**ESA BIC APPLICATION COVER LETTER**

[Please insert information as requested and remove all blue text before submitting the document.]

[Sender: Name] [company logo, if available]

[Company (if already founded)]

[Address]

[E-Mail]

[Web Site (if available)]

SUBJECT: Application to ESA BIC Nord France

REF: [Please insert your own reference number here]

Dear Madam, dear Sir,

In response to the Permanent Open Call for Proposals for Business Incubation issued by [insert company/institution managing the ESA BIC], we are pleased to submit **our proposal** to host [insert name of existing company or company to be founded] in ESA BIC Nord France.

Please find attached hereto the following documents:

* Business Plan
* Incubation Proposal

1. The Application is **compliant with the Requirements** outlined in the Requirement Checklists attached to this document.

2. The **contract conditions have been read, understood and accepted**.

Any queries relevant to the proposal are to be addressed to the attention of:

[Name(s)]

[Address(es)]

[Phone]

[E-Mail]

Contact information of the person(s) who will be in charge of the day-to-day management:

[Name(s)]

[Address(es)]

[Phone]

[E-Mail]

Contact information of the legal representative who will be in charge of signing the contract:

[Name(s), representing a majority of company shares in the (intended) company]

[Address(es)]

[Phone]

[E-Mail]

**Signature(s): Date:** [insert date of submission]

[Insert Sender(s) Name(s), Title(s), and Signature(s), representing a majority of shares in the (intended) company, as per Chamber of Commerce registration form or similarly]

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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# Requirements ChecklistS

|  |  |
| --- | --- |
| **ESA General Application Requirements** | **Compliance statement** |
| [Choose section (a) or (b), depending on company status] |  |
| 1. In case the Applicant is a legal entity |  |
| The Applicant’s first registration at a chamber of commerce, or equivalent, has taken place no longer than 5 years prior to submission of Applicant’s proposal. [attach the Chamber of Commerce Registration Form, or equivalent, if available] | [compliant] |
| More than half of the shares are owned – directly or indirectly – by the authorised representatives applying on behalf of the Applicant.  Mark as applicable:  ( ) The Applicant has legal personality  ( ) The Applicant is a legal entity without legal personality[[1]](#footnote-1) | [compliant] |
| The company must fall into the EU definition of SME (European Commission Recommendation 2003/361) | [compliant] |
| OR |  |
| 1. In case the applicant is not yet a legal entity |  |
| The Applicant shall set up and register a company in one of the 6 regions of Northern France before signing an incubation contract. | [compliant] |
| More than half of the shares of the new company will be owned by the Applicant. | [compliant] |
|  |  |
| [The following requirements apply to all applicants] |  |
| Please provide the names of the owners and the (intended) related shareholding:   1. [Full Name] (\_\_%) 2. [Full Name] (\_\_%) 3. [Full Name] (\_\_%) 4. [Full Name] (\_\_%)   [add lines if needed]  If voting shares are different from ownership shares, add information above. |  |
| The Applicant’s product or service is based on a transfer of space technology to, and/or utilisation of a space system in a non-space environment (spin-off), or exploitation of non-space technology in the space market (spin-in). | [compliant] |
| The Applicant sells and delivers innovative products, processes or services for his own account and risk. | [compliant] |
| The Applicant does not conduct business activities promoting, or being related to, alcohol, tobacco, religion, politics, intolerance, violence, firearms, pornography, obscenity, gambling or illegal drugs. | [compliant] |
| The Applicant will not provide consultancy as main business activity. | [compliant] |
| The Applicant is able to communicate in English. | [compliant] |
| The Applicant acknowledges the State Aid restrictions applicable in the European Union and will inform of any financial support received before and during the execution of the incubation contract. | [compliant] |
| The Applicant states that the terms and conditions of the draft incubation contract and the draft rental agreement are accepted without any reservations.[[2]](#footnote-2) | [compliant] |
| The Applicant states that all the key personnel under the incubation contract have all the relevant working permits for the duration of the incubation contract. | [compliant] |
| The Applicant is not and undertakes not to be hosted in another business incubator, or entity or organisation providing similar support, for the duration of the incubation contract. (Participation in complementary programmes may be agreed upon on a case-by-case basis). | [compliant] |
| The Funding is linked to work packages within the incubation project only. | [compliant] |
| The Funding is granted in net amounts (not including VAT). | [compliant] |
| The Applicant understands that information provided in the application and in the supplementary data sheet is binding and forms the basis of the funding granted. Any changes in this information must be reported immediately and are subject to approval. | [compliant] |
| In case the Applicant has applied to an ESA BIC before, the Applicant has informed ESA BIC Nord France about this in advance of the application. Provide details here:  [Which ESA BIC], [When application took place], [Name of proposal] [OR N/A] | [compliant] |
| The Applicant(s) shall provide a copy of an official identity document (passport or similar) with this application for each person signing the application. If applicable, a copy of relevant working permits and VISAs shall also be provided. (Please provide all such copies in one separate file, not as part of the application text documents.) | [compliant] |

|  |  |
| --- | --- |
| **ESA BIC Nord France** **Specific Application Requirements** | **Compliance statement** |
| Company headquarters have to be located in one of the following French regions : Bretagne, Grand-Est, Hauts-de-France, Ile-de-France, Normandie and Pays-de-la-Loire. | [compliant] |
| A statement from the co-funding organisation, confirming that the Applicant has applied for and will receive the local part of the incentive (25 000€), is attached to this application. | [compliant] |
| The Applicant has been in dialogue with ESA BIC Nord France prior to submitting the application. | [compliant] |
| The Applicant shall set up and register a French company to the Registre du Commerce et des Sociétés prior to the start of the business incubation. | [compliant] |
| In case the Applicant is a legal entity, the company must fall into the EU definition of SME. | [compliant] |
| The total amount of de minimis aid (such as subsidies, holdings, loans, and bonds) may not exceed 200 000 € over a period of three years. | [compliant] |
| The Applicant shall ensure they become an active member of the ESA BIC Nord France community (attend workshops and organised events, contribute to the community and have a regular presence in the office) | [compliant] |

By signing the Cover Letter, to which these Requirement Checklists are attached, I declare that my application is compliant to the General and the Specific Application Requirements or that I shall undertake all necessary actions to ensure the compliance to same.

**DATA PROTECTION**

In case of the submission of the application for the ESA BIC Nord France by a natural person (referred further to as “data subject” for the purpose of the EU General Data Protection Regulation- GDPR), the data subject gives by his or her signature beneath this statement, free, specific, informed and unambiguous consent to Ouest BIC Technopoles with the controlling and the processing of his or her personal data in relation to this Permanent Open Call and for the purpose of possible selection for the ESA BIC [Country] upon fulfilment of all requirements set in the Permanent Open Call. Such consent to the controlling and the processing of his or her data shall be permitted only for the duration of 1 (one) year upon signature. Agreement to the controlling and processing of personal data is necessary in order to fully evaluate his or her application to the Permanent Open Call for the ESA BIC [Country] and, if successful, in order to enter into contractual agreement as stipulated in the Permanent Open Call.

The data subject shall have the right to information and the right of access to his or her personal data, right to rectification and erasure (right to be forgotten), right to restriction of processing, right to data portability, right to object, right not to be subject to a decision based solely on automated processing. The particularities of these rights are stipulated in the Regulation (EU) 2016/679 of the European Parliament and the Council.

The data subject shall have the right to withdraw his or her consent at any time. Such withdrawal of consent shall not affect the lawfulness of processing based on consent before its withdrawal. It shall be as easy to withdraw as to give consent.

The data subject has moreover the right to lodge a complaint with a supervisory authority established in each of the EU Member State as indicated in the GDPR.

I hereby give full consent to the above statement.

**Name(s) and Signature(s):[[3]](#footnote-3) Date:**

Business Plan

**[Name of the Company]**

**[Address of the Company or of the Entrepreneur]**

Author: <…>

Date: <DD/MM/YYYY>

Reference: <XXXX>, Issue <…> Version <…>

Instructions:

Before each paragraph, you will find “writing tips”. Please use these questions as guidelines. **Maybe not all questions can be answered, yet**. Before starting editing, read the whole template, that will help to write text in the dedicated paragraph. **Avoid duplicating content**.

The maximum size of this Business Plan is 25 pages, including any annexes:

* The core section should ideally not exceed 15 pages, with 20 pages as a maximum (which you may want to use e.g. if you already have a detailed business plan for your company).
* Any annexes you chose to add should only have an informative character (e.g. sales brochures, CVs, or copies of Letter of Support).

Don’t change or reduce the font size.

Remove all blue texts before saving and submitting the final version.

# EXECUTIVE SUMMARY

Writing Tips

[This section is very important! By reading this, the TEB Members and Experts should understand at once how your business works and be interested in reading more about it. Having a good business idea is important but showing that you have a clear execution plan, precise goals and the adequate management team to bring the idea to market is key to success.

Try and focus on relevant topics. You have to grab ESA BIC TEB Member's and Experts’ attention with pertinent details.

Don't try to answer all the questions you think people will have, but choose carefully in order to make your project as attractive as possible!

Describe in simple words in a **maximum of 1 page** (!):

* the business opportunity you foresee for your products or services, including the space-connection):
  + An answer to a problem and the solution you offer using the space connection by your product or service you intend to sell (technology breakthroughs, sales innovation, patent, etc…);
  + Developments: any notable advances and/or the evolution of your state-of-the-art technology, changing needs, new regulations, etc...
* the market you are targeting;
* what are your competitive advantages, i.e. where do you differ from similar products or services already on the market – if any;
* your business model; What are your sources of revenue? Do you have any strategic partnerships? How is your offer organized? What is your priority target market? How are your products and services delivered to customers?
* the short-term and long-term vision you have for your company, including growth strategy and resources: what are your short-term goals? (e.g. number of clients, geographical presence, revenue targets...)? What resources will you have available to achieve your goals? What has been done and/or what still needs to be done (e.g. finishing the product, protecting intellectual property, marketing tactics, human and technical resources...)? What is your international growth potential? What is the scalability of your business?
* How your invention is protected, e.g. by patents, and who is the owner of intellectual property
* the skills set offered by the founder / founding team to make it happen.]

Text

# Team & Company Setup

## The Team

Writing Tips

[Please provide an introduction and background of the founders and core team members; who is the “leader”? Give a brief resume of 10 – 20 lines. Describe the areas of expertise and experience of the team members that are relevant for the new company (technical, business, and industry domain). If the team does not have a certain relevant skill set, explain how you will acquire this.

List, if any, the supporters (e.g. support entities, partnerships, advisory board members, financial backers, customers). Remember, we are looking for visionary entrepreneurs and teams!].

Text

## The Company

Writing Tips

[Please provide a brief background that presents and substantiates your experience by showing what you have already done; describe the motivation for founding the company, the legal status, and the shareholding structure including names of shareholders.

If the company is not yet founded, please describe both the current status and the intended status.

If the company is already registered, please state the date of establishment (not older than 5 years) and provide an extract from the Chamber of Commerce or equivalent in an Annex.

Please note that an incubation contract can only be signed with a legal entity having legal personality. Should the evaluation of the proposal be successful and the proposal is selected further for negotiation, the ESA BIC will only finalize and sign a contract with the applicant if the company is set-up according to the legal status as outline in this section, provided that this is acceptable.]

What are the most significant developments of the company during the incubation?

* Sales activities (significant orders, participation in a "strategic trade show"…)
* Technical production (finished prototypes, creating a pilot unit, establishing a partnership…)
* Other economic or financial activities…
* Human resource structure (recruitment and consolidation of your organization)]

Text

# Value Proposition

The Value Proposition describes how the bundle of products and services creates value for a specific Customer Segment. The Value Proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need.

Writing Tips

[Please state briefly what problems you address, for which customer’s needs, and which solution you offer by your product or service you intend to sell. State briefly your unique selling proposition, i.e. why your product or service will add more value to the customer than other similar offerings. *Values may be quantitative (e.g. price, speed of service) or qualitative (e.g. design, customer experience).* Can you give an example of an application of your product?]

Text

# Product/Service Description in Depth

## The Space Connection

Writing Tips

[The space connection is very important since it qualifies your start-up or project to apply to an ESA BIC. Failing to show a strong space connection is eliminatory.

Describe which space technology or system you are using for your product or service. Provide evidence that you have access to this technology. Provide a more extensive description of how precisely you are integrating the space technology or system into your product or service.

Note that for your ESA BIC application to be acceptable, the use of space based systems or the use of space technologies must both be feasible and provide a technical and/or cost advantage compared to other solutions. Also, too obvious a use of space with no or only a minor level of innovation will normally not be supported.

* If you are processing Earth Observation satellites system data, which system (s) and spectrum are you using and why, and how do you get the data? Which quality is required (e.g. spatial resolution, temporal frequency, radiometric characteristics, availability etc.). Which other non-space data is required?
* If you receive GNSS signals, which system(s) are you using? For example, do you need Galileo for a better location and/or resolution?
* If you use a Satellite Telecommunications System, which system(s) are you using? Why? Did you make a trade-off between various systems (technical and budget wise)?
* If you are transferring a space technology, detail which one and how it has been developed and used in the space sector (provide references).
* If you have access to intellectual property, explain how: through ownership, licensing or simply because it is publicly available? Provide references.
* If you intend to become a supplier to the space sector (spin-in/upstream), explain why the new technology, system etc. you are proposing is needed. Later, in the section on business model, explain your plan for commercialisation. Preferably, include a statement from a potential customer confirming the usefulness of the technology and the willingness to become a customer if the idea turns out to be successful.]

Text

## The Technology

Writing Tips

[Please provide an in-depth description of the technology needed for your product/service; explain the state-of-the-art technology that provides the innovative foundation of your project. Remember that you are also addressing non-specialists (bankers, managers, etc.), and that you must keep your explanation simple and concise.

What are some of the main technical terms used to describe your offer? What is the current state-of-the-art technology in your field? Point out some recent advances and their influence on the market. What are the perspectives for technological evolution, and in what time frame? Are there any other known projects or technical developments in progress that may have a strong influence on your future technological context?]

Text

## The Readiness Level

Writing Tips

[In which development stage is the technology at the moment as well as your product/service? What is the maturity of your product/service. E.g. are all components available of-the-shelf and it is a matter of assembling. Or in case of services, e.g. what is the level of programming needed to turn the service idea into a real application. Please also state the current Innovation Readiness Level as well as which level you intend to reach at the end of the incubation phase. Use the Innovation Readiness Level overview as provided in the application package.]

Text

## The Research & Development (R&D) strategy

Writing Tips

[Please describe the main challenges and how these will be addressed. Include information on the materials/software/data needed, the strategy to acquire these (what is done in-house, external partners), as well as the estimated development time. Identify the main risks and describe how they are tackled. This section is of particular importance if the Readiness Level is low.]

Text

## Intellectual Property

Writing Tips

[Please mention any patents you own or licenses you have acquired for your product/service (if necessary, annex evidence of the filed patent or trademark). For how long will they be valid? Who holds the patent(s)? What geographical zones are covered by the patent(s)? If you are contracting to use a patent from outside your own company, what are the contractual clauses (exclusivity, geographical zones, period of time, etc.)? What budget issues are related to industrial and intellectual property (cash payments, royalties, payment terms)?

If you don’t own any IP yet, but envisage getting some, please explain your strategy.

In case of non-patentable knowledge, please explain your strategy to protect your product or service idea (market gain, trade secrets etc.) and any planned patenting activities should this be needed.]

Text

# Market Analysis

## Context

Writing Tips

[Describe the global context (regulatory, political, sociological, ...) surrounding your company, as well as the main trends and other factors that could affect your business (both in positive and negative ways).

Describe the environment and constraints over which you may have little or no influence, such as demographic trends, lifestyles, interest groups, legal aspects, exchange rates.

Is your business sector regulated? Is regulation harmonized internationally? Are there existing standards? Are they mandatory? Are there a lot of them? Is your business sector sensitive to cultural trends (such as "bio" or organic food products)? Is it subject to pressure from interest groups, either in favor or against your own position?]

Text

## The Demand

[Provide a description of the demand for the product/service in line with the following items:

* Potential figures and trends:
  + First, describe the market in general terms. Is this a potential market (watch out if you’re the first one …), an emerging market, growing, mature or declining market? How will it develop over time? Where is it located geographically? How sensitive is the market and what does its development depend on?
  + Evaluate the *total* addressable market (globally), both in actual terms (real quantities sold) and/or potential terms (quantities that could be sold). Make sure to include market value, volume, and expected growth.
  + Evaluate in the same terms the *serviceable* addressable market, i.e. the part of the total addressable market that you could actually reach, both geographically from where you operate and considering the qualities of your proposed solution.
  + Make an estimate of the serviceable *obtainable* market, i.e. the part of the serviceable addressable market that you could realistically obtain, considering competition, the size of your company, and the barriers you may face.
  + How did you gather your data? How reliable is it? Can you give upper and lower forecasts?
* Analysis and segmentation
  + Present how the company's target market(s) operate(s) -- that is, the relationship between the company and its customers.
  + Break the market down into several coherent segments in order to properly adapt your company's marketing strategy to one or more of those segments. Which segment has priority?
  + Explain how the market functions. What are the main conditions and barriers for market entry and how can they be overcome?
* Market validation
  + If users have tested your product or service, show the outcome. Give an analysis of serious prospects: why are they interested? Did users express any thoughts on how the product could evolve or be improved (users often suggest unexpected ideas)? What price (psychological price) are they ready to pay? Take advantage of negative results as well: why were some people not interested? Gather their objections; they may be very useful for you in developing sales arguments.

Text

## The Competition

Writing Tips

[A thorough understanding of the competitive situation is key for success. Summarize the outcome of your own analysis in line with the items below. Note that *both directly competing solutions and alternative solutions*, available now or in the future, should be addressed.

* Market penetration: Evaluate the power of your competition in the target market, whether it is direct, indirect, immediate, or theoretical. Are there any competitors who sell the same product or a similar one? How many competitors are there? How big are they? Are they very active? What are their market shares? How has their market share changed recently? Is there any trustworthy information regarding the arrival of new competitors in the near future (new product announcements, press leaks, personal information)?]
* Comparative product analysis: Analyse your competitors' products. Estimate the degree of satisfaction these products generate with respect to market needs. Which products currently meet customer expectations for the need you intend to address? (identical products and/or those based on other technologies). What are their main characteristics: price, quality, delivery speed, and technical support? How are the products distributed? Can you place your technology and competing technologies on a life-cycle graph? If your product is totally new, is the market need currently being met by something else? To what degree? How?
* Competitor’s business strategy and resources: Who are your competitor's customers and suppliers? How do they operate and how are they organized? Sales force, distribution channels, resellers, decision cycles, communication budgets... Who are their shareholders? Do you have any information on their profitability? How will they react to your entry into the market? What are their strong and weak points?]

Text

## Competitive advantages and Growth opportunity

Writing Tips

[Show that there is a window of opportunity for your project in the market context that you have described (environment + market + competition), and explain it. Show the commercial breakthrough capacity of your product or service.

What needs are not being addressed properly by the competition? What are the latent needs you wish to meet? What new uses are you going to enable? How is your offer different from the competition? What will your competitive advantage be (technology break-through, marketing position, know-how…)? What is the scalability of your business case to achieve international growth (diversification into other market sectors and countries)]

Text

# The Business Model

*A business model describes the rationale of how an organization creates, delivers, and captures value. For the company, it is the basis for generating revenue. Your business may be at an early stage, in which case the business model may still be very preliminary and needs to be worked on. In that case, please use the text below as a guidance and describe your conclusions so far. For companies who already have an established business model, please describe they key elements of it.*

Please provide a summary addressing the following points:

* Communication, distribution, and sales channels – How do you raise awareness about your company’s products and services? Through which channels can you reach your (potential) customer segments? What way is most cost-efficient? How are you integrating communication, distribution and sales with customer routines?
* Customer relationship – What type of relationship does each of your customer segments expect you to establish and maintain? Which ones have you already established? How are they integrated with the rest of your business model? How costly are they?
* Revenue model and revenue streams – In which way will you ensure that revenue is made from the products or services delivered? What is the basis for revenues (subscription, product sales, software-as-a-service, renting/leasing, licensing, …)? How can you ensure that revenue will continue to be generated?
* Pricing – What is the basis for pricing (e.g. cost-plus-margin or value)? How much do you expect customers to pay? What do they pay now for comparable services?
* Key Resources – What are your most important assets to make the business model work? What resources are needed to create and offer value, reach markets, maintain relationships, and earn revenues? How much production capacity do you have, and how much is needed? Or by whom will this capacity be supplied? Think about physical, intellectual, human, and financial resources.
* Key Activities that need to take place – What are the most important activities that need to take place to make the business model work? Think about production (related to designing, making, and delivering a product in substantial quantities and/or of superior quality), problem solving (related to coming up with new solutions to individual customer problems), and platform/network(related to creating connections between individuals or organisations). Also, describe the supply chain and your position within it. Who are your key suppliers? Which of the key resources do they provide for you? What key activities do they perform for you?
* Key Partnerships you need – What partners do you need and for which reasons? Do you need strategic alliances, “coopetition”, joint ventures, buyer-supplier partnerships? Do you need to reduce the risk, get access to special expertise or resources, or protect a part of the market?

# Risk

## SWOT Analysis

[Please provide a SWOT analysis for your company and plans. Enter information into the SWOT table available separately and insert it here.]



Fig.: SWOT Analysis [template]

## RISK Analysis

Writing Tips

[Please provide a list of the most important risks involved when setting up and growing your business in the incubation phase and beyond, their likelihood, and mitigation actions. Address both technical risks related to the proposed solution and its development, as well as commercial/business risks. *Try to think as broadly as possible.* Please use the Risk Analysis table available separately to enter data and insert it here.

Note: The lower the maturity is of the technology and/or the business, the more important it is that risks are well understood.]

Text



Fig.: Risk Analysis [template]

# Cost Structure, FINANCING & Financial Projection

Writing Tips

[What are the most important costs to operate the business? What are the most expensive key activities and resources? What are your fixed costs? What are your variable costs? Please provide the key numbers.

Similarly, which are your most important sources of financing, their amounts, and how large will your initial revenues be?

Please provide numbers for expected profit or loss for the next three years. Explain which financing is needed and how it will be arranged.

You may use the Profit and Loss table available separately and insert it here, or choose your own format. Please explain all assumptions you make.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Year 0** | **Year 1** | **Year 2** | **Year 3** |
|  | **€** | **€** | **€** | **€** |
| **Sales Revenue** |  |  |  |  |
| Product/Service 1 |  |  |  |  |
| Product/Service 2 |  |  |  |  |
| Product/Service n |  |  |  |  |
| **Total Sales Revenue [J]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Direct cost of Sales** |  |  |  |  |
| Product/Service 1 |  |  |  |  |
| Product/Service 2 |  |  |  |  |
| Product/Service n |  |  |  |  |
| **Total Cost of Sales [K]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Gross Profit [L=J-K]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Operating Expenses** |  |  |  |  |
| **Sales and Marketing** |  |  |  |  |
| Advertising |  |  |  |  |
| Direct marketing |  |  |  |  |
| Other expenses (specify) |  |  |  |  |
| **Total Sales and Marketing Expenses [M]** | € - | € - | € - | € - |
|  |  |  |  |  |
| **Research and Development** |  |  |  |  |
| Technology licenses |  |  |  |  |
| Patents |  |  |  |  |
| Other expenses (specify) |  |  |  |  |
| **Total Research and Development Expenses [N]** | € - | € - | € - | € - |
|  |  |  |  |  |
| **General and Adminstrative** |  |  |  |  |
| Wages and salaries |  |  |  |  |
| Outside services |  |  |  |  |
| Meals and entertainment |  |  |  |  |
| Rent |  |  |  |  |
| Telephone |  |  |  |  |
| Utilities |  |  |  |  |
| Depreciation |  |  |  |  |
| Insurance |  |  |  |  |
| Repairs and maintenance |  |  |  |  |
| Other expenses (specify) |  |  |  |  |
| **Total General and Adminstrative Expenses [O]** | € - | € - | € - | € - |
| **Total Operating Expenses [P=M+N+O]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Income from Operations [Q=L-P]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Other Income [R]** |  |  |  |  |
| **Taxes** |  |  |  |  |
| Taxes |  |  |  |  |
| **Total Taxes [S]** | **€ -** | **€ -** | **€ -** | **€ -** |
| **Net Profit [T=Q+R-S]** | **€ -** | **€ -** | **€ -** | **€ -** |

Incubation Proposal

**[Name of the Company]**

**[Address of the Company or of the Entrepreneur]**

**[Reference Period of Incubation]**

Author: <…>

Date: <DD/MM/YYYY>

Reference: <XXXX>, Issue <…> Version <…>

[Before each paragraph, you will find “writing tips”. Please use these questions as guidelines.

Please limit this Incubation Proposal to maximum 10 pages including cover page and any annexes. Don’t change or reduce the font size.]

# 1. Activity Proposal

## 1.1 Milestone Planning

Writing Tips

[Please provide an overview of the schedule including a planning of the milestones (Kick-Off, Mid Term Review and Final Review). The maximum duration of the incubation is 24 months. Identify at which point of time each task begins and ends. All tasks defined in the planning shall be specified in detail below.

For this, please use the PLAN table contained in the Excel file attached to this application package and insert below.]

Text



Fig.: Milestone Planning [example]

## 1.2 Task Descriptions

Writing Tips

[In this section a detailed description of each Task shall be provided. These Tasks are the core of the business incubation. Therefore, please include tasks both related to business and technical activities. When you break down the overall business incubation activity, please limit yourself to a manageable structure.

Please note that the space connection should be a fundamental element of the proposed incubation activity. For a “downstream” activity this means that the Incubation Proposal should include clearly defined tasks about how the space based data, space technology, etc. is going to be integrated, further developed, or similarly, and how the related market will be developed. Similarly, for an “upstream” the Incubation Proposal should cover the related key technical and business activities.

Please provide task descriptions for **all** work you intend to do during incubation, not only for work related to using the incentive. If the tasks to carry out require additional resources (e.g. financing in addition to the incentive), please make this clear in the funding table below. Explain how all activities together contribute to the goal of your company.

For each Task, please provide a table containing a detailed description using the template below. Identify the responsible person, input, objective, and output. Use Sub-tasks to detail the activities further.

The task descriptions, and especially the sub-tasks, should be detailed and specific enough for the evaluators of your proposal to understand in detail what activities will take place and how these contribute to the development of the technology and the business. They also serve as a way for the ESA BIC to monitor progress of your company and for the incubatee as a detailed work plan. Therefore, describe not only what you will do, but also what the intended result is. For development activities, describe how you are going to validate and verify the outcome.

In the costs overview, explain which costs you expect to have (3rd party costs, not own working hours etc.) and from which sources they are financed. Please respect the restrictions related to the ESA incentive as described in the draft incubation contract and summarized below.]

Text

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Task # …** [name]  **Responsible: [name]**  **Inputs:** [e.g. output of previous tasks, results of a tests campaign, reference of publication, …  **Objective:** [describe **what** should be achieved by the end of the task and define what a successful outcome is]  **Sub-Tasks** [describe in detail what work should be performed, e.g. which steps need to be taken in order to reach the objective]   1. … 2. … 3. …   **Costs**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | Sub-task | Type of expense/Supplier etc. | ESA incentive (EUR) | Local incentive (EUR) | Total of other sources (EUR) | |  |  |  |  |  | |  |  |  |  |  | | Total (EUR) |  |  |  |  |   **Output:** [e.g. Design Document, Software, Hardware prototype, Test Results, Market analysis, …] |

Tab.: Task Description

# Management

Writing Tips

[Please provide a description of how you are going to manage the work during the incubation period. Describe specific challenges and how you will address them.]

Text

# 3. FINANCING and Funding Request

Writing Tips

[Please, describe in detail how the company will be financed during incubation. In particular, explain which sources of financing will be used until the company can generate sufficient revenues. Note the restrictions related to the ESA incentive and that most of this funding will be paid in terms *after* the costs have been made. If applicable, explain how the company’s own staff will be paid and from which sources.

In the table Funding Split below, please provide per task the estimated split of the costs into “Product Development”, “IPR Management”, and “other”. Also indicate which sources will cover these costs.

The funding sources are normally divided into (see the draft incubation contact for details):

* The **ESA incentive** is limited to 25 kEUR. It is provided only for the purpose of product/service development and IPR (e.g. patenting or acquiring licenses). The incentive has to be spent on 3rd parties and cannot be spent on direct labour and or office costs. As a general rule, it has to be spent in the country of the ESA BIC where you are applying. This incentive does not have to be paid back; it is provided without sales tax, but may be subject to income tax. Please refer to the Draft Incubation Contract for more details.
* The **local incentive** is limited to 25 kEUR and is provided by local sources (so-called “local co-funding”), where specific funding rules may apply. For guidance, please contact the individual ESA BIC that you apply to before you submit the application.
* **Other Sources:** Please specify additional financial sources such as financial support provided by investors, etc. as well as company/entrepreneur own/self-funding. Please specify the other funding sources.

Please ensure that “Total Costs” match “Total Funding”.

In the column “Experts”, please provide a distribution of the Technical Support requested across the defined tasks - on top of the incentive. Note, the number of support hours available per applicant may differ for individual ESA BICs. For guidance, please contact the ESA BIC that you apply to before you submit the application.

Please use the FUNDING table contained in the Excel file attached to this application and insert this below.]

Text



Tab.: Funding Split

# 4. Support Request

## 4.1 Technical and IPR Support

Writing Tips

[Please define in your own words, what type of Technical or Legal/IPR Support you request from the ESA BIC in order to develop your product/service. Technical support is typically provided as advisory support and is typically related to the use of space technology, data with space origin or methodologies developed within the space engineering domain. Sometimes access to facilities is available as technical support. IPR support is typically related to patents and other intellectual properties. Note, the support provider may differ for individual ESA BICs. For guidance, please contact the individual ESA BIC that you apply to before you submit the application.]

Text

## 4.2 Business Support

Writing Tips

[Please define in your own words, what type of Business Support you request from the ESA BIC in order to establish and grow your company. Such support is typically provided through coaching and training. Note, the support provider may differ for individual ESA BICs as well as the number of support hours available per applicant. For guidance, please contact the individual ESA BIC that you apply for before you submit the application.]

Text

## 4.3 Office Support

Writing Tips

[Please define the number of desk places and further requirements such as laboratory space. Please note, that you will typically be required to rent office or lab space, while common facilities at the ESA BIC may be provided free of charge during incubation, such as meeting rooms. For guidance, please contact the individual ESA BIC that you apply to before you submit the application.]

Text

1. Note that an incubation contract can only be signed with a legal entity *with* legal personality. Please contact the ESA BIC in advance to clarify ownership structure. [↑](#footnote-ref-1)
2. Both documents are available from the ESA BIC as part of the application package. [↑](#footnote-ref-2)
3. Please have the form signed by all natural persons whose personal data is provided as part of the application. [↑](#footnote-ref-3)