="list-style-type: none"> <li>The near-term achievements of the project should lead to a long lasting, world-class competitive position in vital, strategic business areas for one or more of the partners. The achievements support competitiveness of existing key products or new related products. The project activities give access to highly important collaboration in the value chain</li> <li>The near-term achievements of the project should lead to an increase in competitiveness in strategic business areas for one or more of the partners. The achievements support to some extend the sale of existing products or form the basis for an extension of the total life cycle of these. The project will create new opportunities in the value chain for some of the partners</li> <li>The results of the project will have little influence on the competitive position of the partners</li> </ul>	<p>Running Scale</p> <p>Excellent ..... Poor</p>
M.2.2	Enhanced capabilities and visibility	<ul style="list-style-type: none"> <li>The project creates through co-operative R&amp;D activities a strong foundation for sustainable competitiveness</li> <li>Cooperative activities in the project will result in an enhancement of the skills and knowledge levels of the partners</li> <li>The project gives access to networks of commercial, scientific/technological and/ or organizational character of importance for the growth and competitiveness of the partners</li> <li>The project opens the way for good-will and image creation that could not be obtained in traditional ways</li> </ul>	<ul style="list-style-type: none"> <li>The project generates for all participants vital, tangible and intangible outcomes that beside the project achievements are of essential importance and lead to improved competences, competitiveness and good-will</li> <li>The project is expected to generate some tangible and intangible outcomes that beside the project achievements are of importance to most of the participants' and are expected to lead to improved competences and competitiveness. At least one of the partners will gain from image improvements vis-à-vis important stakeholders</li> <li>The project is unlikely to lead to any important tangible or intangible outcome in addition to the main project achievements</li> </ul>	<p>Running Scale</p> <p>Excellent ..... Poor</p>