

General presentation
— of **ACIES** - 2010



ACIES calendar December 2009/December 2010

► **Check our website for a real-time update of our calendar of events**

■ Publications

All ACIES newsletters and publications are available on our website www.acies.fr, or upon request to acies@acies.fr

■ December 2009

- Publication of the 1st White Paper on Research Tax Credit initiated by the MEDEF (French Business Confederation) and ACIES with the participation of the ANRT (National Association of Research and Technology), the CARNOT Institutes Network, the Richelieu Committee and the C.U.R.I.E. Network.
- Publication of the "Newsletter on Research Tax Law", conceived, written and published by ACIES. Special issue: FINANCIUM symposium 2009.

■ April 2010

Publication of the "Practical guide of Research Tax Credit" (editions Eyrolles). This didactic guide provides a handy tool for understanding, mastering and optimising Research Tax Credit.

■ Events and partnerships

For several years, we have been building long-standing partnerships with the DFCG (French association of Finance Directors and Management Controllers), the ANRT (Futuris), the C.U.R.I.E. Network, the CARNOT Institutes Network, and professional organisations such as the MEDEF, SYNTEC, SITELESC, UNITEX, etc.

■ May 2010

- May 5 & 6: Rendez-vous CARNOT, Lyons

■ June 2010

- June 7, 8 & 9: C.U.R.I.E. Network annual congress, Grenoble
- June 22 & 23: Gestion Finance symposium, Paris-La Défense
- June 24 & 25: DFCG Summer University, Nice

■ November 2010

- November 4: Les Echos Economics, Research, Innovation forum, Paris
- November 23 & 24: DFCG FINANCIUM symposium, Paris

■ Conferences and workshops

Transferring and sharing knowledge is at the core of our activity. We regularly organise, participate in and sponsor workshops and conferences in French and English.

■ "SMEs & SMIs: how to manage Research Tax Credit autonomously"

Conference-debate organised in partnership with the DFCG. May 19, Lyons; June 8, Lille; June 17, Paris; July 1, Marseilles; July 8, Bordeaux.

■ "Research Tax Credit: an opportunity to organise your management of R&D"

Workshop during the 2010 Gestion Finance Symposium, led by Franck Debaugé, ACIES Associate Director and Director of Expertise. June 22 & 23, Paris-La Défense.

■ "How to finance research and innovation in your business"

Plenary conference during the 2010 Finance Management symposium, led by Philippe Manière, commentator on BFM radio. June 23, Paris-La Défense.

■ "The human value and capital"

Workshop during the DFCG Summer University. June 25, Nice.

■ Courses

For over 10 years, we have been designing and organising courses, run by ourselves or in partnership, on the themes of research tax and research project management.

■ January to December 2010

- FRANCIS LEFEBVRE training courses: "Maximising and securing French Research Tax Credit".
- DFCG training courses: "Research Tax Credit: the benefits of a methodological approach".
- ACIES training courses: "Managing European projects", "Managing Research and Innovation".



Research Promotion
and Management Consulting

Explore, build and promote



Patrick DUVARRY
CEO



Franck DEBAUGE
Associate Director

The economy of knowledge constantly puts forward Innovation as a crucial factor in differentiation and competitiveness. To respond to the challenges of our complex, globalised markets, actors involved in Research are generating new dynamics of collective intelligence. In such a context, Research and Innovation ecosystems can only work effectively if they possess outstanding vision, organisation and management.

Because we are involved throughout the Innovation value chain, we contribute to our clients' Research competitiveness. For twenty years, we have sustained our unique position because we focus exclusively on Research, constantly driven by our pioneering approach.

This pioneering role brings added responsibility. To be a pioneer means to explore, build and promote. As explorers, we continually take new paths and dare to take risks that generate the mould-breaking ideas that make a difference. As builders, we put new management methods into practice to enhance our clients' performance. And as promoters, we are wholeheartedly committed to affirming and sharing our convictions and transferring our knowledge.

Today, as pioneers, our sole obsession is our clients' research performance. To help our clients succeed, we fully involve ourselves in their organisation – from vision to action plan. And we rapidly achieve tangible results.

By regularly working in this environment, we contribute, at our level, to the excellence of European research.



For the past 20 years, ACIES has been committed to support Research

In a knowledge economy where Innovation is a key factor for differentiation and competitiveness, research stakeholders have to rethink new ways of generating, managing and capitalising upon new expertise. In this context, ACIES is devoted to continuously reinvent tomorrow's research systems in order to contribute to our clients' competitiveness and, ultimately, to the European growth.

Our business: Research Promotion and Management Consulting

To succeed in an increasingly complex environment, decision-makers have to combine an overall vision with new dynamics of collaborative work. With this in mind, and since 1990, ACIES supports private and public decision-makers in managing, funding and promoting their research and innovation strategies.

Our three areas of expertise

- Research Tax Law
- Managing Research and Innovation
- Knowledge Transfer

Our clients

Corporations, high-growth SMEs, research organisations, clusters, knowledge transfer units, research networks, universities and Higher Education Establishments, professional organisations, French and European public authorities.

Key facts and figures *

- Creation date: 1990
- Run by Patrick DUVARRY, CEO and Franck DEBAUGE, Associate Director
- Turnover 2009: €14.5M
- Workforce: 80 employees*
- Awards and certifications: Winner of French Quality Award 2004, "Recognised for Excellence in Europe" by the European Foundation for Quality Management since 2002, ISO 9001 certification renewed in July 2009.

* On March 1st 2010.



Our three areas of expertise

Since it was set up, ACIES has placed management of skills and knowledge at the core of its development strategy. Indeed, ACIES has been permanently deploying innovative organisations and methods at the service of Research players, within three areas of expertise: Research Tax Law, Managing Research and Innovation and Knowledge Transfer.

■ Research Tax Law

Strategy for Secured Maximisation of Research Tax Law with in-depth knowledge of its environment (Research Tax Credit [RTC], transfer prices, accounting standards including IFRS, industrial property rights, etc.).

■ Performances and benchmarks*

- 2,000 Research Tax Credit (RTC) missions carried out.
- 8 billion euros of R&D expenses audited.
- 390 cases audited by Tax Authorities and/or the French Ministry of Research and only 12 tax reassessments occurred in close to 20 years, the largest of which represents 0,1% of the client's RTC amount.
- Our clients** account for 40% of the 100 major groups in France.
- For 60% of our clients** belonging to the CAC 40, our missions last longer than 6 years.

* Figures are updated on June 30th of each year.

** For each of these key accounts, our scope of action represents more than 80% of their turnover and/or 80% of the tax consolidation group.

A typical mission

As well as Research Tax Credit maximisation and securisation, ACIES is involved in developing Research funding strategy

Since 2001, ACIES has been supporting a major international industrial group, which is a leading company within its market, with a turnover of over 10 billion euros. ACIES' mission is to:

- identify and evaluate, in collaboration with over 100 scientists, all the research projects conducted by the 5 business units among 10 subsidiaries;
- calculate the related qualifying eligible expenses with the financial managers of each subsidiary;
- highlight the scientific aspects of the projects through collaborative work with the technical team in charge;
- establish a quality plan for improving task management (creating management charts, reports, procedures, a documentary structure...);
- calculate the Research Tax Credit (RTC) based on the qualifying research expenses;
- advise the group's Tax Department regarding the best strategies to adopt on the analysis of the Research-based financial flows;
- ensure that fiscal and accounting visions of development costs are consistent with regards to balance sheet assets;
- have the French or European research subcontractors officially approved by the French Ministry of Research;
- gather written proof regarding the technical and financial documents of each subsidiary;
- assist each subsidiary in case of audit by the French Tax Authorities or the French Ministry of Research.

Achievements

- This mission led to over 95 million euros of Research Tax Credit without any repayment of back taxes following audits carried out by the French Tax Authorities, and an average maximisation of the Research Tax Credit amount of 20%.
- Knowledge capitalisation and repositioning for R&D operational decisions.
- More than 25 scientific representatives and 15 financial representatives trained in maximising and securing Research Tax Credit.



■ Managing Research and Innovation

Research strategy and funding, international and national project and network implementation (EC Framework Program, collaborative projects, Joint Technology Initiatives, clusters, various French initiatives, etc.).

■ FP Performances and benchmarks*

- 68% of the applications filed by ACIES make it through the European Commission selection process.
- ACIES' success rate is 3 times higher than the European average.
- ACIES manages projects with budgets ranging from 2.5 to 50 million Euro lasting 2 to 5 years.
- Over 150 projects have been filed with European funding bodies.
- ACIES routinely manages 20 European projects simultaneously.

* On March 1st 2010.

A typical mission

ACIES, partner of SPIDIA* project (FP7), a European and high-profile research project

Objectives and features of the project

SPIDIA, collaborative project gathering hi-tech SMEs, industry and public and private research centres, aims at increasing the efficiency of in vitro diagnostics in Europe through the creation of new standards for the collection, handling and use of blood, tissue, tumour and other samples. The project is expected to last 48 months and its global budget is more than 13 million euros. The consortium, made of 16 companies and research organisations from 11 countries, is led by QIAGEN, Europe's largest biotechnology company and a global leader in molecular sample and assay technologies.

ACIES mission and performance

- In the proposal set-up phase, ACIES has suggested the adjunction of partners so as to strengthen the consortium, and advised partners on the accuracy of scientific and non-scientific contents against the European Commission demands. The evaluation report from Community experts has given the proposal a 14/15 mark, including 4.5/5 for the management section, designed by ACIES and validated by partners, and 5/5 on the impact section.
- In addition, ACIES has played a crucial role in the completion of negotiation by contributing actively to budget, scientific and organisational reconfigurations.
- Finally, ACIES as management partner of this European and high-profile research project, implements managerial methods and tools in accordance with the EC expectations in terms of content and timescale. ACIES also contributes to the implementation of efficient operational and decision-making processes, e.g. in offering partners training sessions customised to the project and ensuring full compliance with FP7 rules. ACIES is proud to contribute throughout the four years to this flagship European research project.

* Standardisation and improvement of generic pre-analytical procedures and tools for in vitro diagnostics.

■ Knowledge Transfer

Strategic and technology intelligence, management of intellectual and industrial property, publications, training, workshops, professional events, start-up creation.

■ Transfer of knowledge

- We design and run courses for FRANCIS LEFEBVRE FORMATION and DFCG FORMATION on Research Tax Credit: ("Research Tax Credit: the benefits of a methodological approach" & "Maximising and securing French Research Tax Credit"). These courses are aimed at tax, finance and accountancy managers, directors of R&D departments, certified accountants and corporate lawyers.
- We design and run courses on European project management, research management, etc. These courses are aimed at project coordinators, project developers, project administration assistants and management controllers working on international projects.

■ Professional events

We produce conferences, business breakfasts and debates in partnership with Les Echos, the DFCG, FutuRIS/ANRT, the MEDEF, the C.U.R.I.E. Network, the CARNOT Institutes Network and professional organisations (e.g. SYNTEC, SITELESC and UNITEX).

■ Publications

We design and edit publications like the "Newsletter on Research Tax Law", the "Newsletter Research Promotion", the "Practical Research Tax Credit Guide" (editions Eyrolles), the White Paper, "Research Tax Credit – what the research stakeholders say" (in partnership with the MEDEF, ANRT, the CARNOT Institutes Network, the Richelieu Committee and the C.U.R.I.E. Network), the booklet "Four Questions on Intellectual Capital", plus guides on Research Tax Credit for professional organisations, and more.

Significant achievements in 2010

- Publication of the 1st White Paper on Research Tax Credit (December 2009)

At the initiative of the MEDEF and ACIES, a working group involving major Research stakeholders decided to take the discussion out onto the field by questioning entrepreneurs and business leaders who use RTC. The survey gives a unique insight into the day-to-day impact that this tax measure has on companies. It provides a fresh view, for example on RTC's concrete contribution to economic development.

- Publication of the "Practical Research Tax Credit Guide", editions Eyrolles (April 2010)

Author: Franck DEBAUGE, ACIES Associate Director and Director of Expertise.

A great deal of information exists on RTC, but the facts tend to be dispersed and are not always easy to apply. This first practical guide solves the problem by bringing together general and specific information on RTC, as well as data relating to its impact and swift, concrete responses to potential questions.



ACIES (*akies*) : word of Latin origin meaning [keenness, edge] of the mind [penetration, insight] of the eye, [a piercing look or keen vision] intellectual power, moral power

The 5 strengths of a leader

- 📌 **Winning recognition for its quality of service**
 - Winner of the "French Quality Award", "SME-SMI" category, received from the MFQ* on December 6, 2004.
 - "Recognised for Excellence in Europe" by the European Foundation for Quality Management since 2002, one of the 3 world authorities on Total Quality Management.
 - ISO 9001:2000 certified.
- 📌 **Being the standard reference / Transferring its knowledge**
 - We produce and distribute the "Newsletter on Research Promotion".
 - We produce and distribute the "Newsletter on Tax Law".
 - We have devised and run courses on Research Tax Credit in partnership with FRANCIS LEFEBVRE Training and DFCG Training since 2005.
 - We have devised and run the ACIES course, "Managing European Projects (FP7)" since 2009.
 - We have done a National Awareness-raising Tour: "SMEs & SMIs: how to manage RTC autonomously", in partnership with the DFCG (2010).
- 📌 **Innovating**
 - Inventing management methods, new concepts covering remuneration, new services offers, etc.
 - Launching the "ACIES Meetings on Research Promotion", full-day exchanges between private and public decision makers in the field of Research.
- 📌 **Being a driving force behind draft proposals for laws**
 - Lobbying, leading and taking part in workshops on Tax systems and Research (Committee for Managing and Financing Innovation) and in the MEDEF Innovation, Research and New Technologies Commission.
- 📌 **Promoting management values and principles**
 - Deployment of a code of practice in all our actions, without being linked to a regulated professional activity.

* MFQ (Mouvement Français pour la Qualité): French Movement for Quality.