

EVALUATION CRITERIA

Date:

Criteria	Sub criteria	Score	Explanation
<i>1. Background and Experience</i>	<ul style="list-style-type: none"> a) Team composition and ownership structure b) Support entities c) Vision 	0 – 100	<ul style="list-style-type: none"> a) Does the management team show complementary skills? Does the ownership structure allow independent management? b) Is the team capable at finding support in kind or in cash, etc c) Does the company show a clear and feasible long-term and short-term vision?
<i>Business Case</i>	<ul style="list-style-type: none"> a) Business idea b) Market c) Business model and finance 	0 – 100	<ul style="list-style-type: none"> a) Is it an innovative idea and can we sell it easily? b) Is there a sound prospective market identified? c) Is the finance, marketing and sales strategy feasible and clear?
<i>Technology / Service</i>	<ul style="list-style-type: none"> a) Technical feasibility of the technology / service to be developed b) Non-space benefit c) Research and development strategy d) Intellectual Property strategy 	0 – 100	<ul style="list-style-type: none"> a) Is the project technically feasible? b) Is there a real non-space benefit? c) If the level of maturity of the project is low, is there a clear R&D strategy? d) Has the team thought about ways of protecting the idea, if necessary and how they will secure the use of 3rd party technology, if relevant
<i>Activity Proposal</i>	<ul style="list-style-type: none"> a) Milestones /cost planning b) Work break down c) Management d) ESA's investment opportunity 	0 – 100	<ul style="list-style-type: none"> a) Is the activity proposal feasible time /cost wise? b) Is the work to be performed in ESA clearly defined? c) Is the management, reporting, meetings and deliverables clearly addressed in the proposal? d) Is ESA the best place for incubation? Can ESA benefit from this project?
<i>Formal Aspects</i>	<ul style="list-style-type: none"> a) Compliance with ESA General and Specific Requirements b) Acceptance of tender conditions 	0 – 100	<ul style="list-style-type: none"> a) Does the company comply with the general and specific requirements of ESA? b) Does the company accept the tender conditions?

Marking Criteria:

Perfect (100%), Excellent (90%), Very Good (75%), Good (60%), Fair (50%), Barely Acceptable (40%), Worthless (0%)