

LEARN FROM THE CHAMPIONS IN HORIZON 2020



Who are the Champions in Horizon 2020 and what to learn from them

Author: Nikolaos Floratos

This publication follows the previous one “Who are the Horizon 2020 Champions” . It provides hints and tips that are applied by the champions in Horizon 2020 and it identifies also who are the Horizon 2020 champions all over Europe and in each country. We have analysed 4190 H2020 projects and 7804 organisations that have been awarded an Horizon 2020 grant based on the data provided by the European Commission under Cordis on 24 June 2015.

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Preface

A lot of professionals and organisations active in exploiting funding from European programmes are struggling years to get winning proposals and even so they don't receive the value, the income and the appreciation they believe they deserve. In more than 17 years of working as consultant and European Commission expert with people and organisations active in European funding, I have come in contact with individuals that face a lot of struggles. I suspect some of their struggles may be familiar to you:

My job is so stressful. It takes so much of my energy and personal time to write a good proposal for funding and it is so disappointing when I receive the results and it is not retained for funding. I want to change my job.

My business is very desperate for more money for supporting the growth of my business/organization/department. I need to find some new channels of financing but I don't dare examining the European funding opportunities. The whole system is very bureaucratic and full of risks.

It is not only so difficult to write a good proposal but also the chances of succeeding in receiving funding are so little. I have written and I have involved my organization in many proposals but almost none was accepted for funding. What a waste of time, energy, resources and money!

I wish I could write winning proposals for funding on behalf of my organization or for other clients. In this way, I wouldn't have to be unemployed or get instead a highly paid job.

These are some of the painful struggles that I was facing at some time in my career as a funding consultant. I wish when I started 17 years ago my career in planning and managing European projects to have someone or something to guide me, mentor me and boost my professional development and overcome quicker many of the problems above. I would have saved at least 10 years of struggling almost on my own to become an established funding expert since I was mainly trying to learn from my mistakes and the mistakes of others as well as figuring out what is correct and what is not. Nevertheless, with the years passing, I have managed to become a well established funding expert in Europe with a high portfolio of successful proposals and projects in many different European funding programmes and most importantly I have started to enjoy it also. As a senior funding consultant and European Commission expert on evaluating proposals and projects I was invited to give lectures and trainings on how individuals and organisations can exploit successfully European funding and at that stage I had one of those "Aha" moments. While I was preparing the training material, I have realized two main points

1. There are seven myths on writing winning proposals and
2. Individuals (including me) and organisations that exploit successfully European funded projects and submit winning proposals for funding, follow some specific and common rituals and habits repeatedly!

Eureka!

At last, people can overcome those myths and get taught and master those rituals and habits and get successful much faster in exploiting European funding programmes without the need to go through the same struggle and pain that me and other experts in the same profession had to suffer before becoming established professionals in the area. The basic findings from my 'Aha' and Eureka comments follow next and I hope they will be valuable to you and make you much faster and of higher value an established funding expert.

In contradiction to the title "Who are the Champions in Horizon 2020 and what to learn from them", I will start first with what you should learn from the champions and then who are these champions, since the latter part is very extensive and covers all Member States and some Associated Countries and exceeds the 200 pages. The first part of this publication outlines the seven myths and presents briefly the seven habits of highly successful managers in getting winning proposals and receiving funding from European programmes such as Horizon 2020.

The second part could be used as an index since it presents findings of my analysis on who are the champions so far in Horizon 2020 programme. My analysis is based on the data that European Commission recently published at [Cordis](http://cordis.europa.eu) (<http://cordis.europa.eu>) and more specifically, the info about the projects and the organisations that were successful and have received an H2020 grant. Based on the latest data added on 24/6/2015 by the European Commission, I have made a thorough analysis on the 4190 H2020 projects and 7804 organisations that have been awarded a grant in order to address the main question:

"Which countries but also which organisations are the most successful ones in H2020"

Based on the above, I have addressed the following in specific:

1. Which **countries** across all over Europe are the champions in Horizon 2020?
2. Which **organisations** across all over Europe are the champions in Horizon 2020?
3. Which **organisations** are the champions in Horizon 2020 in each European country?

I am sure this information will be extremely useful not only for the Horizon 2020 actors in each country in order to see their rank globally and within their country but also for other organisations that wish to collaborate in Horizon 2020 with the champions in the programme.

Finally, as a final note, I would like to highlight that my My 'Aha' and 'Eureka' moment lead me to found the Funding Expert Academy that is open to anyone that wishes to transcend their career and become an established expert in proposal writing and leverage their business and personal lifestyle. It is suitable to all those that wish to invest in their personal and professional development and build a bright future as funding experts across Europe and beyond.

The main engine in my academy is the **Funding Expert Transformation Tree (FETT) System™** that conglomerates

- a) 17 years of experience in funding (European funding, state funding, private funding, etc),
- b) proposal evaluations since 2003 as EC expert,
- c) input from personal interviews with successful proposal writers and
- d) 7 years of training experience.

The Funding Expert Transformation Tree (FETT) depicts a specific pattern that can make any individual a well established funding expert.

Individuals that wish to work or increase their income quickly as highly skilled consultants and experts in funding or support their organisation to exploit successfully funding opportunities at national, european or international level should exploit the Funding Experts Academy suit of products .



By participating in the **Funding Expert Academy** individuals will

1. Behave based on the seven habits as a **B.U.N.D.L.E.R.**™ manager until these habits become their second nature
2. Master techniques for navigating through the EU funding labyrinth and on understanding the language of the funders, on how to approach them and what kind of questions to ask them with the **Five Fingers Technique™**
3. Apply a set of specific rituals (steps) that will lead to the successful submission of their proposal for funding with the **I.C.R.E.A.T.E.S. System™**.
4. Follow a specific methodology and exploit set of practices for convincing their potential funders on the excellence, impact and implementation strategy of their proposal with the **C.R.I.T.E.R.I.A. Formula™**

5. Become familiar on how to promote and exploit their acquired skills and apply a specific strategy on increasing significantly their income as funding expert for their organisation or for their clients with the **Campaign and Grow Rich formula™**.
6. Receive a specialisation certificate on planning European funded projects issued by the world wide recognised vocational award body City & Guilds/Institute of Leadership and Management (www.i-l-m.com).

For more information and full details as well as free resources on exploiting successfully European funding, you can have a look on www.fundingexpert.academy.

Last but not least, I would like to acknowledge the invaluable contributions of my friend, Vasilis Papoulias, a senior data analyst that without his support, the data analysis part wouldn't be possible as well as the inspiration I received for writing this publication from Stephen's Covey book "The 7 Habits of Highly Effective People".

Enjoy reading and never stop learning! As Stephen Covey said *"Remember, to learn and not to do is really not to learn. To know and not to do is really not to know"*.

Sincerely
Mr. Nikolaos Floratos
Founder of Funding Expert Academy
Knowledge Entrepreneur

Part A: Learn from the Champions

The seven myths on writing successful proposals on EU funding

As a person that you are active in proposal writing are you

1. confused on which are the funding opportunities suitable for your organization or your clients?
2. uncertain on whether your idea is an attractive one for funding?
3. struggling on engaging competent partners in your proposals?
4. facing big difficulties in writing an excellent proposal?
5. lacking sufficient time and resources to write a winning proposal?
6. missing the energy, the vision and the approach for becoming an established funding expert?
7. overloaded with your tasks as funding expert and consequently having very limited or no time for yourself and the people you love?

Well me too, some years ago. It was back in 1997 that I was starting as a junior funding consultant and within 5 years although I managed to become the business development manager through European funding in a big ICT Research company and had some success in proposal writing, I was still facing most of the 7 challenges above. Nevertheless, others seemed to believe I was an expert in European funding and one year later in 2003, European Commission also started engaging me as external evaluator for assessing the quality of submitted proposals that were requesting funding. The same year, in 2003, I decided to make the big step in my life and became independent funding consultant assisting as a freelancer other companies to exploit funding from the European Commission. During the next years, with this dual role, and after evaluating hundreds of proposals on behalf of the European Commission, interacting with successful proposal writers and assisting and training also many organisations to exploit public and European funding, I have realized as I indicated in the beginning with 'Aha and Eureka moments' that there is a pattern that all successful funding experts follow in order to have winning proposals. Some of them are doing it unconsciously and others based on their logic or their experience. Furthermore, I have identified the following myths in proposal writing.

Myth 1: Writing winning proposals is the result of only a learning by doing process

Most of the experts believe that writing a successful proposal and receive funding, is a trial and error process that requires many years of practice. Although experience is an important factor, in reality, writing winning proposals is based on a unique process that can be taught and mastered very quickly and in fact receive an internationally recognized specialization certificate for your master.

Myth 2: Writing a winning proposal requires years of experience and it is not for novices and beginners in the area

Although it is true that the majority of successful proposals writers have more than 5-10 years experience, novices and beginners in the area can become quickly very successful by following devotedly specific steps and habits. Sometimes, being a novice can be an advantage, since you are more open to new things and processes. There are novices that with *proper*¹ training and coaching act as professionals immediately and have winning results very quickly.

Myth 3: Public funding and especially funding by the European commission is so vast that you cannot follow all the funding opportunities available

The funding framework by the European Union is around 1 trillion EURO and it is distributed across many different priorities. However, you can find your way and identify easily the most suitable funding opportunities for your organization, as long as you build a specific map that can direct you within its structure.

Myth 4: Funding by the European Commission is not for me or for my organization that is very small

Wrong! As long as your organization (private, public, small, big, NGO, Non profit, or for profit) is based in European Union or in some other associated countries and you have an idea to develop that will create forefront new knowledge, or provide clear added value for citizens in Europe or contribute to growth and more job offers, then there are many funding programmes that can support financially the development of your idea at a European or even International level.

Myth 5: Writing a winning proposal for funding requires a lot of effort, time and resources

The point is to be effective by using specific methods applied by other proposal winners that will allow you to submit a winning proposal in much less time and half the normal resources consumed. The paradox also here is that the earlier you start, the less the effort and resources needed for having a successful proposal. Writing winning proposals as a funding expert can be a very inspiring, creative and energetic profession that can lead to significant income as long as you apply a specific proposal development strategy and position yourself effectively

Myth 6: My chances of having a winning proposal and receiving public funding are very low.

This is not entirely true. Even in those funding programmes that the success rate is close or lower than 10%, your proposal can be within the winners as long as you apply a specific methodology and follow an effective approach that I both teach in the Funding Expert Academy.

¹ I highlight here the word *proper* on the training. Training should be engaging, interactive, simple but also effective, practical with clear steps, methods and tips. Unfortunately, a lot of training in EU funding in the market is based on just presenting and trying to explain what already exists in the European Commission guides and in rarer cases give also examples of a good proposal. However, none of this enough, since in this case, you need in addition significant time of practice. An individual in order to become immediately a funding expert needs step-by-step guidance, detailed suggestions at each proposal preparation stage as well as practical resources and material that can be used immediately without further analysis and processing.

Myth 7: You need to speak very good English or any other language for writing winning proposals.

You don't have to speak perfect English or be competent in any other language for establishing yourself as a highly paid funding expert. We as evaluators are instructed not to penalize proposals due to grammar and spelling mistakes. We only need to read a comprehensive document so that to understand the proposal content and evaluate it only according to the selection award criteria. In fact, speaking perfect English sometimes can be a disadvantage since English is not the first language of the majority of EC experts/evaluators and being a non-native English speaker can make you present information in a simpler and more understandable way for experts and evaluators that their mother tongue is not English. However, your arguments should be clear and convincing but this doesn't have to do with the language competency but with the approach that you follow.

I hope the seven myths above are helpful for you to realise that exploiting funding is not only possible but also very beneficial and then focus your energy and actions on achieving this in the most possible effective and efficient way. In the Funding Expert Academy, we do exactly that, we demystify fully the above seven myths and transform any individual into an established funding expert in the most possible effective and efficient way.

The seven habits of the Champions in exploiting successfully european funding

I would like to acknowledge that I haven't invented these habits since they are based on universal principles and common sense. However, I have discovered and formulated them accordingly based on my involvement and interaction with other successful proposal writers as senior funding consultant and European Commission expert² since 2003. However, many times common sense is not common practice and I have founded the Funding Expert Academy in order to transfer winning methods and make them common practice to as many people as possible. On the other hand I have invented a name in order to make these habits memorable and this is the word "**B.U.N.D.L.E.R.TM**" which implies a *package* of habits that we should continually carry out for exploiting successfully European projects. The initials of **B.U.N.D.L.E.R.TM** stand as follows:

- **B**- Build to last
- **U**- Upset the status quo
- **N**- Never Eat Alone
- **D**- Don't delay it, Delegate it
- **L**- Learn that Good is the enemy of Great
- **E** - Endorse a Sharpen Axe
- **R**- Reconsider Mistakes as Learning Opportunities

In the Funding Expert Academy, we address each of those habits in great detail along with some forms, tools and exercises for anyone that wishes to master them quicker and effortlessly. But, anyone can familiarize with them by reading and applying the techniques and steps that are elaborated next.

² European Commission Experts or EC Experts are individuals with specific knowledge that are engaged by the European Commission services in order to evaluate and review proposals that are submitted by other consortia or single organisations and request public funding.

B- Build to last

Anything that you build such as a European proposal or a project should be made to last. This should be a habit that is reflected in all your actions and most importantly within your suggested projects. Firstly, you need to convince the funding authority and the evaluators at the proposal stage that your suggested project will last after the funding period and will contribute to the creation of forefront knowledge, to the quality of life and to growth. European Commission is very persistent on that since you are requested specifically to submit within your proposal a plan on how you will disseminate and exploit the expected project results and achievements that are due 2-4 years from now. Champions have prepared a very clear dissemination/communication plan as well as a professional exploitation strategy based on the core concept (idea) of their proposal and they have realized the following:

Build to last requires commitment

Very often I say to my students that our ideas are like our children that we think they are the most beautiful in the whole world and we expect everyone else to find them beautiful. But reality is not like that, and definitely at least others cannot see all our ideas as the most gorgeous. Therefore, we can apply the following conditions for building ideas to last and advancing their potential high value:

1. Our idea needs to support the **mission** of our organization. If it doesn't support our mission, then we need to drop it because it will not last. Of course, first we need to specify what is our mission and there are techniques to help you on that
2. Secondly, our idea needs to support the **vision** of our organization in order to last. While the mission refers to the present, the vision refers to the future and we need to specify where we wish to be and what we wish to do in the future as an organization and our idea needs to support this. Again there are specific techniques for that
3. Last but most importantly, we need to apply the following trick. We need to ask ourselves the question *"If I win today the lottery that allows me to live for some years a comfortable life, would I still go ahead with this idea on behalf of my organization and invest the winning on implementing it?"*

If we answer "NO" then we need to drop the idea since it will not last and focus on something else now that it is still early without wasting any other resources and energy. But if our answer is a "Yes" then we can go ahead and externally validate it as champions do.

Build to last requires a validated underlying idea

In order to achieve lastingness for your proposal, many elements matter. Firstly, your proposal should be based on an innovative idea that is achievable, relevant and supports the expected impact and there are ways for coming up with such ideas as we see in following sections. Secondly, champions make sure that they validate the value of the core idea and if needed, they fine-tune it accordingly by receiving feedback from experts such as from the related Advisory Group members in Horizon 2020 (<http://ec.europa.eu/transparency/regexpert/>) and EC officers (Note: Horizon 2020 National Contact Points may be contacted but as last resort). If you don't receive any positive feedback from experts and EC

officers then don't go ahead. Champions make sure that they have received positive feedback on their proposal idea before going ahead and working further on the proposal. As I have already said, an idea is like our baby, and in many cases as parents we believe that our baby is the most beautiful baby in the whole world and we believe it can get the first place in a beauty contest but apparently others and especially the judges may not share the same view with you and it is important just to get a first impression from them and then decide whether you go ahead. This is the way that champions work, they focus only on proposals that their core idea has been validated by competent externals. Otherwise, anything that you build further than that in most of the cases, will not last.

Build to last requires an effective dissemination/communication strategy

More specifically, the dissemination/communication strategy can plan in a tabular format all dissemination activities. Any strategy in order to be successful should be clear, concise, coherent and complete. Therefore the following information can be prepared and presented in a table and included within the proposal:

1. **What should we disseminate?** E.g. Project expectations, project results, project achievements, project activities lessons learnt, etc
2. **Who is expected to benefit?** i.e. for each of the above elements to be disseminated, who will benefit (inside or outside the focus sector)
3. **How/What will be the methods for reaching each of the identified target groups above?** E.g. Website, email campaign, social media such as linkedin group and facebook page/group Newsletters, workshops, events and press-conferences, press-releases, dissemination material such as leaflet, campaigns, awards, personal meetings with key stakeholders and related European associations, follow-ups over the phone, participation in exhibitions, via traditional media (newspapers, specialized magazines, TV and radio stations), e-tools, etc.
4. **When** –Indicative dates or periods that each dissemination activity/method above will take place. This will be linked also with the completion date of each deliverable
5. **How Far** – Which is the dissemination level? For each of the dissemination activities above/methods, we will specify whether we go at international, European, national or local level?
6. **By whom** – Who will be responsible? Again for each of the dissemination activities defined above, we will specify who will be responsible (e.g. the Coordinator, the dissemination manager, a specific partner etc)
7. **How much?** For each of the dissemination activities, we will specify the resources needed (person effort, budget for other costs, etc) and since attention to the budget is a key factor for ensuring a cost-effective dissemination strategy, we will specify also the priority level (high priority, medium priority, low priority) for each dissemination activity/method that we suggest.
8. **How well** - Performance indicators on dissemination? Any strategy in order to be effective, it should have some milestones to allow assessing its performance at specific time intervals. Therefore, for each dissemination activity, we will identify and specify specific performance targets that we expect to achieve through our dissemination strategy, e.g minimum no. of

web site visits and deliverable downloads at specific time instances, min number of our newsletter subscribers, min. participants in our workshops, etc.

Build to last requires a sustainable exploitation strategy

Similarly, we cannot build anything to last, unless we have prepared a well structured exploitation plan that outlines our strategy on how the project achievements and results will be sustainable and further exploited after the funding period. More specifically, our strategy should not be specified in a loose document with a lot of the blabla stuff but without anything substantial content and the best way not to fall in a trap and try to describe it as the majority does in a document, is to formulate our strategy in a table/spreadsheet instead. If we manage to specify our exploitation strategy in a tabular format, it will be much easier monitored, controlled and convincing. In the same manner that we described the dissemination strategy, our exploitation plan could have the following headings per column.

1. **What:** Any innovation that that the project creates such as new ideas, new concepts, new knowledge, new methods, new products. In principle, we include in this column the project innovations (*1st Column*)
2. **Ownership Model or IPR (Intellectual Property Rights) model:** Who owns what. For each of the innovations that are created in the project, we need to specify who owns it, how much of it is owned (in case of joint ownerships) and under which conditions is applicable (*2nd Column*)
3. **SWOT analysis:** This is my favourite tool that is simple but very effective. i.e. We need to specify the **Strong** and **Weak Points** of each of the new elements and innovations created by the project as well as any possible **Opportunities** and **Threats** from the related environment and area. Therefore, *3rd column* is the Strong points, *4th column* is the Weak points, *5th column* is the Opportunities and *6th column* is the Threats.
4. **Who is expected to benefit:** i.e. for each of the new project elements/innovations that are created, we need to specify who is expected to benefit (*7th Column*)
5. **How/What will be the methods** for reaching each of the identified target groups above and raising their interest about the new elements created by the project? E.g. Website, email campaign, social media such as linkedin and facebook page, Newsletters, workshops, events and press-conferences, press-releases, publications, campaigns, awards, personal meetings with key stakeholders and related European associations, follow-ups over the phone, participation in virtual exhibitions, participation in trade-shows and other events, and many many other dissemination good practices. (*8th Column*)
6. **When** –Indicative dates that each activity/method above will take place. This will be linked also on when each of the new elements in the project is created (*9th Column*)
7. **How Far** – Which is the reach level of each new element within our project? For each of the activities above/methods, we need to specify whether we go at international, European, national or local level? (*10th Column*)

8. **By whom – Who will be responsible?** Again for each of the exploitation activities defined above, we need to specify who will be responsible (e.g. the Coordinator, the innovation manager, the exploitation manager, the European commission, etc) (*11th Column*)
9. **How much?** For each of the exploitation activities, we need to specify the resources needed (person effort, budget for other costs, etc) and since attention to the budget is a key factor for ensuring a cost-effective innovation strategy, we will specify also the priority level (high priority, medium priority, low priority) for each exploitation activity/method. (*12th Column*)
10. **How well – Performance indicators on innovation strategy:** Any strategy in order to be effective, it should have some milestones to allow assessing its performance at specific time intervals. Therefore, for each exploitation activity, we need to identify and specify specific performance targets that we expect to achieve through our innovation management strategy, e.g minimum no. of publications, min. no. of MOUs (Memorandum of Understanding/Collaboration agreements) with stakeholders to use or advance the innovations created by the project, or no. of pre-agreements with angel investors or venture capitalist, etc. (*13th Column*)

As you can see from the above, I haven't included any revenue models in our exploitation strategy, since in one hand revenue models are based on rough estimates and consequently are not reliable at all and secondly revenue models are not part of an exploitation strategy but part of a business plan or of a detailed commercialisation strategy.

Last but not least, exploitation proves to last within an H2020 project by involving partners with proven records of managing and exploiting effectively innovations, such as incubators and business angel investors with successful such records.

U- Upset the status quo

Upset the status quo by dropping the SMART Objectives

Consultancy companies, training organisations, project managers, proposal writers and many actors in the area of EU funding have been endorsing in their approaches for years now SMART objectives. SMART objectives are based on the following 5 principles,

1. Specific
2. Measureable
3. Achievable or Attainable
4. Realistic or Relevant and
5. In Time

Well, at first glance, the above five principles look quite sufficient for European funded projects. All consortia sign a specific contract that has to be fully respected and follow a quite detailed plan that is based on key project actions and objectives for implementing the main scope of the project. These actions and objectives should be **specific** in order partners to know what they have to do in the project, **measurable** in order to support the assessment of their performance and allow internals and externals to know how well the project is progressing, **achievable** in order to ensure that the project can be completed, relevant so that they are based on facts and on EC funding priorities and in **time** in order to be delivered without delays.

But are SMART objectives at all adequate for delivering successful european projects and proposals for EC grants?

There is a specific principle that is missing from the SMART approach and without this, all proposals requesting EC grants as well as European funded projects are condemned to fail and fall in the valley of death.

What is valley of death?

Valley of Death is a metaphor for the place where most of the European projects end up because they have been based on SMART objectives. Most projects after the end of their funding period do not manage to advance their results and achievements to the society and economy so that these can benefit, they do not last! On one hand, thankfully European Commission has realized that and now in the new programming funding period, 2014-2020, it requests specifically at a very early stage, even in the grant application form, the commitment of all proposed projects to specific expected benefits to society and economy (e.g. in Horizon2020 they are specified as "Expected Impacts"). However, in case projects continue to follow only SMART objectives, it will be very difficult for them to achieve those promised expected benefits or impacts. Champions have realized that as well as what is missing from such an approach.

What is missing from SMART objectives and it is of paramount significance in EU projects?

The fundamental element that is missing from SMART objectives and weakens significantly the whole concept is **INNOVATION!**

Champions realize that the expected objectives in their European proposals should be Innovative! Innovation should drive your proposal or project. You need to think outside the box, avoid reinventing the wheel and go beyond the current status quo.

Einstein wasn't SMART when he initiated the theory of relativity. Steve Jobs wasn't SMART when he introduced ipod or iphone. Wright Brothers were not SMART when they managed to construct successfully the first airplane. Newton was not SMART when he introduced the Gravity Theory. However, all these and many others that made a difference in economy and society, had innovative objectives! Champions upset the status quo; they believe they can make the world better by looking at things differently!

I always say to my students and to professionals that I coach that if they really wish to be successful in proposal writing and deliver projects with impact, they have to go against the status quo. In any case, anyone that wishes to be successful in grant applications and exploit funding opportunities (Horizon 2020, Erasmusplus, Creative Europe, Europe for Citizens, Structural Funds, etc) should stop thinking SMART and upset the status quo with objectives that are innovative and motivate them to go ahead with their vision.

Upset the status quo by learning on thinking outside the box

According to a study made by Harvard, MIT and Brigham Young Universities, it showed that think creatively depends on just one third in genetics and two thirds on the development of four specific skills. This is really good news and it is proved also from the practices that champions apply for fostering innovation and upsetting the status quo. Let's see those four skills briefly with real examples.

Skill 1: Connecting things

The ability to connect seemingly unrelated questions, problems, or ideas from different fields is fundamental for being innovative and upsetting the status quo. Breakthrough ideas are most often "intersectional" and occur when we bring concepts from one field into a new unfamiliar area, where ideas and concepts from diverse industries, cultures, departments, and disciplines collide and ultimately igniting an explosion of ideas leading to extraordinary innovations that upset the status quo. A very nice example is *Medici effect* that refers to the creative explosion in Florence when the Medici family brought together people from a wide range of disciplines – sculptors, scientists, poets, philosophers, painters, and architects and as these individuals connected, new ideas blossomed, thereby giving birth to the *Renaissance*, one of the most inventive art eras in history.

Google also believes that ideas come from everywhere and can lead to great innovations as long as they are associated accordingly. For this reason, they have an internal list where employees post new ideas and everyone can go on and see them, votes on them and comment on how good or bad they think an idea is. These comments lead to new ideas. Steve Jobs had consistently been repeating "Creativity is connecting things". He was able to generate idea after idea because he has spent almost all his lifetime exploring new and unrelated things, such as the calligraphy, meditation practices and the fine details of Mercedes Benz for example. It is important to highlight that the more our experiences and knowledge, the more connections we can make and fresh inputs trigger new connections and associations and this can lead to innovative ideas.

Actions for improving your connecting things skill and culture: Why don't you join or create platform(s) (virtual) or a place(s) (physical) that anyone from your organization, department or even community can share their ideas for new

products, services, new research items and receive comments? Let's learn from Medici effect or from Google practices!

Skill 2: Questioning

Most of the great innovators (including the founders of eBay, PayPal, Skype, Dell computer, Salesforce, Apple etc) love upsetting the status quo. They spend a vast amount of time thinking about how to change the world and they like to ask: "if we did this, what would happen?" Most managers focus on understanding how to make existing processes (the status quo) – work a little better (e.g. How can we improve the battery life of smartphone X). Champions on the other hand, are much more likely to ask "If we double the battery life of smartphone X, how would that change the value proposition it offers?" or "What if we double the battery life of smartphone X, how would that change the value proposition it offers?" Do you see the point.

One of Google's nine innovation principles is "Creativity loves constraint" and Google engineers claim that they thrive on constraints. They claim they love to think their way out of the box and they very often say "We know they said it was impossible, but we are going to do this, this and that to get us there"

Actions for improving your Questioning skill and culture: Keep on asking yourself, your colleagues, your friends, your clients, your partners, your funders

1. "Why",
2. "Why not" and
3. "What if".

Ask questions that will help you to see a problem or opportunity from a different angle. A good tip is try spending 15 to 30 minutes each day writing down 10 new questions that challenge the status quo in your organization or in your clients' one. It is likely that nobody will have the answer to those questions yet but as Peter Drucker (the first guru in project management) once said "The important and difficult job is never to find the right answers, it is to find the right questions".

Skill 3: Observing

Innovators literally act as anthropologists and social scientists since they carefully, intentionally and consistently observe the behavior of potential clients, look out for small behavioral details in the activities of customers, partners, suppliers, and other companies and gain insights on new ways of doing things.

Actions for improving your observing skill and culture:

Go and watch how certain customers use and experience a product or service in their natural environment. You are suggested to spend if possible an entire day carefully observing the tasks that customers (potential or current) are trying to get done. However, you should not make judgments about what you see (e.g. thinking this is bad or good) but instead observe as silently and neutrally as possible and ask yourself " what's different than I expected?"

Skill 4: Experimenting

Innovators that upset the status quo, make experimentation central to everything they do but in a structured and methodical way. For example, again Google applies the "launch early and often" strategy. They launch it early on Google Labs and then iterate, learning what the market wants – and making it great. For

example, some companies think the design of some of their products as an art but Google thinks of design as a science. They run on 1% of their audience a test on whichever design does best against the user-happiness metrics over a two-week period and this is the one they launch. They probably have somewhere between 50 and 100 experiments running on live traffic and the beauty of experimenting in this way, is that you never get too far from what the market wants. The market pulls you back. In addition, since year 2000, let's say their engineers spend 20% of their time on experimenting on whatever they want and it trusts that they build interesting things. Bezos sees also experimentation as so critical to innovation that he has institutionalized it at Amazon by encouraging their employees to experiment. He says "If we can get processes decentralized so that we can do a lot of experiments without it being very costly, we'll get a lot more innovation."

Actions for improving your experimenting skill and culture:

You can definitely apply some of the practices adopted by innovative organisations that I just mentioned and create a habit of experimentation and innovation for upsetting the status quo. Possibly, you can start living and working overseas! A research reveals that the more countries a person has lived in, the more likely he or she is to exploit that experience to deliver innovative products, processes, or businesses. In fact, managers that try out even one international assignment before becoming CEO, their companies deliver higher financial results (7% on average) than companies run by CEOs without such experience. In principle you need to collect knowledge and experiences in work and life and then experiment with them. For example, you can attend seminars and training on topics outside your area of expertise; study a product or process that interests you; read books and industry magazines that help you to identify emerging trends (maybe Google Trends could be helpful also); learn about different lifestyles and local behavior while you travel. Then develop new hypotheses from the knowledge you have acquired and test them in the invention of new products or processes.

Also find ways to establish regular, small experiments at all levels in your organization or in your client's one. Openly endorse that learning through failure or through small scale tests is valuable and it goes a long way toward building an innovative culture.

Short Conclusion. We have seen that innovative thinking can be developed and enhanced through specific practices. You need to put aside time and create a habit in your organization or in the client's one and practice, practice, practice over and over the behaviors described here, to the point that they become automatic.

[Sources]:

[Marissa Mayer's 9 Principles of Innovation](http://goo.gl/2eA4EW) (<http://goo.gl/2eA4EW>)

[The innovator's DNA](https://goo.gl/owo5uR) (<https://goo.gl/owo5uR>)

N- Never Eat Alone

“Never Eat Alone” habit is directly linked with your networking skills. This habit can really transcend your positioning in Horizon 2020 and enhance significantly your network. Many times scientists and researchers prefer to focus on their work and underestimate the power of networking. However, the ‘Never Eat Alone’ habit will extent your network significantly and can support you to

1. receive feedback on potentially suitable funding opportunities for your idea
2. receive feedback on the significance of your proposal idea, its scope and relevance
3. receive feedback and further advice on your proposal summary
4. identify suitable and competent partners (Horizon 2020 Champions)
5. engage stakeholders into your project not necessarily as partners but mainly as supporters by providing to you letters of support that you can annex in your proposal (Such letters are called *Letters of Support* or *Letters of Endorsement*)
6. prepare a proposal that is fully aligned with the call priorities and it fully addresses what is required from workprogramme
7. get two heads instead of one and come up jointly with a really innovative idea or project

Horizon 2020 champions should network at least with European Commission officers, National Contact Points, members of Advisory Groups in Horizon 2020, Horizon 2020 champions, Horizon 2020 experts and other players. Therefore, you should try to attend as many as possible such events that attract those groups of individuals, e.g. infodays (events that specific H2020 calls are presented at national or European level) and special brokerage events. Furthermore, as an innovator, you need to go out to meet people with different kinds of ideas and perspectives to extend your own knowledge domains. You should aim to establish a network of diverse individuals and dedicate time and energy to finding and testing ideas. You could possibly attend in addition idea conferences such as TED (Technology, Entertainment and Design), Davos and other Ideas Festival such as Aspen (check aspenideas.org). Such conferences attract artists, entrepreneurs, academics, politicians, adventurers, scientists and thinkers from all over the world that come to share their newest ideas, passions and projects. Michael Lazaridis from Research In Motion, David Neeleman from JetBlue, Kent Bowen from CPS technologies and many others came up with ideas about their products through networking at conferences and elsewhere.

“Never Eat Alone” is one of the best habits I have applied and it really works. You don’t need to have any social skills or experience, but for a good start just try to look confident and be nice with a smile in any event or face-to-face communication that you have. For example, you can approach event speakers and comment on their presentations and speeches, offer them to connect with LinkedIn and offer to give them a linked recommendation based on their presentation/given. Relationships are like muscles, the more you work them, the more powerful they become. Also it is important to point out that you should drop the overestimated motto “*Ask and Shall Receive*” and apply instead as a habit the “*Give and Shall Receive*”. This means that it will take some time for you

to establish fulfilling and effective connections but it will eventually work. You should have as first priority to offer to help or contribute on something and remember that win-win relationships are always the best and the strongest ones. The interesting thing is that networking in Horizon 2020 is so powerful but it has been either underused or misused and if you apply it properly and methodically it will boost your success.

Tip for improving your networking skill and culture

To improve your networking skills, contact for example the five most creative people you know or will know (check TED speeches and who are the Horizon2020 champion as a start for identifying some) and ask them to share what they do to stimulate creative thinking and innovation. Do not hesitate to ask if they would be willing to act as your creative mentors. Apply the habit “Never Eat Alone” and hold regular idea lunches at which you meet a few new people from diverse functions, companies, industries, or countries and discuss about theirs and your innovative ideas and share feedback. Always remember and avoid what the majority does: *“Most people do not listen with the intent to understand; they listen with the intent to reply”*.

In case, you wish to dig deeper and faster in the “Never Eat Alone” habit there are some specific techniques and further tips that you can explore and we teach at the Funding Expert Academy.

D- Don't delay it, Delegate it

Champions are not one man show. Behind each successful proposal there is a whole team with delegated tasks. More specifically, there is

A. Proposal Leader

The Proposal leader is the key person for a winning proposal and he/she should

1. formulate the core idea and main objectives of the proposed project
2. network with experts and EC officers and other officials in order to revise and validate the significance of the core idea and the related objectives as well as understand better the specifications of related calls of proposals
3. identify the most suitable call of proposals, analyse and comprehend its requirements and finally prepare or delegate the preparation of a 3-pages proposal summary
4. invite and engage the most suitable and competent partners for the project
5. formulate the project workplan and allocate the main tasks and responsibilities of each partner in the proposed project
6. delegate to an assistant to collect specific administrative data and manage the submission of the proposal
7. coordinate the formulation of the overall project budget and budget per partner with respect to their expected tasks and responsibilities
8. Formulate the structure (headings/subheadings if applicable) of the proposal application form aligning it with the selection award criteria
9. coordinate the whole proposal preparation and more specifically delegate on who does what and who writes what in each proposal section and phase according to the roles, skills and the expertise of each team member
10. review the quality of each contribution provided and if needed requests revisions in order to achieve excellence
11. delegate the review of the final draft to an expert that ensure that the proposal text provided reflects the needed quality and the high adherence with the selection award criteria (e.g. Excellence, Impact, and Quality of Implementation)
12. coordinate the revisions to be made based on the feedback received from the expert
13. coordinate the successful (in time and with the required documentation) submission of the final proposal
14. send right after the submission a thank you message to all partners and actors for their contribution and commitment and invites everyone that can make it (mainly his/her direct assistants) for a drink or dinner. (Nota Bene: Every serious effort irrespectively of its future result should be celebrated in order to keep up the energy for the next proposal submission :)

Some of the above tasks may be either jointly implemented in cooperation with other actors (e.g. with colleagues, the formulation of the core proposal idea, with the workpackage leaders the preparation of the core proposal idea, the proposal summary and the workplan) or delegated to others (e.g. to an external expert the quality review of each contribution). In any case, none of those tasks can be delayed, overlooked or skipped by the Proposal Leader

B. The Proposal Writing Team

The members of the Proposal Writing Team can be competent individuals from each partner that are delegated to

1. write each one of them specific sections in the proposal form according to the expertise of their organization
2. ensure that their own contributions are aligned with the selection award criteria
3. revise their own contributions according to the comments received by the proposal leader or the external reviewer

C. Administrative Assistant (Secretary)

One person that works closely with the Proposal Leader and is responsible for

1. the administration of the proposal submission form (e.g creation of a PIC number and an ECAS account, electronic submission, completion of electronic administrative forms, etc) as well as
2. the collection and check of essential documentation from each partner (Administrative data from each partner, average person day costs per staff category, letters of support from stakeholders, Non-Disclosure Agreements, etc)

Many proposal writers often underestimate the value of an Administrative Assistant but champions don't! Administrative work is essential and can be so time consuming and destructive that cannot be undertaken by the Proposal Leader or any member of the Proposal Writing Team that they should focus on producing intellectual outputs.

D. External Evaluator

An individual that has the proper expertise and skills (i.e. an expert) and hasn't been involved in the preparation of the proposal should be engaged in order to

1. Read the final draft and provide suggestions for improving the comprehension by a third party (e.g. EC experts and officers) of the whole proposal text
2. Read again the final draft and now provide suggestions for the team to address better each selection award criterion and subcriterion

Ideally this individual can be an expert normally engaged by the European Commission or by the funding authority for evaluating submitted proposals that hasn't any conflict of interest. Alternatively, a colleague familiar with the programme but not involved in the proposal preparation (so that to be unbiased) could be engaged for this role.

Champions make sure that a professional Proposal Leader is supported by a competent proposal writing team, an experienced administrative assistant and a qualified external evaluator.

Based on the above, it is unavoidable that winning proposals especially in Horizon 2020 require costly, committed and skillful resources that are based on professional time management and effective delegation practices.

L- Learn that Good is the enemy of Great

As the French philosopher Voltaire once said “Good is the enemy of Great” this is a motto that is continually exercised by the champions during the proposal preparation phase. Apparently, many European funding programmes have very low success rate, e.g. Horizon 2020 has a success rate that ranges between 6%-20% and it consequently requires the preparation and submission of not just a good proposal but an excellent one. Your journey to excellence depends generally on how well you apply the seven habits and specifically how you can prepare a great proposal that will impress the EC evaluators and the officers from the first page. Normally EC experts and evaluators have around only one hour and a half for reading and evaluating the quality of your proposal and completing their evaluation form. I understand the surprise of some of you that you have been spending months to prepare a proposal that actually is going to be evaluated in just 1.5 hours by each evaluator! This can be also discouraging but on the other hand, it can be to your advantage as long as you apply some techniques and good practices for proving the greatness of your proposal in such a short time. There is whole formula for achieving this (i.e. the C.R.I.T.E.R.I.A.TM formula in Funding Expert’s Transformation Tree) but please note the following essential tips for achieving greatness in your proposal.

1. **Build a profound proposal summary that engages.** Champions as soon as they have their idea validated, they prepare a well-structured summary of their proposal. There are specific techniques for building an engaging and sound summary but essentially it should not be more than 3-4 pages and it should contain the following information
 - a. the *scope/aim* of your proposal that is literally your **core idea**,
 - b. the **problems** that your proposal idea is related to and sometimes they are called the *rationale of your proposal* (SOS)
 - c. the *objectives* of your proposal that are your **actions and solutions** in the given problems above,
 - d. The *results* that emerge as outcomes from your solutions above
 - e. The *target groups*, i.e. who will benefit from each one of those outcomes above
 - f. The *activities* of the needed *workplan* in order to achieve the promised results above
 - g. All the profiles/competencies needed in order to lead each of the identified activities below

A proposal summary cannot contain at this stage (unless it is fixed by the programme) any information on the budget, since this will be formulated at a later stage during the full proposal elaboration. Champions use the proposal in order to invite and engage suitable and competent partners and stakeholders as well as to receive more specific feedback from experts and EC officers.

2. **Network, network, network.** Champions spend around 40% of the total proposal preparation time in meeting with potential competent partners, with stakeholders, with experts and EC officers for receiving valuable feedback and for validating or improving the value of their proposal. They attend brokerage events, infodays and other events not necessarily for

watching the presentations that can be found from the Internet afterwards anyway but mainly for connecting with key people that are present there. Face-to-face interaction at least for the first encounter is always far more powerful than phone or email communication. Champions apply the “Never Eat Alone” habit and remember that relationships are like muscles, the more you work them, the stronger they become. Furthermore, special networking techniques if applied correctly can increase the number of winning Horizon 2020 proposals that champions can participate as partners that other organisations lead.

3. **Realise that everything counts but first impression counts more.** Since evaluators have a very limited time to evaluate a proposal and unconsciously, they start with the impression that your proposal is not a good one. Please don't take me wrong here but this is how human brain works under time pressure and tries to be as effective as possible in the given time and unconsciously makes the hypothesis that with a success rate between 6%-20%, there are far more chances that your proposal is a bad one rather than a good one and tries to find reasons to support that and finish with their task as soon as possible. However, this is not necessarily a disadvantage, since what champions do, is to change the mindset of the evaluator from the very beginning and get an advantage with respect to the other proposals (see more info on that next).
4. **Prepare an impressive introduction.** Based on the above, you need to make sure that the evaluators realize the high value of your proposal during the first minute that they spend for reading the abstract/executive summary/introduction of your proposal and checking the competence of the consortium. Therefore, you need to make sure to **highlight** the following (5-6 sentences for each bullet) as well as to **index** where in the main proposal body, anyone can find further justification on those highlighted statements:
 - a. The immense relevance of your proposal aim with the work-programme scope
 - b. The great innovation of the expected outcomes and the innovation capacity of your approach
 - c. The high competency of the consortium as a whole
 - d. The merit of the suggested approach in order to achieve the expected outcomes
 - e. The realistic impact and the European added value that is expected from the implementation of the project
 - f. The exploitation approach and capacity of the consortium
 - g. The value for money. Your proposal should be expected to achieve the highest amount of benefits with the least possible costs and with budget focus in creating forefront knowledge and innovations.
5. **Build the proposal form according to the selection award criteria.** For example, normally, in Horizon 2020, the first section of part B deals with the selection criterion *Excellence*, the second section of part B deals with the *Impact* and the third section of Part B deals with *Quality of Implementation*. However, in addition under each of the three criteria, there are 3-4 sub-criteria and champions ensure the structure they follow in their proposal clearly includes related subheadings and content to each

sub-criterion. Such an approach facilitates a lot the task of the evaluator to find the sections that deal with each sub-criterion that they have to address

6. **Engage an Expert as external reviewer.** It is often skipped but it is one of the most effective ways to improve significantly the quality of the proposal and champions know that. That is to engage an expert in order to review **the core proposal idea, proposal summary and the final draft of the whole proposal.** The earlier you engage a qualified external expert, the more fruitful feedback, he/she can give at various stages. Many times the external reviewer can suggest some addition or changes (rarer) of some partners in order to enhance the project team. Such suggestions can be addressed only at the review of the core proposal idea & summary and not at the review of the final draft of the proposal.
7. **Don't make compromises!** Each compromise you make, is one point less from your total mark. Therefore, champions don't compromise with any contribution and proposal content that is not great. If champions are not satisfied with any contribution and proposal content, they revise it along with the contributor and the proposal writing team until they are pleased. Also champions don't make compromises in the synthesis of the consortium. Their first priority is to include the most suitable and competent partners for successfully achieving the expected project objectives and outcomes. They can include partners that they have worked well in the past but only on the condition that their profile is essential for the successful project implementation.

E - Endorse a sharpen axe

Once upon a time, a very strong woodcutter asked for a job in a timber merchant and he got it. The pay was really good and so was the work condition. For those reasons, the woodcutter was determined to do his best.

His boss gave him an axe and showed him the area where he supposed to work.

The first day, the woodcutter brought 18 trees.

"Congratulations," the boss said. "Go on that way!"

Very motivated by the boss words, the woodcutter tried harder the next day, but he could only bring 15 trees. The third day he tried even harder, but he could only bring 10 trees. Day after day he was bringing less and less trees.

"I must be losing my strength", the woodcutter thought. He went to the boss and apologized, saying that he could not understand what was going on.

"When was the last time you sharpened your axe?" the boss asked.

"Sharpen? I had no time to sharpen my axe. I have been very busy trying to cut trees..."

Our lives as proposal writers are like that. We sometimes get so busy that we don't take time to sharpen the "axe". In today's proposal writing world, it seems that everyone is busier than ever, but less effective than ever (see the number of proposals that fail). In order to be effective, we should not only focus on the proposal writing process but as we have seen also in networking, in delegating, in receiving feedback. Furthermore writing a winning proposal absorbs a lot of energy and we need to take care of our psychology and physiology. Champions sleep well, eat nutritious and healthy food and drinks, exercise, meditate and actually take good care of their body and mind. In addition, they have a lifestyle, hobbies and make sure that they have free personal time for themselves, their family and friends. In principle, they keep a balance in their life so that to maintain a high level of energy for preparing winning proposals. People that burn-out by being always busy but not necessarily effective do not produce creative ideas. Champions do not check their inbox, facebook or linkedin profile all the time. They allocate specific time for everything. Champions sharpen their axe, therefore they don't rely on email messages for exchanging contributions, proposal version or ideas, since they know that email messages can easily get lost and miss important emails. Instead, they take advantage of the latest web based applications for being effective. For example, you can use slack (www.slack.com) or Trello (<https://trello.com>) for fulfilling (simple and effective) your proposal communication needs and exchanging of ideas and documents with all your team as well as one drive of Microsoft (<https://onedrive.live.com>) with 15 GB storage capacity that are more than enough for your proposals' work as well as working with your team on the same document via the integrated Online Office for free. Some people may prefer to use google drive instead for jointly creating and sharing ideas but although I am google fan, I don't suggest it since you may face some inconsistencies with your word and excel files.

R- Reconsider mistakes as learning opportunities

Anyone that wants to get things done, makes mistakes and will continue making mistakes in their lifetime. Therefore, champions also make mistakes (possibly fewer than the others) but not only they accept their mistakes and take the responsibility for those but most importantly they learn from those mistakes. For example, sometimes, champions might receive a bad evaluation of one of their proposals submitted but they don't immediately complain by stating that the evaluators were inexperienced or non-professionals. Instead, they check to see whether the evaluators may be right or whether the content of the proposal was not that clear for evaluators to understand immediately the high value of their suggested innovations and their approach. In principle, they see what they did wrong or possibly could have done better in order to improve their approach and be more clear. They are not afraid to take actions and responsibilities but also to accept their mistakes. They are lifelong learners that consider that they can learn from anyone and anything and most importantly from their actions and any mistakes. As soon as they receive a bad evaluation, they check what might have went wrong, for example the following check list can be useful:

- Have they selected the most suitable funding programme call for implementing their idea?
- Is their suggested idea innovative enough that can create growth, forefront knowledge and/or improve the quality of life of European citizens?
- Have they received first useful feedback on their idea and their proposal summary and from the appropriate and competent individuals (Experts, EC officials, Advisory Group Members, area experts, etc)?
- Have they prepared a good foundation of their proposal by building a well structured and convincing proposal summary?
- Have they engaged the most competent and suitable partners?
- Have they delegated the proposal writing and the contributions to the most suitable people?
- Have they addressed all selection award criteria in an excellent way and most importantly have they ensured that the proposal content reflects this excellence?
- Have they managed time sufficiently for the preparation of the proposal?
- Have they engaged a qualified external (an expert or a colleague) to review the final draft and provide further suggestions for improvement?
- Have they included letters of support from stakeholders for justifying further the impact expected?
- Have they provided evidence on the benefits that will directly emerge from the project achievements?
- Have they really provided a clear and professional dissemination and exploitation strategy?
- Have they provided a sound work plan with all the needed activities, related deliverables, linked milestones as well as the best cost/benefit ratio?
- Have they provided a project management approach that was convincing and suitable and have they structured it in such a way so that the decision making mechanism considers feedback from stakeholders, from the

ethical manager, the exploitation/innovation manager and the workpackage leaders/technical committee?

Champions go through the above list or have their own one after they receive a bad evaluation and next they plan how they are going to improve their weak points. Please note that champions take into account the evaluation summary report (ESR) that they receive since it may outline the main weak points but they understand that the best way to improve their proposal is by going through a checklist as the one above and identify specific actions for further improvement. Champions realize that only God is perfect but the trip to perfection belongs to humans and they continually give their best to learn from their mistakes but also from mistakes of others.

Part A - Conclusion

Champions are not born but made. However, becoming and staying a champion is a continuous process that requires personal investment in equipping yourself with the necessary skills and habits. I hope I managed with my analysis in this part to motivate you to start thinking and act as a Champion and exploit successfully European funds for your organization or your clients. By now, you should have realized at least the following (if not, please read part one again and then ask any questions at the comments area under the download section of this book (<http://www.fundingexpert.academy/>) . I will try to answer all of them:

1. You can become a well established funding expert much faster and without the pain and struggle that others (including me) had to suffer. You only need to study specific techniques, methods, approaches and habits that are applied by the champions.
2. You don't have to be an experienced consultant for writing winning proposals. The more open you are to receive and apply methods and practices that you may not be comfortable, the better is. Therefore, novices and beginners sometimes can learn much faster and succeed quicker than experienced consultants in funding because they are more open to learn and change their mindset.
3. There are funding opportunities for any kind and size of organization. One trillion euro for the programming period 2014-2020 are distributed across many different activities that can cover various organizational or sometimes personal needs.
4. You can become very effective in writing winning proposals for funding and spend half the effort and resources than other winners do.
5. Becoming a qualified funding expert as a profession is one of the most fulfilling, well paid and high in demand jobs currently in the whole Europe. You can work from any place and offer your services at many countries all over Europe. You just need to speak an acceptable (not necessarily perfect) level of English.
6. Anything that you build such as a european proposal or a project should be made to last. This should be a habit that is reflected in all your actions and most importantly within your suggested projects. Build to last is a habit that can be mastered by specific techniques that I have shown.
7. Upset the status quo by dropping the SMART objectives and thinking outside the box. I have told you how to do that.
8. Boost your networking habit with the "Never Eat Alone" motto and apply specific techniques and practices
9. Champions are not one man show. You should know by now what makes a great team that prepares winning proposals and what should be delegated to whom.
10. Don't make compromises and always seek greatness instead of good. You should know by now what could makes] a great proposal and what a good one.
11. Never stop learning and always improve yourself from your mistakes but also from the mistakes of others.

I hope you have enjoyed this first part that aims to familiarize you with the practices and habits that champion apply for preparing winning proposals. The second part is not that educational but equally important since it lists who are the champions in Horizon 2020 so far in each country. The second part should not be read linearly from the beginning till the end but instead used as an index for your future reference when you are looking for competent partners to invite in your proposal or to try to join their own initiatives.

Part B: Horizon 2020 Champions

Presentations and articles from EC officials and experts have been highlighting the low success rates in Horizon 2020 programme. A recent also article at [sciencebusiness states that the success rates slide lower towards 12%](http://goo.gl/OrzgoR) (<http://goo.gl/OrzgoR>) and it is getting harder and harder to get granted EU Research funds. There are many reasons for the really low success rate but one of the most significant ones is the lack of knowledge on what makes a successful Horizon 2020 proposal as well as the skills in order to apply this knowledge and get a winning project. Most of the winners have invested a lot of years of practice and determination in order to achieve this competency, however, there is also a quickest way and some times less painful and that is to learn from the successful ones, follow their advices, apply their methods, correct mistakes from their approach and last but not least enjoy this creative and exciting process.

Therefore, my advice to those that wish to fit within the 6-12% success rate in Horizon 2020 is to get educated, attend appropriate seminars in Horizon 2020 that are based on practical advices and applicable methods as well as in winning results, find a mentor in Horizon 2020 and apply the B.U.N.D.L.E.R. habits on a daily basis as we have already seen.

In this respect, I made a research to identify first of all which countries and organisations are the most successful ones in Horizon 2020, namely which ones receive the largest European Commission contribution (in €) and which ones participate in the largest number of winning proposals. In this publication, I have defined success based on absolute numbers, i.e. either as the highest EC contribution or as the highest number of winning proposals. I do not wish to take position on which one of the two factors is more suitable one for ranking the success or whether a weighted factor is further needed such as based on country size, population, no. of researchers, Gross Domestic Product, etc. In addition, I consider that a coordinator of a winning proposal in Horizon 2020 is also a champion even if they coordinate just one proposal. People that have been involved in coordinating the proposal preparation and submission in research programmes, realize the many challenges faced and personally I believe they should be considered champions. This is the reason that I have included in a table per country all the organisations that are coordinators even in one awarded project. The listed companies that are more than 1000 are the current champions in Horizon 2020 and we should learn from them and apply their practices and habits as suggested in part one.

My analysis is based on the data that European Commission recently published at [Cordis](http://cordis.europa.eu) (<http://cordis.europa.eu>) and more specifically, the info about the projects and the organisations that were successful and have received an H2020 grant. Based on the latest data added on 24/6/2015, I have made a thorough analysis on the 4190 H2020 projects and 7804 organisations that have been awarded a grant in order to address the main question: “Which countries but also which organisations are the most successful ones in H2020”

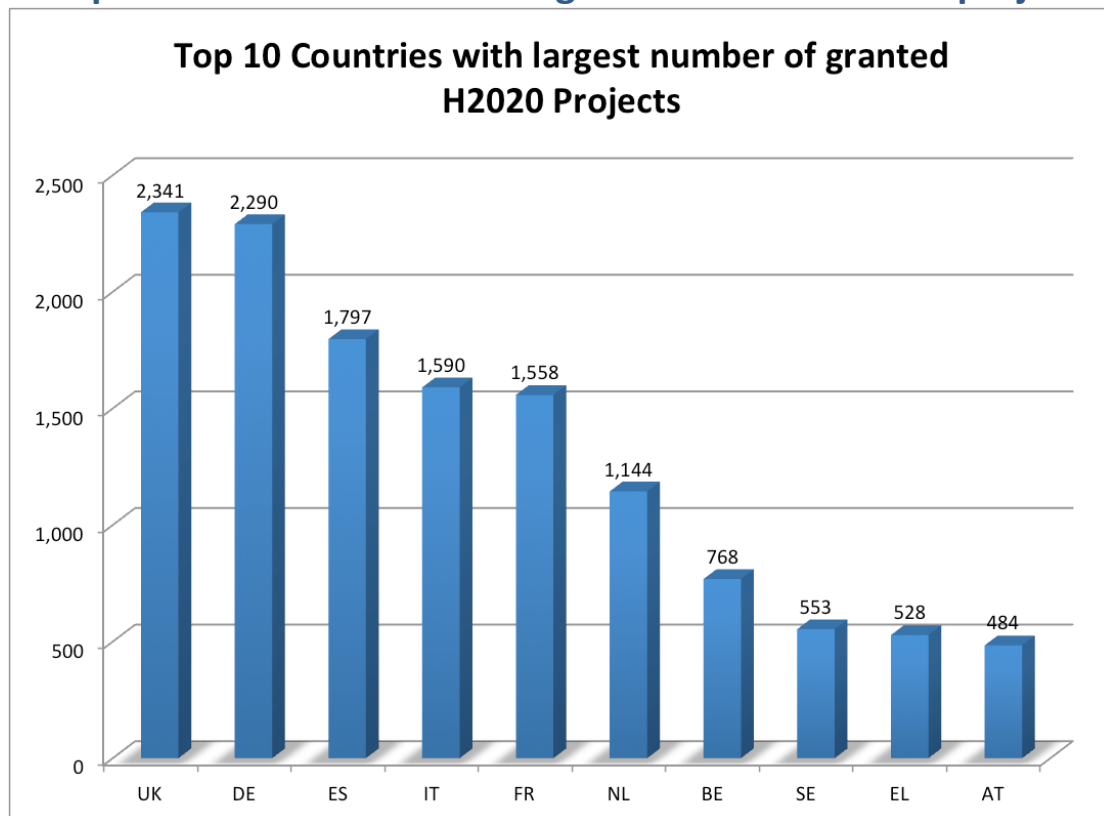
Based on the above, I have addressed the following in specific:

4. Which **countries** across all over Europe are the champions in Horizon 2020?

5. Which **organisations** across all over Europe are the champions in Horizon 2020?
6. Which **organisations** are the champions in Horizon 2020 in **each European country**?

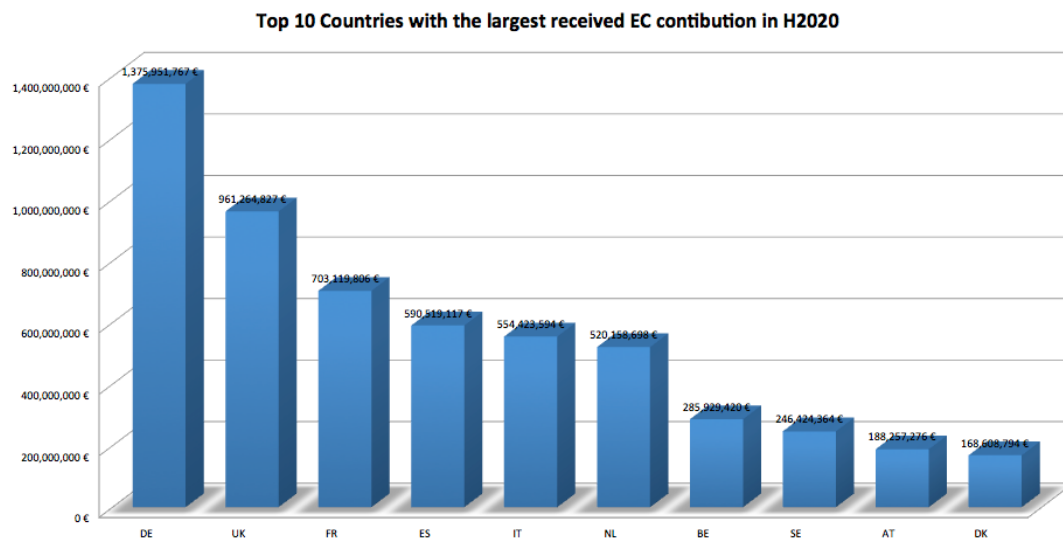
Furthermore, for the sake of conciseness, my analysis is focusing on the European Union Member States as well as on some Associate Countries under Horizon 2020 (i.e. Israel, Norway, Switzerland and Turkey), and ranks up to a specific position countries and organisations. However, anyone that wishes to receive additional details on how a specific organization is doing all over Europe, or within a specific country or within a specific research topic, they can contact me at nf@cyberall-access.com or even better (since emails are easily missed) submit a post in the comments area under the download section of this publication.

1. Top 10 countries with the largest number of H2020 projects



We see that the largest countries in size are doing quite well with UK to be the champion in the number of H2020 projects that it is involved. However, Poland that is the sixth European Member state with the largest population is not in the list. In fact it is ranked in the 15th position (see next table).

2. Top 10 countries with the largest EC Contribution received in H2020



Germany is the clear champion on the received EC contribution from H2020 since it gets almost double funds in comparison to the second country that is UK.

3. Top 35 countries in Horizon 2020

Rank	Countries	H2020 projects
1	UK	2341
2	Germany	2290
3	Spain	1797
4	Italy	1590
5	France	1558
6	Netherlands	1144
7	Belgium	768
8	Sweden	553
9	Greece	528
10	Austria	484
11	Denmark	401
12	Portugal	397
13	Finland	395
14	Ireland	306
15	Poland	297
16	Switzerland	291
17	Norway	239
18	Israel	222
19	Czech Republic	189
20	Slovenia	176
21	Hungary	175
22	Romania	156
23	Estonia	112
24	Turkey	108
25	Bulgaria	104
26	Cyprus	97
27	Slovakia	78
28	Croatia	77
29	Luxembourg	74
30	Latvia	62
31	Serbia	60

Rank	Country	EC contribution (€)
1	Germany	1,375,951,767 €
2	UK	961,264,827 €
3	France	703,119,806 €
4	Spain	590,519,117 €
5	Italy	554,423,594 €
6	Netherlands	520,158,698 €
7	Belgium	285,929,420 €
8	Sweden	246,424,364 €
9	Austria	188,257,276 €
10	Denmark	168,608,794 €
11	Greece	161,022,864 €
12	Finland	160,239,114 €
13	Ireland	131,957,105 €
14	Norway	118,862,980 €
15	Israel	111,831,008 €
16	Portugal	111,741,263 €
17	Poland	67,450,108 €
18	Slovenia	39,604,936 €
19	Czech Republic	37,147,827 €
20	Switzerland	35,741,199 €
21	Hungary	35,197,768 €
22	Romania	28,894,233 €
23	Turkey	26,293,186 €
24	Estonia	26,274,512 €
25	Cyprus	24,655,661 €
26	Luxembourg	21,977,866 €
27	Croatia	13,235,428 €
28	Bulgaria	11,106,036 €
29	Latvia	10,928,784 €
30	Iceland	10,100,117 €
31	Slovakia	8,955,997 €

Who are the Champions in Horizon 2020 and what to learn from them

32	Lithuania	54
33	Iceland	39
34	Malta	30
35	US	28

32	Latvia	6,684,853 €
33	Serbia	5,317,514 €
34	South Africa	4,015,388 €
35	USA	3,911,404 €

Many useful findings can be derived from the above list. For example, three Associated countries in Horizon 2020, Switzerland, Israel and Norway are performing quite well and USA as well as South Africa are the only countries that are not associated in Horizon 2020 and they are in the list. Furthermore, countries of average size such Netherlands and Greece are doing quite well. Also Cyprus in spite its small size is ranked quite high.

4. Top 100 organisations with the largest EC contribution

Rank	Organisation	EC Contribution (€)
1	MAX PLANCK GESELLSCHAFT ZUR FOERDERUNG DER WISSENSCHAFTEN E.V.	333,576,789 €
2	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	121,694,784 €
3	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	75,035,504 €
4	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	73,565,287 €
5	UNIVERSITY COLLEGE LONDON	49,928,130 €
6	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF CAMBRIDGE	44,637,683 €
7	IMPERIAL COLLEGE OF SCIENCE TECHNOLOGY AND MEDICINE	43,766,840 €
8	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD	40,718,354 €
9	KARLSRUHER INSTITUT FUER TECHNOLOGIE	39,558,351 €
10	KOBENHAVNS UNIVERSITET	39,075,549 €
11	DEUTSCHES ZENTRUM FUER LUFT - UND RAUMFAHRT EV	36,937,259 €
12	CONSIGLIO NAZIONALE DELLE RICERCHE	34,811,261 €
13	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	33,228,408 €
14	AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE, L'ENERGIA E LO SVILUPPO ECONOMICO SOSTENIBILE	29,164,668 €
15	KATHOLIEKE UNIVERSITEIT LEUVEN	28,053,020 €
16	THE UNIVERSITY OF EDINBURGH	27,796,211 €
17	UNITED KINGDOM ATOMIC ENERGY AUTHORITY	27,479,945 €
18	UNIVERSITY OF BRISTOL	26,727,944 €
19	EUROPEAN MOLECULAR BIOLOGY LABORATORY	26,385,582 €
20	Teknologian tutkimuskeskus VTT Oy	25,011,617 €
21	TECHNISCHE UNIVERSITEIT DELFT	23,843,046 €
22	UNIVERSITY OF SOUTHAMPTON	23,737,968 €
23	TECHNISCHE UNIVERSITAET MUENCHEN	23,190,092 €

Rank	Organisation	EC Contribution (€)
24	AARHUS UNIVERSITET	23,101,145 €
25	WEIZMANN INSTITUTE OF SCIENCE	21,973,907 €
26	DANMARKS TEKNISKE UNIVERSITET	21,909,140 €
27	KUNGLIGA TEKNISKA HOEGSKOLAN	21,427,584 €
28	UNIVERSITEIT GENT	19,938,379 €
29	TECHNISCHE UNIVERSITEIT EINDHOVEN	19,026,249 €
30	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	18,955,649 €
31	LUDWIG-MAXIMILIANS-UNIVERSITAET MUENCHEN	18,583,465 €
32	THE UNIVERSITY OF WARWICK	18,438,963 €
33	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	18,308,135 €
34	POLITECNICO DI MILANO	18,281,349 €
35	STICHTING VU-VUMC	17,631,244 €
36	LUNDS UNIVERSITET	17,431,256 €
37	FUNDACION TECNALIA RESEARCH & INNOVATION	17,291,726 €
38	UNIVERSITEIT VAN AMSTERDAM	17,126,874 €
39	TEKNOLOGIAN TUTKIMUSKESKUS VTT	16,769,430 €
40	NATIONAL UNIVERSITY OF IRELAND, GALWAY	16,699,689 €
41	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	16,578,686 €
42	UNIVERSITY OF GLASGOW	16,573,848 €
43	COMPAGNIE INDUSTRIELLE DE LA MATIERE VEGETAL CIM V	16,570,000 €
44	STICHTING KATHOLIEKE UNIVERSITEIT	16,436,015 €
45	UNIVERSITY OF LEEDS	16,431,507 €
46	CHALMERS TEKNISKA HOEGSKOLA AB	15,920,269 €
47	INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	15,894,932 €
48	UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK	15,534,148 €
49	INSTITUT NATIONAL DE RECHERCHE EN INFORMATIQUE ET EN AUTOMATIQUE	15,453,424 €

Rank	Organisation	EC Contribution (€)
50	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	15,413,898 €
51	THE UNIVERSITY OF MANCHESTER	15,303,031 €
52	STICHTING DIENST LANDBOUWKUNDIG ONDERZOEK	15,297,269 €
53	THE UNIVERSITY OF BIRMINGHAM	15,291,898 €
54	TEL AVIV UNIVERSITY	15,058,538 €
55	KAROLINSKA INSTITUTET	14,944,687 €
56	UNIVERSITEIT UTRECHT	14,915,576 €
57	THE UNIVERSITY OF SHEFFIELD	14,698,323 €
58	THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN	14,590,080 €
59	TECHNISCHE UNIVERSITAET BERLIN	14,523,838 €
60	UPPSALA UNIVERSITET	14,469,658 €
61	UNIVERSITEIT TWENTE	14,358,766 €
62	INSTITUT NATIONAL DE LA RECHERCHE AGRONOMIQUE	14,205,213 €
63	GlaxoSmithKline Biologicals	14,103,135 €
64	SIEMENS AKTIENGESELLSCHAFT	14,045,263 €
65	HELSINGIN YLIOPISTO	13,861,625 €
66	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	13,706,945 €
67	THE HEBREW UNIVERSITY OF JERUSALEM	13,692,751 €
68	AALTO-KORKEAKOULUSAATIO	13,667,630 €
69	THE UNIVERSITY OF NOTTINGHAM	12,920,394 €
70	UNIVERSITAET BREMEN	12,732,654 €
71	RIJKSUNIVERSITEIT GRONINGEN	12,678,863 €
72	CARDIFF UNIVERSITY	12,525,107 €
73	ATOS SPAIN SA	12,450,535 €
74	UNIVERSITY OF NEWCASTLE UPON TYNE	12,438,521 €
75	UNIVERSITETET I BERGEN	12,332,623 €
76	WAGENINGEN UNIVERSITY	12,244,930 €

Rank	Organisation	EC Contribution (€)
77	THE UNIVERSITY OF EXETER	12,149,531 €
78	FORSCHUNGSZENTRUM JULICH GMBH	12,036,005 €
79	FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS	11,815,821 €
80	NATURAL ENVIRONMENT RESEARCH COUNCIL	11,770,191 €
81	TECHNISCHE UNIVERSITAET DRESDEN	11,736,679 €
82	TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY	11,578,648 €
83	UNIVERSITAET STUTTGART	11,507,578 €
84	TECHNISCHE UNIVERSITAET DARMSTADT	11,382,973 €
85	KING'S COLLEGE LONDON	11,367,253 €
86	POLITECNICO DI TORINO	11,352,774 €
87	CENTRO DE INVESTIGACIONES ENERGETICAS, MEDIOAMBIENTALES Y TECNOLOGICAS-CIEMAT	11,290,034 €
88	UNIVERSITY OF BATH	11,269,471 €
89	STIFTELSEN SINTEF	11,164,993 €
90	AIT Austrian Institute of Technology GmbH	10,998,547 €
91	TECHNISCHE UNIVERSITAET GRAZ	10,904,634 €
92	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	10,853,599 €
93	EBERHARD KARLS UNIVERSITAET TUEBINGEN	10,736,192 €
94	UNIVERSIDAD POMPEU FABRA	10,662,484 €
95	INTERUNIVERSITAIR MICRO-ELECTRONICACENTRUM IMEC VZW	10,651,881 €
96	FRIEDRICH-ALEXANDER-UNIVERSITAET ERLANGEN NUERNBERG	10,543,018 €
97	UNIVERSITAT POLITECNICA DE CATALUNYA	10,538,810 €
98	UNIVERSITE PIERRE ET MARIE CURIE - PARIS 6	10,439,006 €
99	UNIVERSITAT AUTONOMA DE BARCELONA	10,317,867 €
100	UNIVERSITEIT LEIDEN	10,210,629 €

As it is expected, the majority of the organisations in the top 100 list are universities and research centers. It is worthwhile, pointing out that the german research center MAX PLANCK GESELLSCHAFT (www.mpg.de) is the clear champion since it receives around 333 million EUR from Horizon 2020

programme, an amount almost three times larger with respect to the second one in the ranking.

5. Top 100 organisations involved in Horizon 2020 projects

Rank	Organisations	Projects
1	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	192
2	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	154
3	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD	108
4	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	96
5	UNIVERSITY COLLEGE LONDON	94
6	KOBENHAVNS UNIVERSITET	92
7	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF CAMBRIDGE	90
8	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	88
9	IMPERIAL COLLEGE OF SCIENCE TECHNOLOGY AND MEDICINE	85
10	MAX PLANCK GESELLSCHAFT ZUR FOERDERUNG DER WISSENSCHAFTEN E.V.	81
11	CONSIGLIO NAZIONALE DELLE RICERCHE	75
12	KATHOLIEKE UNIVERSITEIT LEUVEN	62
13	THE UNIVERSITY OF EDINBURGH	60
14	DEUTSCHES ZENTRUM FUER LUFT - UND RAUMFAHRT EV	57
15	Teknologian tutkimuskeskus VTT Oy	53
16	FUNDACION TECNALIA RESEARCH & INNOVATION	49
17	DANMARKS TEKNISKE UNIVERSITET	45
18	THE UNIVERSITY OF BIRMINGHAM	45
19	KUNGLIGA TEKNISKA HOEGSKOLAN	44
20	TECHNISCHE UNIVERSITEIT DELFT	44
21	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	44
22	UNIVERSITY OF BRISTOL	43
23	STICHTING VU-VUMC	42

Rank	Organisations	Projects
24	POLITECNICO DI MILANO	41
25	UNIVERSITEIT GENT	40
26	UNIVERSITEIT UTRECHT	40
27	UNIVERSITEIT VAN AMSTERDAM	39
28	THE UNIVERSITY OF SHEFFIELD	39
29	KARLSRUHER INSTITUT FUER TECHNOLOGIE	38
30	FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS	38
31	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	38
32	AARHUS UNIVERSITET	37
33	THE UNIVERSITY OF MANCHESTER	36
34	LUDWIG-MAXIMILIANS-UNIVERSITAET MUENCHEN	35
35	KAROLINSKA INSTITUTET	35
36	TECHNISCHE UNIVERSITEIT EINDHOVEN	35
37	INSTITUT NATIONAL DE LA RECHERCHE AGRONOMIQUE	35
38	TECHNISCHE UNIVERSITAET MUENCHEN	34
39	INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	34
40	CHALMERS TEKNISKA HOEGSKOLA AB	34
41	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	34
42	THE UNIVERSITY OF WARWICK	33
43	UNIVERSITY OF GLASGOW	33
44	UNIVERSITY OF LEEDS	33
45	STICHTING KATHOLIEKE UNIVERSITEIT	33
46	EUROPEAN MOLECULAR BIOLOGY LABORATORY	32
47	NATIONAL UNIVERSITY OF IRELAND, GALWAY	32
48	THE UNIVERSITY OF NOTTINGHAM	32
49	TECHNISCHE UNIVERSITAET WIEN	32
50	UNIVERSITY OF SOUTHAMPTON	31
51	LUNDS UNIVERSITET	31

Rank	Organisations	Projects
52	WAGENINGEN UNIVERSITY	31
53	FUNDACAO PARA A CIENCIA E A TECNOLOGIA	31
54	HELSINGIN YLIOPISTO	31
55	STICHTING DIENST LANDBOUWKUNDIG ONDERZOEK	30
56	KING'S COLLEGE LONDON	30
57	UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK	29
58	WEIZMANN INSTITUTE OF SCIENCE	28
59	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	28
60	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	28
61	ATOS SPAIN SA	28
62	POLITECNICO DI TORINO	28
63	TEKNOLOGIAN TUTKIMUSKESKUS VTT	28
64	UNIVERSITY OF NEWCASTLE UPON TYNE	28
65	THE UNIVERSITY OF EXETER	28
66	UNIVERSITEIT TWENTE	27
67	UPPSALA UNIVERSITET	27
68	UNIVERSITA DEGLI STUDI DI ROMA LA SAPIENZA	26
69	TECHNISCHE UNIVERSITAET DRESDEN	26
70	UNIVERSITE PIERRE ET MARIE CURIE - PARIS 6	26
71	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	25
72	THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN	25
73	UNIVERSITAT POLITECNICA DE CATALUNYA	25
74	TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY	25
75	QUEEN MARY UNIVERSITY OF LONDON	25
76	UNIVERSITY OF CYPRUS	25
77	UNIVERZA V LJUBLJANI	24

Rank	Organisations	Projects
78	JRC -JOINT RESEARCH CENTRE- EUROPEAN COMMISSION	24
79	UNIVERSITAT WIEN	24
80	TECHNISCHE UNIVERSITAET BERLIN	23
81	UNIVERSITEIT MAASTRICHT	23
82	UNIVERSIDAD POLITECNICA DE MADRID	23
83	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	22
84	INSTITUT NATIONAL DE RECHERCHE EN INFORMATIQUE ET EN AUTOMATIQUE	22
85	FORSCHUNGSZENTRUM JULICH GMBH	22
86	UNIVERSIDAD POMPEU FABRA	22
87	UNIVERSITAET BREMEN	21
88	INTERUNIVERSITAIR MICRO-ELECTRONICACENTRUM IMEC VZW	21
89	CARDIFF UNIVERSITY	21
90	THE QUEEN'S UNIVERSITY OF BELFAST	21
91	UNIVERSITA DEGLI STUDI DI PADOVA	21
92	TEL AVIV UNIVERSITY	20
93	THE HEBREW UNIVERSITY OF JERUSALEM	20
94	NATURAL ENVIRONMENT RESEARCH COUNCIL	20
95	AIT Austrian Institute of Technology GmbH	20
96	TECHNISCHE UNIVERSITAET DARMSTADT	20
97	UNIVERSITE CATHOLIQUE DE LOUVAIN	20
98	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	20
99	UNIVERSITY OF PATRAS	20
100	"NATIONAL CENTER FOR SCIENTIFIC RESEARCH ""DEMOKRITOS""	20

Similarly, universities and research centers are the organisations that are involved in the largest number of Horizon 2020 projects but with some private companies as exceptions. The clear champion in this category is CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE (www.cnrs.fr) in France that is involved in 192 Horizon 2020 projects, that is quite outstanding.

6. Horizon 2020 Champions per Country

In this section, we analyse the most successful organisations in each European Member State as well as in some associated countries such as in Turkey, Switzerland, Norway and Israel. In order to be as complete as possible but at the same to be concise, we present per country the following three rankings:

1. A ranking is made for up to 50 organisations according to the amount of EC contribution that they receive from Horizon 2020. We understand that for some countries with big success in Horizon 2020 such as for Germany, France, UK, Italy, Spain, we may leave out some organisations that receive significant EC contribution but they are not in the top 50 in their country. In case you are based in a specific country and although you are involved in some winning proposals, you not listed and you wish to know your position, please send an email at my email address nf@cyberal-access.com or (better since emails are easily missed) post such request on the comments area under the download section of this publication and I respond. On the other hand, there are some countries that the total number of organisations involved in winning H2020 projects are less than 50.
2. Another ranking is made according to the number of Horizon 2020 projects that they are involved with minimum requirement the two participations.
3. A final ranking is also made according to the number of proposals that an organization coordinates in Horizon 2020. I personally believe that coordinating an Horizon 2020 proposal and project is a challenging achievement and for this reason we present all the organisations that act as coordinators in each country.

6.1 Austria

6.1.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amount as Coordinator (€)	Amount as partner (€)	Total (€)
1	AIT Austrian Institute of Technology GmbH	3,118,075	7,880,472	10,998,547
2	TECHNISCHE UNIVERSITAET GRAZ	4,874,774	6,029,860	10,904,634
3	TECHNISCHE UNIVERSITAET WIEN	3,982,183	5,876,451	9,858,634
4	AVL LIST GMBH	4,581,172	4,303,975	8,885,147
5	Institute of Science and Technology Austria	7,715,745	516,553	8,232,298
6	UNIVERSITAT WIEN	4,154,883	2,551,298	6,706,181
7	UNIVERSITAET FUER BODENKULTUR WIEN	1,777,375	4,256,056	6,033,431
8	OESTERREICHISCHE FORSCHUNGSFOERDERUNGSGESELLSCHAFT MBH	484,906	4,720,234	5,205,140
9	JOANNEUM RESEARCH FORSCHUNGSGESELLSCHAFT MBH	1,898,851	3,031,501	4,930,352
10	UNIVERSITAET WIEN	4,153,851		4,153,851
11	Kompetenzzentrum - Das Virtuelle Fahrzeug, Forschungsgesellschaft mbH	2,589,223	1,413,824	4,003,046
12	MEDIZINISCHE UNIVERSITAET WIEN	1,663,157	1,920,854	3,584,011
13	INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE	2,169,142	1,305,048	3,474,190
14	OESTERREICHISCHE AKADEMIE DER WISSENSCHAFTEN	522,470	2,521,203	3,043,673
15	UNIVERSITAET GRAZ	1,079,457	1,847,856	2,927,313
16	UNIVERSITAET INNSBRUCK	955,907	1,845,385	2,801,292
17	PRIMETALS TECHNOLOGIES AUSTRIA GMBH		2,170,963	2,170,963
18	INFINEON TECHNOLOGIES AUSTRIA AG	166,157	1,945,937	2,112,093
19	SAG MOTION GMBH		2,057,370	2,057,370

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amount as Coordinator (€)	Amount as partner (€)	Total (€)
20	TECHNIKON FORSCHUNGS- UND PLANUNGSGESELLSCHAFT MBH	2,023,394		2,023,394
21	FORSCHUNGSINSTITUT FUER MOLEKULARE PATHOLOGIE Ges.m.b.H	1,999,906		1,999,906
22	UMWELTBUNDESAMT GMBH	853,309	1,140,500	1,993,809
23	MONTANUNIVERSITAT LEOBEN	1,514,013	441,867	1,955,880
24	UNIVERSITAT LINZ	166,157	1,769,042	1,935,198
25	LUDWIG BOLTZMANN GESELLSCHAFT GMBH	1,499,500	273,750	1,773,250
26	NANOTECCENTER WEIZ FORSCHUNGSGESELLSCHAFT MBH	833,151	891,889	1,725,040
27	EV GROUP E. THALLNER GMBH		1,718,421	1,718,421
28	CRYOSHELTER GMBH	1,700,000		1,700,000
29	FONDS ZUR FÖRDERUNG DER WISSENSCHAFTLICHEN FORSCHUNG		1,469,614	1,469,614
30	PARIS-LODRON-UNIVERSITAT SALZBURG	1,120,500	334,625	1,455,125
31	RAG ENERGY DRILLING GMBH		1,243,720	1,243,720
32	TTTECH COMPUTERTECHNIK AG		1,243,416	1,243,416
33	UNIVERSITAT FUR ANGEWANDTE KUNST WIEN	294,750	933,216	1,227,966
34	KTM MOTORRAD AG		1,226,625	1,226,625
35	KISKA GMBH		1,208,792	1,208,792
36	FISCHER ADVANCED COMPOSITE COMPONENTS AG*FACC AG		1,189,338	1,189,338
37	BOC ASSET MANAGEMENT GMBH	902,750	286,125	1,188,875
38	SEMANTIC WEB COMPANY GMBH		1,161,575	1,161,575
39	SIEMENS AKTIENGESELLSCHAFT OESTERREICH		1,147,431	1,147,431
40	INSTITUT FUER HOEHERE STUDIEN UND WISSENSCHAFTLICHE FORSCHUNG	166,157	967,336	1,133,493
41	VERBUND AG		1,079,171	1,079,171

Rank	Organisation	Amount as Coordinator (€)	Amount as partner (€)	Total (€)
42	OSTERREICHISCHE ENERGIEAGENTUR AUSTRIAN ENERGY AGENCY	266,725	801,505	1,068,230
43	FOTEC FORSCHUNGS- UND TECHNOLOGIETRANSFER GMBH		1,053,079	1,053,079
44	MEDIZINISCHE UNIVERSITAT INNSBRUCK	420,540	627,017	1,047,557
45	WINDHAGER ZENTRALHEIZUNG TECHNIK GMBH	1,010,375		1,010,375
46	BIOS BIOENERGIESYSTEME GMBH		1,004,738	1,004,738
47	BIONANONET FORSCHUNGSGESELLSCHAFT MBH		962,430	962,430
48	Lithoz GmbH		960,500	960,500
49	MAGNA STEYR BATTERY SYSTEMS GMBH & CO OG		946,321	946,321
50	FILL GESELLSCHAFT MBH		932,687	932,687

6.1.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as partner	Total
1	UNIVERSITAT WIEN	13	11	24
2	TECHNISCHE UNIVERSITAET WIEN	10	22	32
3	TECHNISCHE UNIVERSITAET GRAZ	4	13	17
4	TECHNIKON FORSCHUNGS- UND PLANUNGSGESELLSCHAFT MBH	4		4
5	AIT Austrian Institute of Technology GmbH	3	17	20
6	AVL LIST GMBH	3	8	11
7	Kompetenzzentrum - Das Virtuelle Fahrzeug, Forschungsgesellschaft mbH	3	6	9
8	OESTERREICHISCHE AKADEMIE DER WISSENSCHAFTEN	3	6	9
9	Institute of Science and Technology Austria	3	2	5

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as partner	Total
10	UNIVERSITAET FUER BODENKULTUR WIEN	2	13	15
11	UNIVERSITAET GRAZ	2	6	8
12	UNIVERSITAET INNSBRUCK	2	5	7
13	INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE	2	5	7
14	MEDIZINISCHE UNIVERSITAET WIEN	2	5	7
15	MONTANUNIVERSITAT LEOBEN	2	2	4
16	UNIVERSITAET WIEN	2		2
17	BUNDESMINISTERIUM FUER VERKEHR, INNOVATION UND TECHNOLOGIE	2		2
18	OESTERREICHISCHE FORSCHUNGSFOERDERUNGSGESELLSCHAFT MBH	1	13	14
19	JOANNEUM RESEARCH FORSCHUNGSGESELLSCHAFT MBH	1	8	9
20	BIOBANKS AND BIOMOLECULAR RESOURCES RESEARCH INFRASTRUCTURE CONSORTIUM (BBMRI-ERIC)	1	5	6
21	OSTERREICHISCHE ENERGIEAGENTUR AUSTRIAN ENERGY AGENCY	1	5	6
22	UMWELTBUNDESAMT GMBH	1	4	5
23	UNIVERSITAT LINZ	1	4	5
24	INFINEON TECHNOLOGIES AUSTRIA AG	1	4	5
25	INSTITUT FUER HOEHERE STUDIEN UND WISSENSCHAFTLICHE FORSCHUNG	1	3	4
26	ZENTRUM FUER SOZIALE INNOVATION GMBH	1	3	4
27	MEDIZINISCHE UNIVERSITAT INNSBRUCK	1	3	4
28	LUDWIG BOLTZMANN GESELLSCHAFT OSTERREICHISCHE VEREINIGUNG ZUR FORDERUNG DER WISSENSCHAFTLICHEN FORSCHUNG	1	2	3
29	PARIS-LODRON-UNIVERSITAT SALZBURG	1	2	3
30	UNIVERSITAT FUR ANGEWANDTE KUNST WIEN	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as partner	Total
31	LUDWIG BOLTZMANN GESELLSCHAFT GMBH	1	1	2
32	SYNYO GmbH	1	1	2
33	VETERINAERMEDIZINISCHE UNIVERSITAET WIEN	1	1	2
34	CEMM - FORSCHUNGSZENTRUM FUER MOLEKULARE MEDIZIN GMBH	1	1	2
35	NANOTECCENTER WEIZ FORSCHUNGSGESELLSCHAFT MBH	1	1	2
36	GUENTER TIESS	1	1	2
37	RHP TECHNOLOGY GMBH	1	1	2
38	BOC ASSET MANAGEMENT GMBH	1	1	2
39	KURATORIUM FUER VERKEHRSSICHERHEIT	1	1	2

6.1.3 Number of coordinating projects as success factor

Rank	Organisation	No. of coordinating projects
1	UNIVERSITAT WIEN	13
2	TECHNISCHE UNIVERSITAET WIEN	10
3	TECHNISCHE UNIVERSITAET GRAZ	4
4	TECHNIKON FORSCHUNGS- UND PLANUNGSGESELLSCHAFT MBH	4
5	AIT Austrian Institute of Technology GmbH	3
6	AVL LIST GMBH	3
7	Kompetenzzentrum - Das Virtuelle Fahrzeug, Forschungsgesellschaft mbH	3
8	OESTERREICHISCHE AKADEMIE DER WISSENSCHAFTEN	3
9	Institute of Science and Technology Austria	3
10	UNIVERSITAET FUER BODENKULTUR WIEN	2
11	UNIVERSITAET GRAZ	2
12	UNIVERSITAET INNSBRUCK	2

Rank	Organisation	No. of coordinating projects
13	INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE	2
14	MEDIZINISCHE UNIVERSITAET WIEN	2
15	MONTANUNIVERSITAT LEOBEN	2
16	UNIVERSITAET WIEN	2
17	BUNDESMINISTERIUM FUER VERKEHR, INNOVATION UND TECHNOLOGIE	2
18	OESTERREICHISCHE FORSCHUNGSFOERDERUNGSGESELLSCHAFT MBH	1
19	JOANNEUM RESEARCH FORSCHUNGSGESELLSCHAFT MBH	1
20	BIOBANKS AND BIOMOLECULAR RESOURCES RESEARCH INFRASTRUCTURE CONSORTIUM (BBMRI-ERIC)	1
21	OSTERREICHISCHE ENERGIEAGENTUR AUSTRIAN ENERGY AGENCY	1
22	UMWELTBUNDESAMT GMBH	1
23	UNIVERSITAT LINZ	1
24	INFINEON TECHNOLOGIES AUSTRIA AG	1
25	INSTITUT FUER HOEHERE STUDIEN UND WISSENSCHAFTLICHE FORSCHUNG	1
26	ZENTRUM FUER SOZIALE INNOVATION GMBH	1
27	MEDIZINISCHE UNIVERSITAT INNSBRUCK	1
28	LUDWIG BOLTZMANN GESELLSCHAFT OSTERREICHISCHE VEREINIGUNG ZUR FORDERUNG DER WISSENSCHAFTLICHEN FORSCHUNG	1
29	PARIS-LODRON-UNIVERSITAT SALZBURG	1
30	UNIVERSITAT FUR ANGEWANDTE KUNST WIEN	1
31	LUDWIG BOLTZMANN GESELLSCHAFT GMBH	1
32	SYNYO GmbH	1
33	VETERINAERMEDIZINISCHE UNIVERSITAET WIEN	1
34	CEMM - FORSCHUNGSZENTRUM FUER MOLEKULARE MEDIZIN GMBH	1
35	NANOTECCENTER WEIZ FORSCHUNGSGESELLSCHAFT MBH	1

Rank	Organisation	No. of coordinating projects
36	GUENTER TIESS	1
37	RHP TECHNOLOGY GMBH	1
38	BOC ASSET MANAGEMENT GMBH	1
39	KURATORIUM FUER VERKEHRSSICHERHEIT	1
40	CRYOSHELTER GMBH	1
41	WIRTSCHAFTSKAMMER OESTERREICH	1
42	FORSCHUNGSINSTITUT FUER MOLEKULARE PATHOLOGIE Ges.m.b.H	1
43	FRAUSCHER SENSORTECHNIK GMBH	1
44	ATTOQUANT DIAGNOSTICS GMBH	1
45	GUGER TECHNOLOGIES OG	1
46	PIDSO -PROPAGATION IDEAS & SOLUTIONS GmbH	1
47	INNOFREIGHT Speditions GmbH	1
48	Arsanis Biosciences, GmbH	1
49	BIOMARKER DESIGN FORSCHUNGS GMBH	1
50	WINDHAGER ZENTRALHEIZUNG TECHNIK GMBH	1
51	CSD LABS GMBH	1
52	Sign time GmbH	1
53	TAMIRNA GMBH	1
54	TINA VIENNA URBAN TECHNOLOGIES AND STRATEGIES GMBH	1
55	EUROPEAN SUSTAINABLE ENERGY INNOVATION ALLIANCE - ESEIA, VEREIN FUR FORDERUNG DER EUROPAIESCHEN INNOVATION FUR ERNEUERBARE ENERGIEN	1
56	NEXTSENSE MESS- UND PRUEFSYSTEME GMBH	1
57	FACHHOCHSCHULE ST POELTEN GMBH	1
58	VASCOPS GMBH	1
59	CNSYSTEMS MEDIZINTECHNIK AG	1

6.2 Belgium

6.2.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as coordinator (€)	Amounts as Partner (€)	Total
1	KATHOLIEKE UNIVERSITEIT LEUVEN	11,785,955	16,267,065	28,053,020
2	UNIVERSITEIT GENT	8,808,020	11,130,359	19,938,379
3	GlaxoSmithKline Biologicals	14,103,135		14,103,135
4	INTERUNIVERSITAIR MICRO-ELECTRONICACENTRUM IMEC VZW	2,891,859	7,760,023	10,651,881
5	UNIVERSITE CATHOLIQUE DE LOUVAIN	1,419,561	6,975,445	8,395,006
6	VIB	7,038,308	1,196,930	8,235,238
7	IMINDS VZW	3,436,577	3,702,388	7,138,965
8	FONDS VOOR WETENSCHAPPELIJK ONDERZOEK-VLAANDEREN	6,372,000	662,777	7,034,777
9	VLAAMSE INSTELLING VOOR TECHNOLOGISCH ONDERZOEK N.V.	884,282	6,063,818	6,948,099
10	ARCELORMITTAL BELGIUM NV	6,615,000	20,625	6,635,625
11	CENTRE D'ETUDE DE L'ENERGIE NUCLEAIRE FONDATION D'UTILITE PUBLIQUE	2,427,094	3,154,803	5,581,897
12	UNIVERSITEIT ANTWERPEN	2,692,950	2,817,374	5,510,324
13	JRC -JOINT RESEARCH CENTRE-EUROPEAN COMMISSION		5,061,081	5,061,081
14	UNIVERSITE LIBRE DE BRUXELLES	1,735,040	3,199,378	4,934,418
15	UNIVERSITE DE LIEGE	2,367,055	2,558,699	4,925,754
16	VRIJE UNIVERSITEIT BRUSSEL	1,903,000	2,972,261	4,875,261
17	SPACE APPLICATIONS SERVICES NV	3,775,563		3,775,563

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as coordinator (€)	Amounts as Partner (€)	Total
18	ECOLE ROYALE MILITAIRE - KONINKLIJKE MILITAIRE SCHOOL		3,556,140	3,556,140
19	PRINS LEOPOLD INSTITUUT VOOR TROPISCHE GENEESKUNDE	1,857,370	1,454,143	3,311,513
20	UNION INTERNATIONALE DES TRANSPORTS PUBLICS	1,571,471	1,476,813	3,048,284
21	KONINKLIJKE STERRENWACHT VAN BELGIE	2,500,000	380,375	2,880,375
22	BIO BASE EUROPE PILOT PLANT VZW		2,546,803	2,546,803
23	UMICORE	775,436	1,372,649	2,148,085
24	WOLTERS KLUWER TRANSPORT SERVICES NV		2,040,140	2,040,140
25	FORUM DES LABORATOIRES NATIONAUX EUROPEENS DE RECHERCHE ROUTIERE	1,119,100	751,115	1,870,215
26	Ducatt NV		1,773,625	1,773,625
27	YOURIS.COM		1,731,322	1,731,322
28	POLIS - PROMOTION OF OPERATIONAL LINKS WITH INTEGRATED SERVICES, ASSOCIATION INTERNATIONALE		1,689,758	1,689,758
29	NANOTECHNOLOGY INDUSTRIES ASSOCIATION AISBL	206,363	1,363,666	1,570,029
30	INSTITUT VON KARMAN DE DYNAMIQUE DES FLUIDES		1,564,680	1,564,680
31	UNIVERSITEIT HASSELT		1,556,340	1,556,340
32	HYDROGENICS EUROPE NV		1,545,038	1,545,038
33	UNIVERSITE DE MONS	172,800	1,303,770	1,476,570
34	NXP SEMICONDUCTORS BELGIUM NV		1,431,125	1,431,125
35	INSTITUT D'AERONOMIE SPATIALE DE BELGIQUE		1,300,297	1,300,297

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as coordinator (€)	Amounts as Partner (€)	Total
36	EUROCONTROL - EUROPEAN ORGANISATION FOR THE SAFETY OF AIR NAVIGATION		1,268,005	1,268,005
37	VLERICK BUSINESS SCHOOL		1,250,237	1,250,237
38	PARTNERSHIP FOR ADVANCED COMPUTING IN EUROPE AISBL		1,213,228	1,213,228
39	CENTRE FOR EUROPEAN POLICY STUDIES		1,192,750	1,192,750
40	AGENTSCHAP VOOR INNOVATIE DOOR WETENSCHAP EN TECHNOLOGIE		1,179,218	1,179,218
41	Greenovate! Europe		1,102,228	1,102,228
42	SERCO BELGIUM SA		1,097,000	1,097,000
43	EUROCITIES ASBL	499,750	586,260	1,086,010
44	ECOPOWER	555,000	502,562	1,057,562
45	M3 SYSTEMS BELGIUM SPRL	946,969	110,093	1,057,061
46	European Business and Innovation Centre Network	315,301	716,269	1,031,570
47	EUROPE UNLIMITED S.A.	476,269	526,486	1,002,754
48	BELIFE		1,000,099	1,000,099
49	CARTAMUNDI TURNHOUT	999,218		999,218
50	INSTITUT BRUXELLOIS POUR LA GESTION DE L'ENVIRONNEMENT	985,500		985,500

6.2.2 Number of winning projects as success factor

Rank	Organisation	Projects as coordinator (€)	Projects as partner	Total
1	KATHOLIEKE UNIVERSITEIT LEUVEN	20	42	62
2	UNIVERSITEIT GENT	11	29	40

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as coordinator (€)	Projects as partner	Total
3	VIB	10	4	14
4	INTERUNIVERSITAIR MICRO-ELECTRONICACENTRUM IMEC VZW	7	14	21
5	UNIVERSITEIT ANTWERPEN	6	10	16
6	UNIVERSITE CATHOLIQUE DE LOUVAIN	4	16	20
7	UNIVERSITE LIBRE DE BRUXELLES	4	11	15
8	VRIJE UNIVERSITEIT BRUSSEL	3	11	14
9	FORUM DES LABORATOIRES NATIONAUX EUROPEENS DE RECHERCHE ROUTIERE	3	4	7
10	VLAAMSE INSTELLING VOOR TECHNOLOGISCH ONDERZOEK N.V.	2	13	15
11	European Business and Innovation Centre Network	2	2	4
12	UNION DES INDUSTRIES FERROVIAIRES EUROPEENNES - UNIFE	2	2	4
13	SPACE APPLICATIONS SERVICES NV	2		2
14	INTRASOFT INTERNATIONAL SA	2		2
15	UNIVERSITE DE LIEGE	1	8	9
16	IMINDS VZW	1	7	8
17	FONDS VOOR WETENSCHAPPELIJK ONDERZOEK-VLAANDEREN	1	6	7
18	AGENCE BRUXELLOISE POUR L'ENTREPRISE	1	6	7
19	UNIVERSITE DE MONS	1	5	6
20	CENTRE D'ETUDE DE L'ENERGIE NUCLEAIRE FONDATION D'UTILITE PUBLIQUE	1	5	6
21	INSTITUT ROYAL DES SCIENCES NATURELLES DE BELGIQUE	1	4	5
22	PRINS LEOPOLD INSTITUUT VOOR TROPISCHE GENEESKUNDE	1	3	4

Rank	Organisation	Projects as coordinator (€)	Projects as partner	Total
23	UNION INTERNATIONALE DES TRANSPORTS PUBLICS	1	3	4
24	NANOTECHNOLOGY INDUSTRIES ASSOCIATION AISBL	1	3	4
25	EUROPE UNLIMITED S.A.	1	3	4
26	VLAAMS GEWEST	1	2	3
27	KONINKLIJKE STERRENWACHT VAN BELGIE	1	2	3
28	UMICORE	1	2	3
29	EUROPEAN ROAD TRANSPORT TELEMATICSIMPLEMENTATION COORDINATION ORGANISATION - INTELLIGENT TRANSPORT SYSTEMS & SERVICES EUROPE	1	2	3
30	EUROCITIES ASBL	1	2	3
31	RESEARCH IN ADVANCED MEDICAL INFORMATION AND TELEMATICS VZW	1	1	2
32	SIGNOSIS SPRL	1	1	2
33	DOUËLOU NV	1	1	2
34	ECOPOWER	1	1	2
35	M3 SYSTEMS BELGIUM SPRL	1	1	2
36	NUMERICAL MECHANICS APPLICATIONS INTERNATIONAL SA	1	1	2
37	ORGANIC WASTE SYSTEMS NV	1	1	2
38	ARATANA THERAPEUTICS NV	1	1	2
39	ARCELORMITTAL BELGIUM NV	1	1	2

6.2.3 Number of coordinating projects as success factor

Rank	Organisation	No. of coordinating projects
1	KATHOLIEKE UNIVERSITEIT LEUVEN	20
2	UNIVERSITEIT GENT	11
3	VIB	10

Rank	Organisation	No. of coordinating projects
4	INTERUNIVERSITAIR MICRO-ELECTRONICACENTRUM IMEC VZW	7
5	UNIVERSITEIT ANTWERPEN	6
6	UNIVERSITE CATHOLIQUE DE LOUVAIN	4
7	UNIVERSITE LIBRE DE BRUXELLES	4
8	VRIJE UNIVERSITEIT BRUSSEL	3
9	FORUM DES LABORATOIRES NATIONAUX EUROPEENS DE RECHERCHE ROUTIERE	3
10	VLAAMSE INSTELLING VOOR TECHNOLOGISCH ONDERZOEK N.V.	2
11	European Business and Innovation Centre Network	2
12	UNION DES INDUSTRIES FERROVIAIRES EUROPEENNES - UNIFE	2
13	SPACE APPLICATIONS SERVICES NV	2
14	INTRASOFT INTERNATIONAL SA	2
15	UNIVERSITE DE LIEGE	1
16	IMINDS VZW	1
17	FONDS VOOR WETENSCHAPPELIJK ONDERZOEK- VLAANDEREN	1
18	AGENCE BRUXELLOISE POUR L'ENTREPRISE	1
19	UNIVERSITE DE MONS	1
20	CENTRE D'ETUDE DE L'ENERGIE NUCLEAIRE FONDATION D'UTILITE PUBLIQUE	1
21	INSTITUT ROYAL DES SCIENCES NATURELLES DE BELGIQUE	1
22	PRINS LEOPOLD INSTITUUT VOOR TROPISCHE GENEESKUNDE	1
23	UNION INTERNATIONALE DES TRANSPORTS PUBLICS	1
24	NANOTECHNOLOGY INDUSTRIES ASSOCIATION AISBL	1
25	EUROPE UNLIMITED S.A.	1
26	VLAAMS GEWEST	1
27	KONINKLIJKE STERRENWACHT VAN BELGIE	1
28	UMICORE	1

Rank	Organisation	No. of coordinating projects
29	EUROPEAN ROAD TRANSPORT TELEMATICSIMPLEMENTATION COORDINATION ORGANISATION - INTELLIGENT TRANSPORT SYSTEMS & SERVICES EUROPE	1
30	EUROCITIES ASBL	1
31	RESEARCH IN ADVANCED MEDICAL INFORMATION AND TELEMATICS VZW	1
32	SIGNOSIS SPRL	1
33	DOUËLOU NV	1
34	ECOPOWER	1
35	M3 SYSTEMS BELGIUM SPRL	1
36	NUMERICAL MECHANICS APPLICATIONS INTERNATIONAL SA	1
37	ORGANIC WASTE SYSTEMS NV	1
38	ARATANA THERAPEUTICS NV	1
39	ARCELORMITTAL BELGIUM NV	1
40	CENTRE HOSPITALIER UNIVERSITAIRE DE LIEGE	1
41	ASSOCIATION INTERCOMMUNALE BUREAU ECONOMIQUE DE LA PROVINCE DE NAMUR SCRL-B.E.P. NAMUR	1
42	MUSEE ROYAL DE L'AFRIQUE CENTRALE	1
43	BEKINA BOOTS NV	1
44	CAMING SOLUTIONS	1
45	EUROPEAN FACTORIES OF THE FUTURE RESEARCH ASSOCIATION AISBL	1
46	WASTE OF ELECTRICAL AND ELECTRONICAL EQUIPMENT FORUM AISBL	1
47	MULTIPLICOM NV	1
48	BELGISCH INSTITUUT VOOR LASTECHNIEK VZW	1
49	European Solar Thermal Industry Federation	1
50	The Lisbon Council for Economic Competitiveness and Social Renewal asbl	1
51	CARTAMUNDI TURNHOUT	1
52	MTA-MOBILITY, TICKETING & APPLICATIONS SPRL	1

Rank	Organisation	No. of coordinating projects
53	COST ASSOCIATION	1
54	DNALYTICS	1
55	FORMAC PHARMACEUTICALS NV	1
56	GlaxoSmithKline Biologicals	1
57	C.A.S.Q.C. PREFARAILS	1
58	INSTITUT BRUXELLOIS POUR LA GESTION DE L'ENVIRONNEMENT	1
59	STARTUPS.BE	1
60	TELECENTRE-EUROPE AISBL	1
61	ENGINEERING INTERNATIONAL BELGIUM SA	1
62	CENTRE D'EXCELLENCE EN TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION ASBL	1
63	MAZARO NV	1

6.3 Bulgaria

6.3.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	ONTOTEXT AD		747,581	747,581
2	Pensoft Publishers Ltd		547,151	547,151
3	SOFIISKI UNIVERSITET SVETI KLIMENT OHRIDSKI		508,750	508,750
4	RDF OOD AR DI EF		466,000	466,000
5	INSTITUTE OF ELECTROCHEMISTRY AND ENERGY SYSTEMS		442,750	442,750
6	INSTITUTE OF NUCLEAR RESEARCH AND NUCLEAR ENERGY - BULGARIAN ACADEMY OF SCIENCES		422,543	422,543
7	Megatex Commerce Ltd.		371,328	371,328
8	Institute for the Study of Societies and Knowledge		362,803	362,803
9	Institute of Mechanics, Bulgarian Academy of Sciences		346,198	346,198
10	INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGIES	128,031	198,931	326,962
11	SOFIA ENERGY CENTRE LTD		319,312	319,312
12	INSTITUTE OF MATHEMATICS AND INFORMATICS AT THE BULGARIAN ACADEMY OF SCIENCE	128,994	190,218	319,212
13	NEW EUROPE CENTER FOR REGIONAL STUDIES SDRUZHENIE		288,437	288,437
14	ROUMEN TSANEV INSTITUTE OF MOLECULAR BIOLOGY BULGARIAN ACADEMY OF SCIENCES		281,425	281,425
15	LUMYCOMP DESIGN LTD		266,394	266,394
16	RED COAST INTERNATIONAL EOOD		264,325	264,325
17	"ASSOCIATION ""NATIONAL CENTRE FOR SUPERCOMPUTING APPLICATIONS"		261,298	261,298
18	NACIONALNA ASOCIACIA PO BIOMASA		231,458	231,458
19	Law and Internet Foundation		216,710	216,710

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
20	NATIONAL SCIENCE FUND		216,531	216,531
21	Medical University Of Varna		216,031	216,031
22	SDRUZHENIE CHERNOMORSKI IZSLEDOVATELSKI ENERGIEN TSENTAR		180,370	180,370
23	ENERGY EFFICIENCY CENTER - ENEFFECTFOUNDATION	178,490		178,490
24	EPSILON BULGARIA OOD		177,812	177,812
25	NEW BULGARIAN UNIVERSITY	61,000	115,188	176,188
26	KOZLODUY NPP PLC	152,353		152,353
27	RISK ENGINEERING AD		141,273	141,273
28	EUROPEAN INSTITUTE FOUNDATION		127,500	127,500
29	IDEACONSULT LIMITED LIABILITY COMPANY		120,000	120,000
30	VISSHE UCHILISHTE MEZHDUNARODEN KOLEZH		119,750	119,750
31	CHERNOMORSKA REGIONALNA AGENZIA ZA UPRAVLENIE NA ENERGIYATA		118,778	118,778
32	ENERGY AGENCY OF PLOVDIV ASSOCIATION		117,720	117,720
33	INSTITUTE OF MOLECULAR BIOLOGY AND BIOTECHNOLOGY	108,837		108,837
34	BULGARIAN GREEN BUILDING COUNCIL		107,500	107,500
35	G4S SECURITY SOLUTIONS EOOD		103,750	103,750
36	MARITSA VEGETABLE CROPS RESEARCH INSTITUTE		101,589	101,589
37	INSTITUTE OF OCEANOLOGY - BULGARIAN ACADEMY OF SCIENCES		100,091	100,091
38	THE STEPHAN ANGELOFF INSTITUTE OF MICROBIOLOGY, BULGARIAN ACADEMY OF SCIENCES		96,150	96,150
39	MILITARY MEDICAL ACADEMY		94,000	94,000
40	NATIONAL ASSOCIATION OF MUNICIPALITIES IN THE REPUBLIC OF BULGARIA		89,953	89,953

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
41	TSENTAR ZA GRADSKA MOBILNOST EAD		89,649	89,649
42	B SYS		85,063	85,063
43	BULGARIAN CONSTRUCTION CHAMBER		82,795	82,795
44	APPLIED RESEARCH AND COMMUNICATIONS FUND	3,000	78,850	81,850
45	BALKANIKA ENERGY AD		78,563	78,563
46	MUNICIPAL ENERGY EFFICIENCY NETWORKECOENERGY ASSOCIATION		61,285	61,285
47	AURUBIS BULGARIA AD		59,398	59,398
48	INSTITUTE OF AGRICULTURAL ECONOMICS		58,250	58,250
49	BULGARIAN INDUSTRIAL ASSOCIATION - UNION OF THE BULGARIAN BUSINESS		56,000	56,000
50	CORES EOOD	50,000		50,000

6.3.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGIES	2	3	5
2	INSTITUTE OF NUCLEAR RESEARCH AND NUCLEAR ENERGY - BULGARIAN ACADEMY OF SCIENCES		5	5
3	INSTITUTE OF MATHEMATICS AND INFORMATICS AT THE BULGARIAN ACADEMY OF SCIENCE	1	3	4
4	Pensoft Publishers Ltd		3	3
5	ONTOTEXT AD		3	3
6	NEW BULGARIAN UNIVERSITY	1	1	2
7	UNIVERSITY OF PLOVDIV		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
8	SDRUZHENIE CERNOMORSKI IZSLEDOVATELSKI ENERGIEN TSENTAR		2	2
9	GIS-TRANSFERCENTER FOUNDATION		2	2
10	NACIONALNA ASOCIACIA PO BIOMASA		2	2
11	NEW EUROPE CENTER FOR REGIONAL STUDIES SDRUZHENIE		2	2
12	APPLIED RESEARCH AND COMMUNICATIONS FUND	1	1	2
13	Institute for the Study of Societies and Knowledge		2	2
14	INSTITUTE OF MOLECULAR BIOLOGY AND BIOTECHNOLOGY	2		2
15	RDF OOD AR DI EF		2	2
16	SOFIA ENERGY CENTRE LTD		2	2
17	BULGARIAN INDUSTRIAL ASSOCIATION - UNION OF THE BULGARIAN BUSINESS		2	2
18	SOFIISKI UNIVERSITET SVETI KLIMENT OHRIDSKI		2	2
19	THE STEPHAN ANGELOFF INSTITUTE OF MICROBIOLOGY, BULGARIAN ACADEMY OF SCIENCES		2	2
20	MARITSA VEGETABLE CROPS RESEARCH INSTITUTE		2	2
21	Medical University Of Varna		2	2
22	INSTITUTE OF OCEANOLOGY - BULGARIAN ACADEMY OF SCIENCES		2	2

6.3.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGIES	2
2	INSTITUTE OF MOLECULAR BIOLOGY AND BIOTECHNOLOGY	2
3	INSTITUTE OF MATHEMATICS AND INFORMATICS AT THE BULGARIAN ACADEMY OF SCIENCE	1
4	NEW BULGARIAN UNIVERSITY	1
5	APPLIED RESEARCH AND COMMUNICATIONS FUND	1
6	CORES EOOD	1
7	KOZLODUY NPP PLC	1
8	ENERGY EFFICIENCY CENTER - ENEFFECTFOUNDATION	1

6.4 Cyprus

6.4.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	THE CYPRUS INSTITUTE LIMITED	3,224,138	1,233,796	4,457,933
2	UNIVERSITY OF CYPRUS	1,768,900	2,665,803	4,434,703
3	CYPRUS UNIVERSITY OF TECHNOLOGY	1,840,940	1,105,013	2,945,953
4	SIGNALGENERIX LTD		1,745,063	1,745,063
5	RESEARCH PROMOTION FOUNDATION	8,400	1,530,673	1,539,073
6	ADITESS ADVANCED INTERGRATED TECHNOLOGY SOLUTIONS & SERVICES LTD		1,007,375	1,007,375
7	SINGULARLOGIC CYPRUS LTD		687,250	687,250
8	PRIMETEL PLC		612,375	612,375
9	MARITIME INSTITUTE OF EASTERN MEDITERRANEAN – MAR.IN.E.M. EPE		582,500	582,500
10	CY.R.I.C CYPRUS RESEARCH AND INNOVATION CENTER LTD	544,600		544,600
11	LOUIS SHIP MANAGEMENT LIMITED		490,875	490,875
12	CYPRUS SUBSEA CONSULTING AND SERVICE C.S.C.S. LIMITED		488,750	488,750
13	CITARD SERVICES LTD		449,250	449,250
14	CENTER OF TECHNOLOGY RESEARCH AND INNOVATION LTD		432,000	432,000
15	G.G. DEDALOS TECHNOLOGY SERVICES LTD		418,250	418,250
16	RTD TALOS LIMITED	194,250	215,000	409,250
17	AS CYPRUS COLLEGE LIMITED		367,875	367,875
18	AVANTI HYLAS 2 CYPRUS LIMITED		313,125	313,125
19	AVN INNOVATIVE TECHNOLOGY SOLUTIONS LIMITED		312,500	312,500
20	eBOS Technologies Ltd		304,000	304,000
21	INTELEN SERVICES LIMITED		292,500	292,500
22	MINISTRY OF COMMUNICATIONS AND WORKS OF REPUBLIC OF CYPRUS		287,500	287,500

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
23	THE CYPRUS RESEARCH AND EDUCATIONAL FOUNDATION		286,271	286,271
24	EPITESSERA ARCHITECTS LTD		277,459	277,459
25	MINISTRY OF AGRICULTURE, NATURAL RESOURCES AND ENVIRONMENT OF CYPRUS		209,858	209,858
26	GEOIMAGING LIMITED	175,000		175,000
27	LEFKOSIA MUNICIPALITY	113,875		113,875
28	I.A.CO ENVIRONMENTAL AND WATER CONSULTANTS LTD		93,750	93,750
29	ENERGEIAKO GRAFEO KYPRION POLITON (CYPRUS ENERGY AGENCY)		93,325	93,325
30	ATLANTIS SYMVOULEYTIKI KYPROU LTD		85,549	85,549
31	AQUALLIGENCE LIMITED		72,750	72,750
32	ELYSEE IRRIGATION LTD	50,000		50,000
33	Ministry of Health of the Republic of Cyprus		50,000	50,000
34	ANOIKTO PANEPISTIMIO KYPROU (OPEN UNIVERSITY OF CYPRUS)		25,125	25,125

6.4.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERSITY OF CYPRUS	12	13	25
2	RESEARCH PROMOTION FOUNDATION	1	12	13
3	CYPRUS UNIVERSITY OF TECHNOLOGY	1	6	7
4	THE CYPRUS INSTITUTE LIMITED	2	4	6
5	SIGNALGENERIX LTD		4	4
6	RTD TALOS LIMITED	1	3	4
7	ADITESS ADVANCED INTEGRATED TECHNOLOGY SOLUTIONS & SERVICES LTD		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
8	MINISTRY OF AGRICULTURE, NATURAL RESOURCES AND ENVIRONMENT OF CYPRUS		2	2
9	CENTER OF TECHNOLOGY RESEARCH AND INNOVATION LTD		2	2
10	PRIMETEL PLC		2	2
11	ANOIKTO PANEPISTIMIO KYPROU (OPEN UNIVERSITY OF CYPRUS)		2	2
12	AS CYPRUS COLLEGE LIMITED		2	2
13	LEFKOSIA MUNICIPALITY	2		2
14	SINGULARLOGIC CYPRUS LTD		2	2

6.4.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	UNIVERSITY OF CYPRUS	12
2	THE CYPRUS INSTITUTE LIMITED	2
3	LEFKOSIA MUNICIPALITY	2
4	RESEARCH PROMOTION FOUNDATION	1
5	CYPRUS UNIVERSITY OF TECHNOLOGY	1
6	RTD TALOS LIMITED	1
7	ELYSEE IRRIGATION LTD	1
8	CY.R.I.C CYPRUS RESEARCH AND INNOVATION CENTER LTD	1
9	GEOIMAGING LIMITED	1

6.5 Croatia

6.5.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	RUDER BOSKOVIC INSTITUTE	4,584,500	950,750	5,535,250
2	SVEUCILISTE U ZAGREBU FAKULTET ELEKTROTEHNIKE I RACUNARSTVA		700,830	700,830
3	ENERGETSKI INSTITUT HRVOJE POZAR		554,716	554,716
4	SVEUCILISTE U ZAGREBU FAKULTET KEMIJSKOG INZENJERSTVA I TEHNOLOGIJE		544,260	544,260
5	DOK-ING DRUSTVO S OGRANICENOM ODGOVORNOSCU ZA INZENJERING I UNUTARNJUI VANJSKU TRGOVINU		526,438	526,438
6	SVEUCILISTE U ZAGREBU GRADEVINSKI FAKULTET		465,595	465,595
7	KLINIKA ZA INFektivNE BOLESTI DR. FRAN MIHALJEVIC		354,688	354,688
8	AGENCIJA ZA MOBILNOST I PROGRAME EUROPSKE UNIJE		316,749	316,749
9	Institute of Oceanography and Fisheries		314,780	314,780
10	AGENCIJA ZA KVALITETU I AKREDITACIJU U ZDRAVSTVU I SOCIJALNOJ SKRBI		295,374	295,374
11	GRAD ZAGREB		264,564	264,564
12	SVEUCILISTE U ZAGREBU, FAKULTET STROJARSTVA I BRODOGRADNJE	158,010	78,500	236,510
13	HRVATSKI ZAVOD ZA JAVNO ZDRAVSTVO		217,500	217,500
14	FOND ZA ZASTITU OKOLISA I ENERGETSKU UCINKOVITOST		193,511	193,511
15	REGIONALNA ENERGETSKA AGENCIJA SJEVEROZAPADNE HRVATSKE		193,125	193,125

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
16	Drzavna uprava za zastitu i spasavanje		185,625	185,625
17	VELEUCILISTE VELIKA GORICA		172,875	172,875
18	SVEUCILISTE U ZAGREBU SVEUCILISNI RACUNSKI CENTAR		169,125	169,125
19	MEDUNARODNI CENTAR ZA ODRZIVI RAZVOJ ENERGETIKE VODA I OKOLISA		166,563	166,563
20	DRZAVNI HIDROMETEOROLOSKI ZAVOD		166,000	166,000
21	ZAGREBACKI HOLDING DOO	94,750	68,938	163,688
22	HRVATSKI SAVJET ZA ZELENU GRADNJU		127,625	127,625
23	SVEUCILISTE U SPLITU (UNIVERSITY OF SPLIT)	5,367	111,900	117,267
24	EKONOMSKI INSTITUT ZAGREB		98,750	98,750
25	YOTTA ADVANCED COMPUTING DOO ZA ISTRAZIVANJE I USLUGE		92,438	92,438
26	SVEUCILISTE U ZAGREBU MEDICINSKI FAKULTET		91,250	91,250
27	INSTITUT ZA POLJOPRIVREDU I TURIZAM USTANOVA		90,688	90,688
28	SVEUCILISTE U ZAGREBU AGRONOMSKI FAKULTET		83,504	83,504
29	DRUSTVO ZNANOST.ORG	81,930		81,930
30	HZ INFRASTRUKTURA D.O.O.		75,000	75,000
31	GRAD OSIJEK		73,938	73,938
32	Bruncin		68,750	68,750
33	HRVATSKA AKADEMIJA ZNANOSTI I UMJETNOSTI		67,408	67,408
34	HRVATSKA KOMORA INZENJERA STROJARSTVA		61,058	61,058
35	POLICIJSKA AKADEMIJA		60,000	60,000
36	S.D. INFORMATIKA DOO INFORMATICKI INZENJERING, POSLOVNE USLUGE I TRGOVINA		58,500	58,500

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
37	SVEUCILISTE JOSIPA JURJA STROSSMAYERA U OSIJEKU POLJOPRIVREDNI FAKULTET U OSIJEKU		56,413	56,413
38	RIMAC AUTOMOBILI DOO ZA PROIZVODNJUAUTOMOBILA	50,000		50,000
39	ZAVOD ZA PROSTORNO UREDENJE KOPRIVNICKO-KRIZEVACKE ZUPANIJE		43,188	43,188
40	AGENCIJA ZA PRAVNI PROMET I POSREDOVANJE NEKRETNINAMA		39,219	39,219
41	ZAGREBACKI INKUBATOR PODUZETNISTVA		18,750	18,750
42	HRVATSKI ZAVOD ZA ZDRAVSTVENO OSIGURANJE		15,000	15,000
43	KLINICKI BOLNICKI CENTAR SESTRE MILOSRDNICE USTANOVA		11,125	11,125
44	TERA TEHNOPOLIS DOO ZA PROMICANJE NOVIH TEHNOLOGIJA INOVACIJA I PODUZETNISTVA		5,867	5,867
45	TEHNOLOSKI PARK VARAZDIN DOO ZA INKUBACIJU INOVATIVNIH TEHNOLOGIJSKIHPODUZECA		3,600	3,600
46	POSLOVNO-INOVACIJSKA AGNCIJA REPUBLIKE HRVATSKE		3,200	3,200
47	HRVATSKA AGENCIJA ZA MALO GOSPODARSTVO, INOVACIJE I INVESTICIJE		3,200	3,200

6.5.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	AGENCIJA ZA MOBILNOST I PROGRAME EUROPSKE UNIJE		10	10
2	RUDER BOSKOVIC INSTITUTE	2	6	8
3	ENERGETSKI INSTITUT HRVOJE POZAR		5	5

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
4	SVEUCILISTE U SPLITU (UNIVERSITY OF SPLIT)	1	2	3
5	SVEUCILISTE U ZAGREBU FAKULTET ELEKTROTEHNIKE I RACUNARSTVA		3	3
6	GRAD ZAGREB		3	3
7	SVEUCILISTE U ZAGREBU GRADEVINSKI FAKULTET		2	2
8	ZAGREBACKI HOLDING DOO	1	1	2
9	SVEUCILISTE U ZAGREBU, FAKULTET STROJARSTVA I BRODOGRADNJE	1	1	2

6.5.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	RUDER BOSKOVIC INSTITUTE	2
2	SVEUCILISTE U SPLITU (UNIVERSITY OF SPLIT)	1
3	ZAGREBACKI HOLDING DOO	1
4	SVEUCILISTE U ZAGREBU, FAKULTET STROJARSTVA I BRODOGRADNJE	1
5	DRUSTVO ZNANOST.ORG	1
6	RIMAC AUTOMOBILI DOO ZA PROIZVODNJUAUTOMOBILA	1

6.6 Czech Republic

6.6.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERZITA KARLOVA V PRAZE	142,721	3,161,883	3,304,604
2	Ústav fyziky plazmatu AV ČR, v. v. i.		3,123,963	3,123,963
3	FYZIKALNI USTAV AV CR V.V.I	1,761,312	141,500	1,902,812
4	UNIVERZITA PARDUBICE	1,644,380		1,644,380
5	UJV REZ, a.s.		1,496,835	1,496,835
6	VYSOKE UCENI TECHNICKE V BRNE	191,375	1,176,463	1,367,838
7	CESKE VYSOKE UCENI TECHNICKE V PRAZE		1,340,254	1,340,254
8	Masarykova univerzita		1,137,122	1,137,122
9	CENTRUM VYZKUMU REZ S.R.O.		1,100,331	1,100,331
10	CESNET ZAJMOVE SDRUZENI PRAVNICKYCH OSOB		1,083,150	1,083,150
11	TECHNOLOGICKE CENTRUM AKADEMIE VED CESKE REPUBLIKY	34,650	859,646	894,296
12	VYSOKA SKOLA BANSKA - TECHNICKA UNIVERZITA OSTRAVA		654,886	654,886
13	SEVEN STREDISKO PRO EFEKTIVNI VYUZIVANI ENERGIE O.P.S.		636,954	636,954
14	TECHNICKA UNIVERZITA V LIBERCI	180,896	455,125	636,021
15	BIOVENDOR - LABORATORNI MEDICINA AS*		631,500	631,500
16	PHONEXIA SRO	385,000	241,819	626,819
17	CONTIPRO PHARMA AS		600,625	600,625
18	OLTIS GROUP AS		587,563	587,563
19	FENIX TNT SRO		548,975	548,975
20	VYSOKA SKOLA CHEMICKO-TECHNOLOGICKA V PRAZE		468,029	468,029
21	Ustav fyziky materialu, Akademie Ved Ceske republiky, v.v.i.		464,845	464,845
22	JIHOCESKA UNIVERZITA V CESKYCH BUDEJOVICICH		464,845	464,845

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
23	USTAV ORGANICKE CHEMIE A BIOCHEMIE, AV CR, V.V.I.		464,845	464,845
24	GNSS CENTRE OF EXCELLENCE, ZAJMOVE SDRUZENI PRAVNICKYCH OSOB	449,157		449,157
25	MENDELOVA UNIVERZITA V BRNE		443,310	443,310
26	Biologické centrum AV CR, v. v. i.		400,222	400,222
27	METCENAS OPS		393,250	393,250
28	USTAV FYZIKALNI CHEMIE J. HEYROVSKEHO AV CR, v. v. i.	154,721	209,988	364,708
29	INSTITUT PLANOVANI A ROZVOJE HLAVNIHO MESTA PRAHY		355,194	355,194
30	VYZKUMNY A ZKUSEBNI LETECKY USTAV A.S.		325,000	325,000
31	CESKA GEOLOGICKA SLUZBA		322,297	322,297
32	HASICKY ZACHRANNY SBOR MORAVSKOSLEZSKEHO KRAJE		318,638	318,638
33	USTAV FOTONIKY A ELEKTRONIKY AV CR V.V.I.		313,125	313,125
34	AMIRES SRO		311,500	311,500
35	VYZKUMNY USTAV MELIORACI A OCHRANY PUDY VVI		311,013	311,013
36	REVMATOLOGICKY USTAV		297,449	297,449
37	VYSOKA SKOLA EKONOMICKA V PRAZE		297,000	297,000
38	CZ BIOM - CESKE SDRUZENI PRO BIOMASU		289,188	289,188
39	INOTEX SPOL SRO		270,138	270,138
40	ZIDOVSKÉ MUZEUM V PRAZE		260,876	260,876
41	CESKA ZEMEDELSKA UNIVERZITA V PRAZE		243,883	243,883
42	VSEOBECNA FAKULTNI NEMOCNICE V PRAZE		242,125	242,125
43	LINGEA SRO		237,563	237,563
44	ATENTO CESKA REPUBLIKA AS		235,865	235,865

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
45	UNIVERZITA JANA EVANGELISTY PURKYNE V USTI NAD LABEM		232,422	232,422
46	OSTRAVSKA UNIVERZITA V OSTRAVE		232,422	232,422
47	HONEYWELL INTERNATIONAL SRO		232,422	232,422
48	CESKY HYDROMETEOROLOGICKY USTAV		218,932	218,932
49	DEX INNOVATION CENTRE		202,500	202,500
50	UNICONTROLS A.S.		200,000	200,000

6.6.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERZITA KARLOVA V PRAZE	1	12	13
2	TECHNOLOGICKE CENTRUM AKADEMIE VED CESKE REPUBLIKY	1	11	12
3	CESKE VYSOKE UCENI TECHNICKE V PRAZE		10	10
4	CENTRUM VYZKUMU REZ S.R.O.		9	9
5	UJV REZ, a.s.		7	7
6	CESNET ZAJMOVE SDRUZENI PRAVNICKYCH OSOB		7	7
7	Masarykova univerzita		6	6
8	FYZIKALNI USTAV AV CR V.V.I	4	2	6
9	TECHNICKA UNIVERZITA V LIBERCI	2	3	5
10	SEVEN STREDISKO PRO EFEKTIVNI VYUZIVANI ENERGIE O.P.S.		5	5
11	VYSOKE UCENI TECHNICKE V BRNE	2	3	5
12	VYSOKA SKOLA BANSKA - TECHNICKA UNIVERZITA OSTRAVA		4	4
13	FENIX TNT SRO		3	3
14	CESKA GEOLOGICKA SLUZBA		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
15	PHONEXIA SRO	1	1	2
16	MENDELOVA UNIVERZITA V BRNE		2	2
17	CESKO-NEMECKA OBCHODNI A PRUMYSLOVA KOMORA		2	2
18	ENVIROS S.R.O.		2	2
19	METCENAS OPS		2	2
20	AMIRES SRO		2	2
21	Radioactive Waste Repository Authority		2	2
22	STATNI ZDRAVOTNI USTAV		2	2
23	USTAV FYZIKALNI CHEMIE J. HEYROVSKEHO AV CR, v. v. i.	1	1	2
24	INOTEX SPOL SRO		2	2
25	CESKA ZEMEDELSKA UNIVERZITA V PRAZE		2	2
26	USTAV MOLEKULARNI GENETIKY AKADEMIE VED CESKE REPUBLIKY VEREJNA VYZKUMNA INSTITUTE		2	2
27	Biologicke centrum AV CR, v. v. i.		2	2

6.6.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	FYZIKALNI USTAV AV CR V.V.I	4
2	TECHNICKA UNIVERZITA V LIBERCI	2
3	VYSOKE UCENI TECHNICKE V BRNE	2
4	UNIVERZITA KARLOVA V PRAZE	1
5	TECHNOLOGICKE CENTRUM AKADEMIE VED CESKE REPUBLIKY	1
6	PHONEXIA SRO	1
7	USTAV FYZIKALNI CHEMIE J. HEYROVSKEHO AV CR, v. v. i.	1
8	ENANTIS S.R.O	1
9	GNSS CENTRE OF EXCELLENCE, ZAJMOVE SDRUZENI PRAVNICKYCH OSOB	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
10	GREENPOWER INVEST SPOL SRO	1
11	UNIVERZITA PARDUBICE	1
12	MATAPO SRO	1
13	KINALISOFT SRO	1

6.7 Denmark

6.7.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	KOBENHAVNS UNIVERSITET	29,596,057	9,479,492	39,075,549
2	AARHUS UNIVERSITET	17,002,260	6,098,885	23,101,145
3	DANMARKS TEKNISKE UNIVERSITET	10,149,860	11,759,279	21,909,140
4	REGION HOVEDSTADEN	5,630,912	2,816,688	8,447,601
5	AALBORG UNIVERSITET	3,352,981	3,956,832	7,309,813
6	SOBY VAERFT AS		5,859,630	5,859,630
7	SYDDANSK UNIVERSITET	2,223,140	1,577,276	3,800,415
8	COPENHAGEN BUSINESS SCHOOL	2,564,046	558,661	3,122,707
9	STATENS SERUM INSTITUT		3,076,752	3,076,752
10	AERO KOMMUNE	2,777,334		2,777,334
11	ENERGISTYRELSEN		2,604,186	2,604,186
12	H2 Logic A/S	1,999,457		1,999,457
13	STEEPER ENERGY APS	1,841,816		1,841,816
14	SØFARTSSTYRELSEN	1,555,000	102,250	1,657,250
15	ENVISION ENERGY (DENMARK) APS	1,527,029		1,527,029
16	DET KONGELIGE DANSKE KUNSTAKADEMIS SKOLER FOR ARKITEKTUR, DESIGN OG KONSERVERING.	870,246	649,278	1,519,524
17	AGRIFARM INNOVATION APS	1,432,375		1,432,375
18	INNOVATIONSFONDEN		1,372,423	1,372,423
19	INTERNATIONAL COUNCIL FOR THE EXPLORATION OF THE SEA		1,293,970	1,293,970
20	DANMARKS METEOROLOGISKE INSTITUT		1,179,392	1,179,392
21	ROSKILDE UNIVERSITET	63,000	1,064,039	1,127,039
22	REGION MIDTJYLLAND		1,094,058	1,094,058
23	Geological Survey of Denmark and Greenland		1,076,383	1,076,383

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
24	DANSK BRAND- OG SIKRINGSTEKNISK INSTITUT FORENING		1,032,250	1,032,250
25	THRANE & THRANE AS		800,000	800,000
26	ATONOMICS AS		787,115	787,115
27	NORDIC BIOSCIENCE COMPOUND DEVELOPMENT A/S		767,664	767,664
28	Steno Diabetes Center A/S		752,315	752,315
29	KM Rustfri A/S	744,625		744,625
30	OTICON A/S		670,000	670,000
31	TEKNOLOGISK INSTITUT		662,466	662,466
32	TUCO YACHT VÆRFT APS	50,000	605,588	655,588
33	INMOLD A/S	50,000	587,854	637,854
34	NOVOZYMES A/S		619,082	619,082
35	FONDEN TEKNOLOGIRADET		584,625	584,625
36	ALEXANDRA INSTITUTTET A/S		563,000	563,000
37	IT University of Copenhagen		551,833	551,833
38	ELTRONIC A/S		522,813	522,813
39	AQUAPORIN AS		519,400	519,400
40	NOKIA SOLUTIONS AND NETWORKS DANMARK AS		474,688	474,688
41	CENERGIA ENERGY CONSULTANTS APS		474,477	474,477
42	MZ Denmark APS		457,500	457,500
43	STYRELSEN FOR FORSKNING OG INNOVATION		457,496	457,496
44	MUEHLHAN A/S		453,373	453,373
45	UPFRONT CHROMATOGRAPHY AS		446,000	446,000
46	INSERO E-MOBILITY AS		444,019	444,019
47	INTERNATIONAL ASSOCIATION OF IT LAWYERS (IAITL) FORENING		442,688	442,688
48	SEGES PS	305,219	135,300	440,519
49	KONGSKILDE INDUSTRIES AS		418,635	418,635

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
50	RADGIVENDE SKIBSINGENIORER JENS KRISTENSEN APS		386,094	386,094

6.7.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	KOBENHAVNS UNIVERSITET	63	29	92
2	DANMARKS TEKNISKE UNIVERSITET	15	30	45
3	AARHUS UNIVERSITET	18	19	37
4	AALBORG UNIVERSITET	3	17	20
5	REGION HOVEDSTADEN	4	8	12
6	SYDDANSK UNIVERSITET	3	6	9
7	ROSKILDE UNIVERSITET	1	5	6
8	COPENHAGEN BUSINESS SCHOOL	3	2	5
9	Geological Survey of Denmark and Greenland		5	5
10	DANMARKS METEOROLOGISKE INSTITUT		5	5
11	INNOVATIONSFONDEN		5	5
12	STATENS SERUM INSTITUT		3	3
13	DANSK BRAND- OG SIKRINGSTEKNISK INSTITUT FORENING		3	3
14	INTERNATIONAL COUNCIL FOR THE EXPLORATION OF THE SEA		3	3
15	Europas Maritime Udviklingscenter		2	2
16	GLOBAL LIGHTNING PROTECTION SERVICES AS	2		2
17	REGION MIDTJYLLAND		2	2
18	TUCO YACHT VÆRFT APS	1	1	2
19	ENERGISTYRELSEN		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
20	INSERO E-MOBILITY AS		2	2
21	BIOMODICS APS	1	1	2
22	DET KONGELIGE DANSKE KUNSTAKADEMIS SKOLER FOR ARKITEKTUR, DESIGN OG KONSERVERING.	1	1	2
23	REGION SJAELLAND		2	2
24	SEGES PS	1	1	2
25	FONDEN TEKNOLOGIRADET		2	2
26	SØFARTSSTYRELSEN	1	1	2
27	KOBENHAVNS KOMMUNE		2	2
28	STYRELSEN FOR FORSKNING OG INNOVATION		2	2
29	ALPHAFILM & KOMMUNIKATION APS		2	2
30	TEKNOLOGISK INSTITUT		2	2
31	NORDIC BIOSCIENCE COMPOUND DEVELOPMENT A/S		2	2
32	NOVOZYMES A/S		2	2
33	INMOLD A/S	1	1	2

6.7.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	KOBENHAVNS UNIVERSITET	63
2	AARHUS UNIVERSITET	18
3	DANMARKS TEKNISKE UNIVERSITET	15
4	REGION HOVEDSTADEN	4
5	AALBORG UNIVERSITET	3
6	SYDDANSK UNIVERSITET	3
7	COPENHAGEN BUSINESS SCHOOL	3
8	GLOBAL LIGHTNING PROTECTION SERVICES AS	2

Rank	Organisation	Projects as Coordinator
9	ROSILDE UNIVERSITET	1
10	TUCO YACHT VÆRFT APS	1
11	BIOMODICS APS	1
12	DET KONGELIGE DANSKE KUNSTAKADEMIS SKOLER FOR ARKITEKTUR, DESIGN OG KONSERVING.	1
13	SEGES PS	1
14	SØFARTSSTYRELSEN	1
15	INMOLD A/S	1
16	ADVANCED SUBSTRATE TECHNOLOGIES AS	1
17	AGRIFARM INNOVATION APS	1
18	AERO KOMMUNE	1
19	AGRO BUSINESS PARK AS	1
20	BLUSENSE DIAGNOSTICS IVS	1
21	DIGNITY-DANSK INSTITUT MOD TORTUR FORENING	1
22	DUPONT LIGHTSTONE APS	1
23	ECOXPAC A/S	1
24	DANISH WOOD TECHNOLOGY AS	1
25	AALBORG RORTEKNIK APS	1
26	ENVISION ENERGY (DENMARK) APS	1
27	NORLASE APS	1
28	ONOMONDO APS	1
29	EXPLICIT IS	1
30	FIRE EATER AS	1
31	GENOMIC EXPRESSION APS	1
32	GRAASTEN TEGLVAERK A/S	1
33	H2 Logic A/S	1
34	ILOCATOR ApS	1
35	NTU INTERNATIONAL AS	1

Rank	Organisation	Projects as Coordinator
36	INNOVAYT A/S	1
37	INTEGRA CONSULT AS	1
38	STEEPER ENERGY APS	1
39	J HALDRUP AS	1
40	KAMIS WRANG APS	1
41	WAVEPISTON APS	1
42	KM Rustfri A/S	1

6.8 Estonia

6.8.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	TARTU ULIKOOL	7,646,203	2,095,683	9,741,886
2	TALLINN UNIVERSITY	3,047,644	181,550	3,229,194
3	TALLINNA TEHNIKAULIKOOL	1,082,750	1,655,880	2,738,630
4	SENTAB ESTONIA OU	1,638,000		1,638,000
5	KEEL 24 OU	1,560,213		1,560,213
6	SIHTASUTUS EESTI TEADUSAGENTUUR	57,000	806,118	863,118
7	REALEYES OU		734,343	734,343
8	CYBERNETICA AS		658,375	658,375
9	TALLINK GRUPP AS		442,558	442,558
10	SIHTASUTUS POLIITIKAUURINGUTE KESKUS PRAXIS		326,780	326,780
11	OÜ TESTONICA LAB		305,513	305,513
12	SIHTASUTUS TARTU ULIKOOLI KLIINIKUM		230,625	230,625
13	ESTROTECH OU		226,265	226,265
14	BIOGOLD OU		224,000	224,000
15	MITTETULUNDUSUHING TARTU REGIOONI ENERGIAAGENTUUR		181,123	181,123
16	EESTI MAULIKOOL		173,750	173,750
17	OU ELIKO TEHNOLOOGIA ARENDUSKESKUS		167,500	167,500
18	KEEMILISE JA BIOLOOGILISE FUUSIKA INSTITUUT	148,583		148,583
19	SMARTLINK OU		133,700	133,700
20	TALLINNA LINN		125,000	125,000
21	Fourth View Consulting		111,625	111,625
22	KESKKONNAMINISTEERIUM		109,066	109,066
23	Politsei- ja Piirivalveamet		108,200	108,200

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
24	TERVISE ARENGU INSTITUUT		103,875	103,875
25	MATEK AS		103,600	103,600
26	MITTETULUNDUSUHING OKOLOOGILISTE TEHNOLOOGIATE KESKUS		103,219	103,219
27	ESTONIAN INSTITUTE FOR SUSTAINABLE DEVELOPMENT,STOCKHOLM ENVIRONMENT INSTITUTE TALLINN CENTRE		100,000	100,000
28	VEETEEDE AMET		100,000	100,000
29	TALLINNA KESKKONNAAMET		99,333	99,333
30	REF EHITUSTOOD OU		93,800	93,800
31	SIHTASUTUS TALLINNA ETTEVOTLUSINKUBAATORID		86,260	86,260
32	Pollumajandusministeerium		83,469	83,469
33	SISEKAITSEAKADEEMIA		81,429	81,429
34	EESTI MAHEPOLLUMAJANDUSE SIHTASUTUS		81,159	81,159
35	SIHTASUTUS TEADUSKESKUS AHHAA	75,000		75,000
36	MEC Insenerilahendused		65,678	65,678
37	EESTI RAHVUSRINGHAALING		60,000	60,000
38	OÜ Skeleton Technologies	50,000		50,000
39	OSAUHING MY CAPITAL	50,000		50,000
40	ADVANCED SPORTS INSTALLATIONS EUROPE AS	50,000		50,000
41	ALEKON CARGO OSAUHING	50,000		50,000
42	OU POSITIUM LBS	50,000		50,000
43	BIG DATA SCORING	50,000		50,000
44	CLEVERON OU	50,000		50,000
45	INTERSPECTRUM OU	50,000		50,000
46	DERMATOONKOLOOGIA KLIINIK OU	50,000		50,000

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
47	MEDICAL TECHNOLOGY GROUP OU	50,000		50,000
48	ICOSAGEN CELL FACTORY OU	50,000		50,000
49	OPTOFLUID TECHNOLOGIES OÜ	50,000		50,000
50	THE Systems OU	50,000		50,000
51	KINASERA OU	50,000		50,000
52	MERATEL OU	50,000		50,000

6.8.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	TARTU ULIKOOL	7	12	19
2	SIHTASUTUS EESTI TEADUSAGENTUUR	2	13	15
3	TALLINNA TEHNIKAULIKOOL	4	8	12
4	TALLINN UNIVERSITY	2	2	4
5	CYBERNETICA AS		3	3
6	MITTETULUNDUSUHING TARTU REGIOONI ENERGIAAGENTUUR		2	2
7	REALEYES OU		2	2
8	MAJANDUS JA KOMMUNIKATSIOONIMINISTEERIUM		2	2

6.8.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	TARTU ULIKOOL	7
2	TALLINNA TEHNIKAULIKOOL	4
3	SIHTASUTUS EESTI TEADUSAGENTUUR	2
4	TALLINN UNIVERSITY	2
5	SENTAB ESTONIA OU	1

Rank	Organisation	Projects as Coordinator
6	OSAUHING MY CAPITAL	1
7	OÜ Skeleton Technologies	1
8	DERMATOONKOLOOGIA KLIINIK OU	1
9	ICOSAGEN CELL FACTORY OU	1
10	INTERSPECTRUM OU	1
11	OPTOFLUID TECHNOLOGIES OÜ	1
12	INVENT BALTICS OU	1
13	KEEL 24 OU	1
14	OU POSITIUM LBS	1
15	KEEMILISE JA BIOLOOGILISE FUUSIKA INSTITUUT	1
16	KINASERA OU	1
17	ALEKON CARGO OSAUHING	1
18	SIHTASUTUS TEADUSKESKUS AHHA	1
19	CLEVERON OU	1
20	ADVANCED SPORTS INSTALLATIONS EUROPE AS	1
21	BIG DATA SCORING	1
22	THE Systems OU	1
23	MEDICAL TECHNOLOGY GROUP OU	1
24	MERATEL OU	1

6.9 Finland

6.9.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	HELSINGIN YLIOPISTO	8,989,095	4,872,530	13,861,625
2	Teknologian tutkimuskeskus VTT Oy	8,782,682	16,228,935	25,011,617
3	TEKNOLOGIAN TUTKIMUSKESKUS VTT	4,969,619	11,799,812	16,769,430
4	AALTO-KORKEAKOULUSAATIO	7,820,225	5,847,405	13,667,630
5	WELLO OY		8,720,250	8,720,250
6	TTY-SAATIO	1,783,125	3,834,240	5,617,365
7	UPM-KYMMENE OYJ	4,641,088	723,975	5,365,063
8	CSC-TIETEEN TIETOTEKNIIKAN KESKUS OY	2,809,683	2,323,651	5,133,334
9	ILMATIETEEN LAITOS	2,297,011	2,038,175	4,335,187
10	JYVASKYLAN YLIOPISTO	2,338,517	1,958,489	4,297,005
11	OULUN YLIOPISTO	2,169,878	1,296,105	3,465,983
12	TURUN YLIOPISTO	1,742,477	1,199,704	2,942,181
13	Luonnonvarakeskus	753,813	2,085,043	2,838,855
14	TERVEYDEN JA HYVINVOINNIN LAITOS		2,764,926	2,764,926
15	ITA-SUOMEN YLIOPISTO	676,285	1,353,328	2,029,613
16	PICOSUN OY		1,785,938	1,785,938
17	NOKIA SOLUTIONS AND NETWORKS OY		1,760,064	1,760,064
18	LAPPEENRANNAN TEKNILLINEN YLIOPISTO		1,710,703	1,710,703
19	METGEN OY	1,541,575		1,541,575
20	VAASAN YLIOPISTO		1,500,000	1,500,000
21	DUCTOR OY	1,414,754		1,414,754
22	WARTSILA FINLAND OY		1,263,588	1,263,588
23	SUPPONOR OY	1,207,500		1,207,500

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
24	EMPOWER IM OY		1,134,956	1,134,956
25	INNOVAATIOAHOITUSKESKUS TEKES		1,126,033	1,126,033
26	KIINTEISTO OY Laitilan Terveyskoti		1,125,742	1,125,742
27	SUOMEN YMPARISTOKESKUS	191,326	822,094	1,013,420
28	SPINVERSE OY		859,480	859,480
29	MEGA ELEKTRONIIKKA OY	50,000	793,000	843,000
30	NEONELEKTRO OY		813,750	813,750
31	GEOLOGIAN TUTKIMUSKESKUS		763,741	763,741
32	POLIISIAMMATTIKORKEAKOULU		761,250	761,250
33	LAUREA-AMMATTIKORKEAKOULU OY	352,500	404,125	756,625
34	SUOMEN AKATEMIA		728,166	728,166
35	F-SECURE OYJ		717,250	717,250
36	MAA JA ELINTARVIKETALOUDEN TUTKIMUSKESKUS		704,475	704,475
37	TYOETERVEYSLAITOS		662,594	662,594
38	MIKKELIN KAUPUNKI		575,125	575,125
39	TILT BIOTHERAPEUTICS OY		538,291	538,291
40	SPECTRAL ENGINES OY		529,656	529,656
41	ELINKEINOELAEMAEN TUTKIMUSLAITOKSEN KANNATUSYHDISTYS R.Y.	529,063		529,063
42	TAMPEREEN YLIOPISTO	148,709	363,719	512,428
43	Furuno Finland Oy		500,000	500,000
44	SAMFUNDET FOLKHALSAN I SVENSKA FINLAND RF		495,366	495,366
45	BASEN OY		461,045	461,045
46	FORTUM OYJ	444,375		444,375
47	JOULE ASSET EUROPE AB OY		436,167	436,167

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
48	INSTA DEFSEC OY		433,438	433,438
49	POHJOIS-SAVON SAIRAANHOITOPAIRIN KUNTAYHTYMA		415,500	415,500
50	GLOBAL INNOVATION NETWORK OY		403,125	403,125

6.9.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	Teknologian tutkimuskeskus VTT Oy	11	42	53
2	HELSINGIN YLIOPISTO	14	17	31
3	TEKNOLOGIAN TUTKIMUSKESKUS VTT	7	21	28
4	AALTO-KORKEAKOULUSAATIO	8	11	19
5	OULUN YLIOPISTO	4	9	13
6	TERVEYDEN JA HYVINVOINNIN LAITOS		11	11
7	TTY-SAATIO	2	9	11
8	ILMATIETEEN LAITOS	2	8	10
9	Luonnonvarakeskus	1	9	10
10	TURUN YLIOPISTO	6	3	9
11	JYVASKYLAN YLIOPISTO	3	6	9
12	ITA-SUOMEN YLIOPISTO	2	5	7
13	SUOMEN YMPARISTOKESKUS	1	5	6
14	CSC-TIETEEN TIETOTEKNIKAN KESKUS OY	1	5	6
15	SUOMEN AKATEMIA		5	5
16	LAPPEENRANNAN TEKNILLINEN YLIOPISTO		5	5
17	PICOSUN OY		4	4

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
18	SPINVERSE OY		4	4
19	NOKIA SOLUTIONS AND NETWORKS OY		4	4
20	GEOLOGIAN TUTKIMUSKESKUS		3	3
21	FORUM VIRIUM HELSINKI OY		3	3
22	INNOVAATORAHOITUSKESKUS TEKES		3	3
23	UPM-KYMMENE OYJ	1	2	3
24	VAASAETT LTD AB OY		2	2
25	DINEX ECOCAT OY		2	2
26	POSIVA OY		2	2
27	LAUREA-AMMATTIKORKEAKOULU OY	1	1	2
28	EUROPEAN FOREST INSTITUTE		2	2
29	POHJOIS-SAVON SAIRAANHOITOPAIRIN KUNTAYHTYMA		2	2
30	Neste Oil Corporation		2	2
31	POLIISIAMMATTIKORKEAKOULU		2	2
32	TAMPEREEN YLIOPISTO	1	1	2
33	MEGA ELEKTRONIIKKA OY	1	1	2
34	WARTSILA FINLAND OY		2	2
35	METSA FIBRE OY		2	2

6.9.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	HELSINGIN YLIOPISTO	14
2	Teknologian tutkimuskeskus VTT Oy	11
3	AALTO-KORKEAKOULUSAATIO	8
4	TEKNOLOGIAN TUTKIMUSKESKUS VTT	7
5	TURUN YLIOPISTO	6

Rank	Organisation	Projects as Coordinator
6	OULUN YLIOPISTO	4
7	JYVASKYLAN YLIOPISTO	3
8	TTY-SAATIO	2
9	ILMATIETEEN LAITOS	2
10	ITA-SUOMEN YLIOPISTO	2
11	Luonnonvarakeskus	1
12	SUOMEN YMPARISTOKESKUS	1
13	CSC-TIETEEN TIETOTEKNIIKAN KESKUS OY	1
14	UPM-KYMMENE OYJ	1
15	LAUREA-AMMATTIKORKEAKOULU OY	1
16	TAMPEREEN YLIOPISTO	1
17	MEGA ELEKTRONIIKKA OY	1
18	ELINKEINOELAEMAEN TUTKIMUSLAITOKSEN KANNATUSYHDISTYS R.Y.	1
19	FINBIOSOFT OY	1
20	RETAIL LOGISTICS EXCELLENCE - RELEX OY	1
21	GASEK OY	1
22	SUUNNITTELUTOIMISTO PERUSTE OY	1
23	AURELIA TURBINES OY	1
24	ELCOGEN OY	1
25	HITSEED OY	1
26	FINNISH BIOECONOMY CLUSTER FIBIC OY	1
27	OY REAGENA LTD	1
28	INRAY OY LTD	1
29	JMV URAKointi OY	1
30	SOFI FILTRATION OY	1
31	FORTUM OYJ	1
32	VARAANI WORKS OY	1

Rank	Organisation	Projects as Coordinator
33	LAPIN YLIOPISTO	1
34	DUCTOR OY	1
35	CONVION OY	1
36	PIXPOLAR OY	1
37	POLARSOL OY	1
38	LINKKER OY	1
39	COREORIENT OY	1
40	METGEN OY	1
41	SUPPONOR OY	1
42	TAMTURBO OY	1
43	NAVIGIL OY	1
44	TIMEGATE INSTRUMENTS OY	1
45	TURKU SCIENCE PARK OY AB	1
46	NEWICON OY	1

6.10 France

6.10.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	76,519,828	45,174,956	121,694,784
2	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	27,928,900	47,106,604	75,035,504
3	COMPAGNIE INDUSTRIELLE DE LA MATIERE VEGETAL CIM V	16,570,000		16,570,000
4	INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	11,325,588	4,569,345	15,894,932
5	INSTITUT NATIONAL DE RECHERCHE EN INFORMATIQUE ET EN AUTOMATIQUE	9,179,712	6,273,712	15,453,424
6	INSTITUT NATIONAL DE LA RECHERCHE AGRONOMIQUE	6,905,476	7,299,737	14,205,213
7	UNIVERSITE PIERRE ET MARIE CURIE - PARIS 6	6,226,155	4,212,851	10,439,006
8	ASSOCIATION POUR LA RECHERCHE ET LE DEVELOPPEMENT DES METHODES ET PROCESSUS INDUSTRIELS	4,112,030	3,501,763	7,613,793
9	INSTITUT FRANCAIS DE RECHERCHE POUR L'EXPLOITATION DE LA MER	1,915,892	5,418,857	7,334,749
10	RENAULT SAS		6,770,457	6,770,457
11	THALES COMMUNICATIONS & SECURITY SAS	397,500	6,049,059	6,446,559
12	INSTITUT CURIE	3,278,028	2,462,217	5,740,245
13	OFFICE NATIONAL D'ETUDES ET DE RECHERCHES AEROSPATIALES	1,377,290	3,761,866	5,139,156
14	TC LAND EXPRESSION SA	4,995,250		4,995,250
15	UNIVERSITE PARIS DIDEROT - PARIS 7	4,708,800	262,876	4,971,676

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
16	INSTITUT PASTEUR	3,082,704	1,534,991	4,617,695
17	ARKEMA FRANCE SA		4,373,209	4,373,209
18	ORANGE SA		4,256,201	4,256,201
19	AGENCE NATIONALE DE LA RECHERCHE	710,253	3,347,523	4,057,776
20	IFP Energies nouvelles		3,985,452	3,985,452
21	INSTITUT DE PHYSIQUE DU GLOBE DE PARIS	3,659,826	262,876	3,922,702
22	INSTITUT FRANCAIS DES SCIENCES ET TECHNOLOGIES DES TRANSPORTS, DE L'AMENAGEMENT ET DES RESEAUX	2,408,045	1,404,999	3,813,044
23	COLLEGE DE FRANCE	3,665,717		3,665,717
24	UNIVERSITE LYON 1 CLAUDE BERNARD	2,301,896	1,308,627	3,610,523
25	METABOLIC EXPLORER SA		3,493,097	3,493,097
26	UNIVERSITE DE STRASBOURG	2,698,577	750,751	3,449,328
27	AREVA NP SAS		3,404,182	3,404,182
28	SIGMA ORIONIS SA	1,404,850	1,973,885	3,378,735
29	UNIVERSITE DES SCIENCES ET TECHNOLOGIES DE LILLE - LILLE I	2,615,064	720,478	3,335,541
30	UNIVERSITE DE BORDEAUX	1,528,931	1,767,134	3,296,064
31	UNIVERSITE PARIS-SUD	1,805,027	1,409,314	3,214,341
32	ARTTIC	754,933	2,452,042	3,206,975
33	INSTITUT NATIONAL DE L'ENVIRONNEMENT ET DES RISQUES INERIS	1,882,268	1,288,960	3,171,228
34	ALUMINIUM PECHINEY	3,061,874		3,061,874
35	THALES ALENIA SPACE FRANCE	512,505	2,520,446	3,032,951
36	EURECOM		2,976,265	2,976,265
37	ALSTOM TRANSPORT S.A.		2,960,954	2,960,954
38	SOCIETE NATIONALE DES CHEMINS DE FER FRANCAIS		2,769,658	2,769,658

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
39	CENTRE HOSPITALIER REGIONAL ET UNIVERSITAIRE DE LILLE	2,662,170		2,662,170
40	UNIVERSITE D'AIX MARSEILLE	832,152	1,763,472	2,595,624
41	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION - UNESCO		2,486,080	2,486,080
42	Institut Mines-Telecom		2,432,150	2,432,150
43	III V LAB		2,421,997	2,421,997
44	BOUYGUES ENERGIES & SERVICES	2,248,663		2,248,663
45	BUREAU DE RECHERCHES GEOLOGIQUES ET MINIERES		2,231,788	2,231,788
46	SAFT SAS		2,224,250	2,224,250
47	GROUPE D'ETUDES THERAPEUTIQUES DESAFFECTIONS INFLAMMATOIRES DIGESTIVES ASSOCIATION		2,217,600	2,217,600
48	AIRBUS DEFENCE AND SPACE SAS	1,543,326	654,938	2,198,264
49	FONDATION MERIEUX	1,759,271	428,830	2,188,101
50	ASSISTANCE PUBLIQUE - HOPITAUX DE PARIS		2,177,591	2,177,591
51	ASSOCIATION POUR LE DEVELOPPEMENT DE L'ENSEIGNEMENT ET DES RECHERCHES AUPRES DES UNIVERSITES, DES CENTRES DE RECHERCHE ET DES ENTREPRISES D'AQUITAINE		2,162,821	2,162,821

6.10.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	101	91	192

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
2	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	25	71	96
3	INSTITUT NATIONAL DE LA RECHERCHE AGRONOMIQUE	11	24	35
4	INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	17	17	34
5	UNIVERSITE PIERRE ET MARIE CURIE - PARIS 6	12	14	26
6	INSTITUT NATIONAL DE RECHERCHE EN INFORMATIQUE ET EN AUTOMATIQUE	7	15	22
7	ASSOCIATION POUR LA RECHERCHE ET LE DEVELOPPEMENT DES METHODES ET PROCESSUS INDUSTRIELS	4	11	15
8	THALES COMMUNICATIONS & SECURITY SAS	1	11	12
9	INSTITUT FRANCAIS DE RECHERCHE POUR L'EXPLOITATION DE LA MER	1	11	12
10	ORANGE SA		11	11
11	INSTITUT PASTEUR	5	6	11
12	UNIVERSITE LYON 1 CLAUDE BERNARD	8	2	10
13	UNIVERSITE DE BORDEAUX	5	5	10
14	UNIVERSITE D'AIX MARSEILLE	3	7	10
15	SIGMA ORIONIS SA	3	7	10
16	INSTITUT CURIE	4	6	10
17	THALES ALENIA SPACE FRANCE	2	8	10
18	ARKEMA FRANCE SA		10	10
19	UNIVERSITE PARIS-SUD	4	5	9
20	INSTITUT FRANCAIS DES SCIENCES ET TECHNOLOGIES DES TRANSPORTS, DE L'AMENAGEMENT ET DES RESEAUX	2	7	9

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
21	INSTITUT DE RECHERCHE POUR LE DEVELOPPEMENT	4	5	9
22	INSTITUT DE RADIOPROTECTION ET DE SURETE NUCLEAIRE	2	6	8
23	ARTTIC	1	7	8
24	OFFICE NATIONAL D'ETUDES ET DE RECHERCHES AEROSPATIALES	1	7	8
25	INSTITUT POLYTECHNIQUE DE GRENOBLE	1	7	8
26	AGENCE NATIONALE DE LA RECHERCHE	1	6	7
27	AIRBUS DEFENCE AND SPACE SAS	4	3	7
28	CENTRE NATIONAL D'ETUDES SPATIALES - CNES		7	7
29	ECRIN EUROPEAN CLINICAL RESEARCH INFRASTRUCTURE NETWORK		7	7
30	UNIVERSITE DE STRASBOURG	3	3	6
31	ECOLE DES HAUTES ETUDES EN SCIENCES SOCIALES	5	1	6
32	ELECTRICITE DE FRANCE		6	6
33	EURECOM		6	6
34	UNIVERSITE DE RENNES I	2	4	6
35	BUREAU DE RECHERCHES GEOLOGIQUES ET MINIERES		6	6
36	INSTITUT NATIONAL DE L ENVIRONNEMENT ET DES RISQUES INERIS	1	5	6
37	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION -UNESCO		6	6
38	UNIVERSITE PAUL SABATIER TOULOUSE III	1	5	6
39	RENAULT SAS		6	6
40	Institut Mines-Telecom		6	6
41	IFP Energies nouvelles		6	6

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
42	AGENCE DE L'ENVIRONNEMENT ET DE LA MAITRISE DE L'ENERGIE	2	3	5
43	UNIVERSITE JOSEPH FOURIER GRENOBLE 1	1	4	5
44	UNIVERSITE DES SCIENCES ET TECHNOLOGIES DE LILLE - LILLE I	2	3	5
45	AREVA NP SAS		5	5
46	INRA TRANSFERT S.A.		5	5
47	ASSISTANCE PUBLIQUE - HOPITAUX DE PARIS		5	5
48	MUSEUM NATIONAL D'HISTOIRE NATURELLE	3	2	5
49	ECOLE NORMALE SUPERIEURE	4	1	5
50	FONDATION NATIONALE SCIENCES POLITIQUES	1	4	5
51	III V LAB		5	5
52	RHODIA OPERATIONS		4	4
53	UNIVERSITE DE BRETAGNE OCCIDENTALE	1	3	4
54	SOCIETE NATIONALE DES CHEMINS DE FER FRANCAIS		4	4
55	EASY GLOBAL MARKET SAS		4	4
56	GROUPEMENT D INTERET PUBLIC POUR LERESAU NATIONAL DE TELECOMMUNICATIONS POUR LA TECHNOLOGIE L ENSEIGNEMENT ET LA RECHERCHE		4	4
57	ASSOCIATION POUR LE DEVELOPPEMENT DE L'ENSEIGNEMENT ET DES RECHERCHES AUPRES DES UNIVERSITES, DES CENTRES DE RECHERCHE ET DES ENTREPRISES D'AQUITAINE		4	4
58	ALCATEL - LUCENT BELL LABS FRANCE		4	4
59	INSTALLATION EUROPEENNE DE RAYONNEMENT SYNCHROTRON		4	4

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
60	UNION INTERNATIONALE DES CHEMINS DE FER		4	4
61	AEROSPACE VALLEY	1	3	4
62	CENTRE EUROPEEN DE RECHERCHE ET DE FORMATION AVANCEE EN CALCUL SCIENTIFIQUE		4	4
63	FEDERATION EUROPEENNE DES GEOLOGUES	1	3	4
64	REGIE ECOLE SUPERIEURE DE PHYSIQUE ET DE CHIMIE INDUSTRIELLE	1	3	4
65	INSTITUT DE PHYSIQUE DU GLOBE DE PARIS	3	1	4
66	SAFT SAS		3	3
67	INTERINNOV SAS		3	3
68	UNIVERSITE DE LORRAINE		3	3
69	ASSOCIATION GENETHON	1	2	3
70	OBSERVATOIRE DE PARIS	1	2	3
71	ARCELORMITTAL MAIZIERES RESEARCH SA		3	3
72	SOLVIONIC SA		3	3
73	CENTRE DE COOPERATION INTERNATIONAL EN RECHERCHE AGRONOMIQUE POUR LE DEVELOPPEMENT		3	3
74	Airbus Group SAS	1	2	3
75	CHAMBRE DE COMMERCE ET D'INDUSTRIE DE REGION PARIS-ILE-DE-FRANCE	1	2	3
76	Media deals		3	3
77	COLLECTE LOCALISATION SATELLITES SA		3	3
78	Association de Coordination Technique Agricole		3	3
79	COLLEGE DE FRANCE	3		3
80	SERVICE TECHNIQUE DE L'AVIATION CIVILE		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
81	COMUNAUTE D'UNIVERSITES ET ETABLISSEMENTS UNIVERSITE DE LYON		3	3
82	TECHNOFI SA		3	3
83	CRYPTOEXPERTS SAS		3	3
84	INSTITUT NATIONAL DES SCIENCES APPLIQUEES DE LYON		3	3
85	ECOLE NATIONALE DE L AVIATION CIVILE		3	3
86	INSTITUT SUPERIEUR DE L'AERONAUTIQUE ET DE L'ESPACE	1	2	3
87	ETABLISSEMENT FRANCAIS DU SANG		3	3
88	MAAT FRANCE SARL		3	3
89	EURO-ARGO ERIC		3	3
90	METEO-FRANCE		3	3
91	EUROPEAN INSTITUTE FOR HEALTH RECORDS	1	2	3
92	PEUGEOT CITROEN AUTOMOBILES S.A.		3	3
93	FONDATION EUROPEENNE DE LA SCIENCE	1	2	3
94	ROBOSOFT Services Robots		3	3
95	IEEE FRANCE SECTION		3	3
96	SCHNEIDER ELECTRIC INDUSTRIES SAS		3	3
97	INNO TSD		3	3
98	SNECMA SA		3	3
99	INSERM - TRANSFERT SA		3	3
100	STMICROELECTRONICS GRENOBLE 2 SAS		3	3
101	INSTITUT DE RECHERCHE ET DE COORDINATION ACOUSTIQUE MUSIQUE - IRCAM	1	2	3
102	TELESPAZIO FRANCE SAS	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
103	AGENCE NATIONALE DE SECURITE SANITAIRE DE L'ALIMENTATION, DE L'ENVIRONNEMENT ET DU TRAVAIL		3	3
104	INSTITUT NATIONAL DE RECHERCHE EN SCIENCES ET TECHNOLOGIES POUR L'ENVIRONNEMENT ET L'AGRICULTURE		3	3
105	AGENCE NATIONALE POUR LA GESTION DES DECHETS RADIOACTIFS	2	1	3
106	UNIVERSITE BLAISE PASCAL CLERMONT-FERRAND II	1	1	2
107	LGI CONSULTING SARL	1	1	2
108	INSTITUT NATIONAL POLYTECHNIQUE DE TOULOUSE		2	2
109	CENTRE EUROPEEN DE RECHERCHE EN BIOLOGIE ET MEDECINE	1	1	2
110	SEPAREx SAS		2	2
111	CENTRE HOSPITALIER UNIVERSITAIRE DE TOULOUSE		2	2
112	ALSTOM POWER SYSTEMS SA	1	1	2
113	CENTRE HOSPITALIER UNIVERSITAIRE MONTPELLIER		2	2
114	JCP-CONNECT		2	2
115	CENTRE HOSPITALIER UNIVERSITAIRE SAINT ETIENNE - CHU		2	2
116	MONTIMAGE EURL		2	2
117	CENTRE INTERNATIONAL DE RECHERCHE AUX FRONTIERES DE LA CHIMIE	1	1	2
118	TEKS SARL		2	2
119	ACTEON SARL	1	1	2
120	UNIVERSITE DE LILLE II - DROIT ET SANTE	2		2
121	CENTRE SCIENTIFIQUE ET TECHNIQUE DU BATIMENT	2		2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
122	UNIVERSITE PARIS 13	2		2
123	Chambre de Commerce et d'Industrie de Grenoble		2	2
124	INSTITUT TECHNIQUE DE L AGRICULTURE BIOLOGIQUE		2	2
125	ACTILITY SAS		2	2
126	LABINAL POWER SYSTEMS		2	2
127	CYCLECO SAS		2	2
128	MERCATOR OCEAN	1	1	2
129	DANIEL LUDWIG CONSULTANT		2	2
130	NOBATEK	2		2
131	DASSAULT AVIATION SA		2	2
132	SOCIETE EUROPEENNE DE CARDIOLOGIE		2	2
133	DIGIMOBEE SAS		2	2
134	THALES SA		2	2
135	E-BLINK		2	2
136	UNIVERSITE DE CERGY-PONTOISE		2	2
137	ECOLE CENTRALE DE NANTES		2	2
138	UNIVERSITE DE PARIS-SORBONNE (PARIS IV)	2		2
139	ECOLE NATIONALE SUPERIEURE D'ARTS ET METIERS		2	2
140	ALSTOM TRANSPORT S.A.		2	2
141	ECOLE POLYTECHNIQUE	1	1	2
142	VILLE DE PARIS		2	2
143	ENERTIME	1	1	2
144	AIRBUS OPERATIONS SAS		2	2
145	ACRI-ST SAS		2	2
146	INSTITUT TECHNOLOGIQUE FCBA (FORETCELLULOSE BOIS-CONSTRUCTION AMEUBLEMENT)		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
147	Euro-Mediterranean Seismological Centre		2	2
148	KEOLIS		2	2
149	EUROPEAN SATELLITE SERVICES PROVIDER SAS	1	1	2
150	LAFARGE CENTRE DE RECHERCHE SAS		2	2
151	EUROPEAN SPACE AGENCY	2		2
152	LYON INGENIERIE PROJETS		2	2
153	EUROQUALITY SARL		2	2
154	MINISTERE DE L'INTERIEUR		2	2
155	FONDATION DE COOPERATION SCIENTIFIQUE RAIENIUM		2	2
156	MUTADIS CONSULTANTS SARL		2	2
157	FONDATION INSTITUT DE RECHERCHE POUR LE DEVELOPPEMENT DURABLE ET LES RELATIONS INTERNATIONALES		2	2
158	PHI-MECA ENGINEERING		2	2
159	FONDATION JEAN-JACQUES LAFFONT,TOULOUSE SCIENCES ECONOMIQUES	1	1	2
160	SEQUANS COMMUNICATIONS SA		2	2
161	FONDATION MERIEUX	1	1	2
162	STREAM VISION	1	1	2
163	FONDATION TOUR DU VALAT		2	2
164	THALES ELECTRON DEVICES SAS		2	2
165	GEIE ERCIM		2	2
166	THALES SERVICES SAS		2	2
167	GMI AERO SAS	1	1	2
168	UNIVERSITE DE BOURGOGNE	2		2
169	GRIDPOCKET SAS	1	1	2
170	UNIVERSITE DE FRANCHE-COMTE	1	1	2
171	GUIDE TOPTEN SARL		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
172	UNIVERSITE DE NICE SOPHIA ANTIPOLIS	1	1	2
173	IFIP-INSTITUT DU PORC ASSOCIATION		2	2
174	UNIVERSITE DE REIMS CHAMPAGNE-ARDENNE		2	2
175	INSTITUT DE L'AUDIOVISUEL ET DES TELECOMMUNICATIONS EN EUROPE - IDATE		2	2
176	UNIVERSITE DE ROUEN		2	2
177	ASSOCIATION 2 INVESTING INITIATIVE	1	1	2
178	UNIVERSITE JEAN MONNET SAINT ETIENNE		2	2
179	ATMEL NANTES SAS		2	2
180	UNIVERSITE PARIS DIDEROT - PARIS 7	1	1	2
181	INSTITUT MAX VON LAUE - PAUL LANGEVIN		2	2
182	VIRTUAL OPEN SYSTEMS SARL		2	2
183	INSTITUT NATIONAL DES SCIENCES APPLIQUEES DE TOULOUSE INSAT		2	2
184	INSTITUT SYMLOG		2	2

6.10.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	101
2	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	25
3	INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	17
4	UNIVERSITE PIERRE ET MARIE CURIE - PARIS 6	12

Rank	Organisation	Projects as Coordinator
5	INSTITUT NATIONAL DE LA RECHERCHE AGRONOMIQUE	11
6	UNIVERSITE LYON 1 CLAUDE BERNARD	8
7	INSTITUT NATIONAL DE RECHERCHE EN INFORMATIQUE ET EN AUTOMATIQUE	7
8	INSTITUT PASTEUR	5
9	UNIVERSITE DE BORDEAUX	5
10	ECOLE DES HAUTES ETUDES EN SCIENCES SOCIALES	5
11	ASSOCIATION POUR LA RECHERCHE ET LE DEVELOPPEMENT DES METHODES ET PROCESSUS INDUSTRIELS	4
12	INSTITUT CURIE	4
13	UNIVERSITE PARIS-SUD	4
14	INSTITUT DE RECHERCHE POUR LE DEVELOPPEMENT	4
15	AIRBUS DEFENCE AND SPACE SAS	4
16	ECOLE NORMALE SUPERIEURE	4
17	UNIVERSITE D'AIX MARSEILLE	3
18	SIGMA ORIONIS SA	3
19	UNIVERSITE DE STRASBOURG	3
20	MUSEUM NATIONAL D'HISTOIRE NATURELLE	3
21	INSTITUT DE PHYSIQUE DU GLOBE DE PARIS	3
22	COLLEGE DE FRANCE	3
23	THALES ALENIA SPACE FRANCE	2
24	INSTITUT FRANCAIS DES SCIENCES ET TECHNOLOGIES DES TRANSPORTS, DE L'AMENAGEMENT ET DES RESEAUX	2
25	INSTITUT DE RADIOPROTECTION ET DE SURETE NUCLEAIRE	2
26	UNIVERSITE DE RENNES I	2
27	AGENCE DE L'ENVIRONNEMENT ET DE LA MAITRISE DE L'ENERGIE	2

Rank	Organisation	Projects as Coordinator
28	UNIVERSITE DES SCIENCES ET TECHNOLOGIES DE LILLE - LILLE I	2
29	AGENCE NATIONALE POUR LA GESTION DES DECHETS RADIOACTIFS	2
30	UNIVERSITE DE LILLE II - DROIT ET SANTE	2
31	CENTRE SCIENTIFIQUE ET TECHNIQUE DU BATIMENT	2
32	UNIVERSITE PARIS 13	2
33	NOBATEK	2
34	UNIVERSITE DE PARIS-SORBONNE (PARIS IV)	2
35	EUROPEAN SPACE AGENCY	2
36	UNIVERSITE DE BOURGOGNE	2
37	THALES COMMUNICATIONS & SECURITY SAS	1
38	INSTITUT FRANCAIS DE RECHERCHE POUR L'EXPLOITATION DE LA MER	1
39	ARTTIC	1
40	OFFICE NATIONAL D'ETUDES ET DE RECHERCHES AEROSPATIALES	1
41	INSTITUT POLYTECHNIQUE DE GRENOBLE	1
42	AGENCE NATIONALE DE LA RECHERCHE	1
43	INSTITUT NATIONAL DE L ENVIRONNEMENT ET DES RISQUES INERIS	1
44	UNIVERSITE PAUL SABATIER TOULOUSE III	1
45	UNIVERSITE JOSEPH FOURIER GRENOBLE 1	1
46	FONDATION NATIONALE SCIENCES POLITIQUES	1
47	UNIVERSITE DE BRETAGNE OCCIDENTALE	1
48	AEROSPACE VALLEY	1
49	FEDERATION EUROPEENNE DES GEOLOGUES	1
50	REGIE ECOLE SUPERIEURE DE PHYSIQUE ET DE CHIMIE INDUSTRIELLE	1
51	ASSOCIATION GENETHON	1

Rank	Organisation	Projects as Coordinator
52	OBSERVATOIRE DE PARIS	1
53	Airbus Group SAS	1
54	CHAMBRE DE COMMERCE ET D'INDUSTRIE DE REGION PARIS-ILE-DE-FRANCE	1
55	INSTITUT SUPERIEUR DE L'AERONAUTIQUE ET DE L'ESPACE	1
56	EUROPEAN INSTITUTE FOR HEALTH RECORDS	1
57	FONDATION EUROPEENNE DE LA SCIENCE	1
58	INSTITUT DE RECHERCHE ET DE COORDINATION ACOUSTIQUE MUSIQUE - IRCAM	1
59	TELESPAZIO FRANCE SAS	1
60	UNIVERSITE BLAISE PASCAL CLERMONT-FERRAND II	1
61	LGI CONSULTING SARL	1
62	CENTRE EUROPEEN DE RECHERCHE EN BIOLOGIE ET MEDECINE	1
63	ALSTOM POWER SYSTEMS SA	1
64	CENTRE INTERNATIONAL DE RECHERCHE AUX FRONTIERES DE LA CHIMIE	1
65	ACTEON SARL	1
66	MERCATOR OCEAN	1
67	ECOLE POLYTECHNIQUE	1
68	ENERTIME	1
69	EUROPEAN SATELLITE SERVICES PROVIDER SAS	1
70	FONDATION JEAN-JACQUES LAFFONT, TOULOUSE SCIENCES ECONOMIQUES	1
71	FONDATION MERIEUX	1
72	STREAM VISION	1
73	GMI AERO SAS	1
74	GRIDPOCKET SAS	1

Rank	Organisation	Projects as Coordinator
75	UNIVERSITE DE FRANCHE-COMTE	1
76	UNIVERSITE DE NICE SOPHIA ANTIPOLIS	1
77	ASSOCIATION 2 INVESTING INITIATIVE	1
78	UNIVERSITE PARIS DIDEROT - PARIS 7	1
79	UNIVERSITE PARIS DAUPHINE	1
80	DIAMLITE	1
81	CHAMBRE DE COMMERCE ET D'INDUSTRIE DE REGION NORD DE FRANCE	1
82	PHENIX-TECHNOLOGIES	1
83	ROBOSOFT DRIVERLESS SOLUTIONS	1
84	E3D-ENVIRONNEMENT	1
85	UNIVERSITE DE PAU ET DES PAYS DE L'ADOUR	1
86	VAXIMAX	1
87	ECHY	1
88	NATURAL GRASS	1
89	ECOLE CENTRALE DE LYON	1
90	OBERTHUR TECHNOLOGIES SA	1
91	active innovation management	1
92	ECOLE FRANCAISE D'EXTREME-ORIENT	1
93	TETRANE	1
94	COMPAGNIE INDUSTRIELLE DE LA MATIERE VEGETAL CIM V	1
95	ECOLE NATIONALE SUPERIEURE DE CHIMIE DE PARIS	1
96	MUSES SAS	1
97	NEW GENERATION SR	1
98	ECOXIA SAS	1
99	OPTIS	1
100	PAYPLUG	1
101	EDXACT	1
102	ADWAYS SAS	1

Rank	Organisation	Projects as Coordinator
103	ELISTAIR	1
104	BLOCKBASE	1
105	SUNAERO - HELITEST	1
106	EMULSAR	1
107	ALG	1
108	CENTRE HOSPITALIER REGIONAL ET UNIVERSITAIRE DE LILLE	1
109	BOUYGUES ENERGIES & SERVICES	1
110	EPICONCEPT	1
111	ALUMINIUM PECHINEY	1
112	ERDYN CONSULTANTS	1
113	UNIVERSITE PARIS III SORBONNE NOUVELLE	1
114	CENTRE HOSPITALIER UNIVERSITAIRE	1
115	EUROPEAN PHYSICAL SOCIETY ASSOCIATION	1
116	OXENT	1
117	SAVE INNOVATIONS	1
118	FIB AND CO	1
119	FIDZUP	1
120	FIRST LIGHT IMAGING SAS	1
121	FONDATION FRANCAISE POUR LA RECHERCHE SUR LA BIODIVERSITE	1
122	FONDATION PIERRE-GILLES DE GENNES POUR LA RECHERCHE	1
123	FRANCE DEVELOPPEMENT CONSEIL.	1
124	FREEWAY SAS	1
125	UNIVERSITE DE VERSAILLES SAINT- QUENTIN-EN-YVELINES.	1
126	CYRGA	1
127	UNIVERSITE RENNES II HAUTE BRETAGNE	1
128	DAMAE MEDICAL	1
129	AXENIS	1

Rank	Organisation	Projects as Coordinator
130	MICROPHYT	1
131	MULTIPOSTING	1
132	CASCADE	1
133	NEWTEC SCIENTIFIC	1
134	HELILEO SA	1
135	CHAMBRE REGIONALE DE COMMERCE ET D'INDUSTRIE DE BRETAGNE	1
136	HORUS PHARMA SAS	1
137	OPENWAYS SAS	1
138	AIRCELLE SA	1
139	IMAGINE EYES SA	1
140	IN&MOTION	1
141	PRODUITS CHIMIQUES AUXILIAIRES ET DE SYNTHESE SA	1
142	QARNOT COMPUTING	1
143	Région Nord-Pas de Calais	1
144	ASSYSTEM ENGINEERING AND OPERATION SERVICES	1
145	REGULAXIS	1
146	AQUITAINE DEVELOPPEMENT INNOVATION	1
147	INSTITUT FRANCAIS DE LA VIGNE ET DU VIN	1
148	ASSOCIATION DES AGENCES DE LA DEMOCRATIE LOCALE	1
149	SOLTIRES SAS	1
150	AGENCE REGIONALE POUR L'INNOVATION ET L'INTERNATIONALISATION DES ENTREPRISES DE PROVENCE ALPES COTE D'AZUR	1
151	SP3H	1
152	TC LAND EXPRESSION SA	1
153	CHAMBRE DE COMMERCE ET D INDUSTRIE DE REGION RHONE ALPES	1

Rank	Organisation	Projects as Coordinator
154	CHAMBRE DE COMMERCE ET D'INDUSTRIE DE BAYONNE PAYS BASQUE	1
155	ALGAMA SAS	1
156	ALPHEEIS SAS	1
157	UNIVERSITE DE CAEN BASSE-NORMANDIE	1
158	CHAMBRE DE COMMERCE ET D'INDUSTRIE DE REGION BOURGOGNE	1
159	UNIVERSITE DE MONTPELLIER	1
160	CONSERVATOIRE NATIONAL DES ARTS ET METIERS	1
161	UNIVERSITE MICHEL DE MONTAIGNE-BORDEAUX 3	1
162	LE STUDIUM, AGENCE REGIONALE DE RECHERCHE ET D'ACCEUIL INTERNATIONAL DE CHERCHEURS ASSOCIES	1
163	UNIVERSITE TOULOUSE 1 CAPITOLE	1
164	MAGILLEM DESIGN SERVICES SAS	1
165	MAGPIE POLYMERS SAS	1
166	VIDEOAGENCY SAS	1

6.11 Germany

6.11.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	MAX PLANCK GESELLSCHAFT ZUR FOERDERUNG DER WISSENSCHAFTEN E.V.	320,616,145	12,960,644	333,576,789
2	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	18,884,809	54,680,478	73,565,287
3	KARLSRUHER INSTITUT FUER TECHNOLOGIE	3,444,344	36,114,006	39,558,351
4	DEUTSCHES ZENTRUM FUER LUFT - UND RAUMFAHRT EV	8,639,942	28,297,318	36,937,259
5	EUROPEAN MOLECULAR BIOLOGY LABORATORY	17,880,543	8,505,040	26,385,582
6	TECHNISCHE UNIVERSITAET MUENCHEN	13,880,116	9,309,976	23,190,092
7	LUDWIG-MAXIMILIANS-UNIVERSITAET MUENCHEN	11,941,833	6,641,632	18,583,465
8	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	7,963,516	10,344,619	18,308,135
9	TECHNISCHE UNIVERSITAET BERLIN	7,801,316	6,722,521	14,523,838
10	SIEMENS AKTIENGESELLSCHAFT	7,576,033	6,469,230	14,045,263
11	UNIVERSITAET BREMEN	8,841,072	3,891,582	12,732,654
12	FORSCHUNGSZENTRUM JULICH GMBH	7,682,068	4,353,937	12,036,005
13	TECHNISCHE UNIVERSITAET DRESDEN	3,353,470	8,383,210	11,736,679
14	UNIVERSITAET STUTTGART	2,317,672	9,189,906	11,507,578
15	TECHNISCHE UNIVERSITAET DARMSTADT	3,593,305	7,789,668	11,382,973
16	EBERHARD KARLS UNIVERSITAET TUEBINGEN	6,575,875	4,160,318	10,736,192
17	FRIEDRICH-ALEXANDER-UNIVERSITAET ERLANGEN NUERNBERG	5,262,541	5,280,478	10,543,018

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
18	ALBERT-LUDWIGS-UNIVERSITAET FREIBURG	5,358,193	4,463,485	9,821,679
19	ROBERT BOSCH GMBH		9,675,965	9,675,965
20	STIFTUNG DEUTSCHES ELEKTRONEN-SYNCHROTRON DESY	5,821,488	3,066,566	8,888,054
21	FORSCHUNGSVERBUND BERLIN E.V.	6,709,485	2,134,700	8,844,186
22	FORSCHUNGSZENTRUM JUELICH GMBH	451,890	8,196,767	8,648,657
23	DEUTSCHES FORSCHUNGSZENTRUM FUER KUENSTLICHE INTELLIGENZ GMBH	2,970,189	5,059,699	8,029,888
24	RUHR-UNIVERSITAET BOCHUM	4,095,647	3,380,840	7,476,487
25	UNIVERSITAET DUISBURG-ESSEN	2,722,293	4,475,769	7,198,062
26	RHEINISCHE FRIEDRICH-WILHELMS-UNIVERSITAT BONN	3,019,247	4,025,131	7,044,378
27	WESTFAELISCHE WILHELMS-UNIVERSITAET MUENSTER	3,082,145	3,834,221	6,916,366
28	BASF SE	3,583,445	2,524,319	6,107,763
29	UNIVERSITAET HAMBURG	3,180,528	2,818,876	5,999,404
30	UNIVERSITAET ULM	2,243,539	3,717,004	5,960,543
31	MAN DIESEL & TURBO SE		5,880,500	5,880,500
32	TECHNISCHE UNIVERSITAT BRAUNSCHWEIG	1,994,250	3,777,864	5,772,114
33	JOHANN WOLFGANG GOETHE UNIVERSITAET FRANKFURT AM MAIN	2,577,453	3,092,276	5,669,729
34	JULIUS-MAXIMILIANS UNIVERSITAET WUERZBURG	3,647,938	1,715,962	5,363,900
35	MEDIZINISCHE HOCHSCHULE HANNOVER	4,546,331	495,466	5,041,797
36	GEORG-AUGUST-UNIVERSITAET GOETTINGEN STIFTUNG OEFFENTLICHEN RECHTS	3,478,250	1,548,513	5,026,763
37	DEUTSCHES KREBSFORSCHUNGSZENTRUM	3,955,000	1,016,399	4,971,399

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
38	MAN TRUCK & BUS AG		4,940,849	4,940,849
39	LEIBNIZ-INSTITUT FUER FESTKOERPER- UND WERKSTOFFFORSCHUNG DRESDEN E.V.	4,659,206	249,216	4,908,422
40	UNIVERSITAET LEIPZIG		4,891,839	4,891,839
41	HUMBOLDT-UNIVERSITAET ZU BERLIN	1,436,494	3,454,730	4,891,224
42	UNIVERSITAET ZU KOELN	4,065,461	691,716	4,757,177
43	UNIVERSITAET BIELEFELD	1,835,183	2,829,379	4,664,562
44	Continental Automotive GmbH		4,584,943	4,584,943
45	FREIE UNIVERSITAET BERLIN	2,595,765	1,960,433	4,556,198
46	FRIEDRICH-SCHILLER-UNIVERSITAT JENA	978,588	3,519,877	4,498,465
47	UNIVERSITAET POTSDAM	2,402,409	1,936,188	4,338,597
48	DAIMLER AG		4,259,755	4,259,755
49	Huawei Technologies Duesseldorf GmbH		4,239,275	4,239,275
50	GOTTFRIED WILHELM LEIBNIZ UNIVERSITAET HANNOVER	171,461	3,869,828	4,041,289

6.11.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	27	127	154
2	MAX PLANCK GESELLSCHAFT ZUR FOERDERUNG DER WISSENSCHAFTEN E.V.	46	35	81
3	DEUTSCHES ZENTRUM FUER LUFT - UND RAUMFAHRT EV	8	49	57
4	KARLSRUHER INSTITUT FUER TECHNOLOGIE	4	34	38

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
5	LUDWIG-MAXIMILIANS-UNIVERSITAET MUENCHEN	17	18	35
6	TECHNISCHE UNIVERSITAET MUENCHEN	12	22	34
7	EUROPEAN MOLECULAR BIOLOGY LABORATORY	14	18	32
8	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	6	22	28
9	TECHNISCHE UNIVERSITAET DRESDEN	4	22	26
10	TECHNISCHE UNIVERSITAET BERLIN	9	14	23
11	FORSCHUNGSZENTRUM JULICH GMBH	5	17	22
12	UNIVERSITAET BREMEN	5	16	21
13	TECHNISCHE UNIVERSITAET DARMSTADT	4	16	20
14	FRIEDRICH-ALEXANDER-UNIVERSITAET ERLANGEN NUERNBERG	5	12	17
15	UNIVERSITAET STUTTGART	3	14	17
16	FRIEDRICH-SCHILLER-UNIVERSITAT JENA	3	12	15
17	UNIVERSITAET DUISBURG-ESSEN	4	11	15
18	EBERHARD KARLS UNIVERSITAET TUEBINGEN	6	9	15
19	RUHR-UNIVERSITAET BOCHUM	5	9	14
20	RHEINISCHE FRIEDRICH-WILHELMS-UNIVERSITAT BONN	3	11	14
21	STEINBEIS INNOVATION GGMBH	5	9	14
22	SIEMENS AKTIENGESELLSCHAFT	4	10	14
23	UNIVERSITAET ULM	4	9	13
24	JOHANN WOLFGANG GOETHE UNIVERSITAET FRANKFURT AM MAIN	6	7	13
25	FORSCHUNGSVERBUND BERLIN E.V.	8	5	13

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
26	HUMBOLDT-UNIVERSITAET ZU BERLIN	6	7	13
27	UNIVERSITAET LEIPZIG		12	12
28	UNIVERSITAET HAMBURG	5	7	12
29	GOTTFRIED WILHELM LEIBNIZ UNIVERSITAET HANNOVER	1	11	12
30	WESTFAELISCHE WILHELMS-UNIVERSITAET MUENSTER	4	8	12
31	ALBERT-LUDWIGS-UNIVERSITAET FREIBURG	4	8	12
32	TECHNISCHE UNIVERSITAT BRAUNSCHWEIG	1	10	11
33	FREIE UNIVERSITAET BERLIN	5	6	11
34	DEUTSCHES FORSCHUNGSZENTRUM FUER KUENSTLICHE INTELLIGENZ GMBH	4	7	11
35	STIFTUNG DEUTSCHES ELEKTRONEN-SYNCHROTRON DESY	5	6	11
36	UNIVERSITAET BIELEFELD	2	8	10
37	RUPRECHT-KARLS-UNIVERSITAET HEIDELBERG	4	6	10
38	ROBERT BOSCH GMBH		10	10
39	HELMHOLTZ-ZENTRUM DRESDEN-ROSSENDORF EV		10	10
40	JULIUS-MAXIMILIANS UNIVERSITAET WUERZBURG	3	6	9
41	UNIVERSITAET POTSDAM	4	5	9
42	JOHANNES GUTENBERG UNIVERSITAET MAINZ	3	6	9
43	BASF SE	2	7	9
44	ICLEI EUROPEAN SECRETARIAT GMBH (ICLEI EUROPASEKRETARIAT GMBH)*	1	8	9
45	ALCATEL-LUCENT DEUTSCHLAND AG	1	7	8

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
46	ALFRED-WEGENER-INSTITUT HELMHOLTZ- ZENTRUM FUER POLAR- UND MEERESFORSCHUNG	3	5	8
47	HELMHOLTZ ZENTRUM POTSDAM DEUTSCHES GEOFORSCHUNGSZENTRUM	2	6	8
48	CHRISTIAN-ALBRECHTS- UNIVERSITAET ZU KIEL	3	4	7
49	HELMHOLTZ-ZENTRUM FUER UMWELTFORSCHUNG GMBH - UFZ	2	5	7
50	HELMHOLTZ-ZENTRUM GEESTHACHT ZENTRUM FUR MATERIAL- UND KUSTENFORSCHUNG GMBH	1	6	7
51	UNIVERSITAET PADERBORN	1	6	7
52	CHARITE - UNIVERSITAETSMEDIZIN BERLIN	1	6	7
53	Huawei Technologies Duesseldorf GmbH		7	7
54	MEDIZINISCHE HOCHSCHULE HANNOVER	4	2	6
55	UNIVERSITAETSKLINIKUM HEIDELBERG	1	5	6
56	EURESCOM-EUROPEAN INSTITUTE FOR RESEARCH AND STRATEGIC STUDIES IN TELECOMMUNICATIONS GMBH	5	1	6
57	OFFIS EV		6	6
58	AIRBUS DS GMBH	2	4	6
59	PHILIPPS UNIVERSITAET MARBURG	2	4	6
60	BUNDESANSTALT FUER STRASSENWESEN	1	5	6
61	WUPPERTAL INSTITUT FUR KLIMA, UMWELT, ENERGIE GMBH	1	5	6
62	AIRBUS DEFENCE AND SPACE GMBH		6	6
63	VOLKSWAGEN AG	2	3	5

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
64	NOKIA SOLUTIONS AND NETWORKS MANAGEMENT INTERNATIONAL GMBH	1	4	5
65	UNIVERSITAET AUGSBURG	2	3	5
66	TECHNISCHE UNIVERSITAET DORTMUND		5	5
67	UNIVERSITAET ZU KOELN	3	2	5
68	DEUTSCHES KREBSFORSCHUNGSZENTRUM	2	3	5
69	UNIVERSITAETSKLINIKUM HAMBURG-EPPENDORF	4	1	5
70	UNIVERSITAT PASSAU		5	5
71	GEORG-AUGUST-UNIVERSITAET GOETTINGEN STIFTUNG OEFFENTLICHEN RECHTS	2	3	5
72	WIRTSCHAFT UND INFRASTRUKTUR GMBH & CO PLANUNGS KG	3	2	5
73	DEUTSCHE TELEKOM AG		5	5
74	EURICE EUROPEAN RESEARCH AND PROJECT OFFICE GMBH		5	5
75	BWCON GMBH		5	5
76	INTEL MOBILE COMMUNICATIONS GMBH	1	4	5
77	TECHNISCHE UNIVERSITAET BERGAKADEMIE FREIBERG		4	4
78	VARTA MICROBATTERY GMBH		4	4
79	THYSSENKRUPP STEEL EUROPE AG		4	4
80	Fachagentur Nachwachsende Rohstoffe e.V.	2	2	4
81	DAIMLER AG		4	4
82	FORSCHUNGSZENTRUM JUELICH GMBH	2	2	4
83	TECHNISCHE UNIVERSITAET KAISERSLAUTERN		4	4

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
84	HELMHOLTZ ZENTRUM FUR OZEANFORSCHUNG KIEL	3	1	4
85	UNIVERSITAET KASSEL	1	3	4
86	HELMHOLTZ ZENTRUM MUENCHEN DEUTSCHES FORSCHUNGSZENTRUM FUER GESUNDHEIT UND UMWELT GMBH	2	2	4
87	POTSDAM INSTITUT FUER KLIMAFOLGENFORSCHUNG	1	3	4
88	HELMHOLTZ-ZENTRUM BERLIN FUR MATERIALIEN UND ENERGIE GMBH	1	3	4
89	SAP SE		4	4
90	BUNDESMINISTERIUM FUER BILDUNG UND FORSCHUNG		4	4
91	52°North Initiative for Geospatial Open Source Software GmbH		4	4
92	IHP GMBH - INNOVATIONS FOR HIGH PERFORMANCE MICROELECTRONICS/LEIBNIZ-INSTITUT FUER INNOVATIVE MIKROELEKTRONIK	2	2	4
93	DEUTSCHES KLIMARECHENZENTRUM GMBH		4	4
94	JACOBS UNIVERSITY BREMEN GGMBH	2	2	4
95	UNIVERSITAET BAYREUTH		4	4
96	ADELPHI RESEARCH GGMBH		4	4
97	UNIVERSITAETSMEDIZIN GOETTINGEN - GEORG-AUGUST-UNIVERSITAET GOETTINGEN - STIFTUNG OEFFENTLICHEN RECHTS	1	3	4
98	MAX-DELBRUCK-CENTRUM FUR MOLEKULAREMEDIZIN IN DER HELMHOLTZ-GEMEINSCHAFT	4		4
99	VDI/VDE INNOVATION + TECHNIK GMBH	1	3	4

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
100	NOVA-INSTITUT FUR POLITISCHE UND OKOLOGISCHE INNOVATION GMBH		4	4
101	ZENTRUM FUER EUROPAEISCHE WIRTSCHAFTSFORSCHUNG GmbH	1	3	4
102	BERNHARD-NOCHT-INSTITUT FUER TROPENMEDIZIN	1	2	3
103	BIBA - BREMER INSTITUT FUER PRODUKTION UND LOGISTIK GMBH	1	2	3
104	ERNST-MORITZ-ARNDT-UNIVERSITÄT GREIFSWALD		3	3
105	KLINIKUM DER UNIVERSITAET ZU KOELN	1	2	3
106	BUNDESINSTITUT FUER RISIKOBEWERTUNG		3	3
107	KLINIKUM RECHTS DER ISAR DER TECHNISCHE UNIVERSITAT MUNCHEN	2	1	3
108	EMPIRICA GESELLSCHAFT FUER KOMMUNIKATIONS- UND TECHNOLOGIE FORSCHUNG MBH	1	2	3
109	LEIBNIZ-INSTITUT FUER FESTKOERPER- UND WERKSTOFFFORSCHUNG DRESDEN E.V.	2	1	3
110	INNOROUTE GMBH	1	2	3
111	LEIBNIZ-INSTITUT FUER NEUE MATERIALIEN GEMEINNUETZIGE GMBH		3	3
112	BUNDESANSTALT FUER MATERIALFORSCHUNG UND -PRUEFUNG		3	3
113	GABO:MI GESELLSCHAFT FUR ABLAUFORGANISATION:MILLIARIUM MBH & CO KG		3	3
114	UMWELTBUNDESAMT	1	2	3
115	MAN TRUCK & BUS AG		3	3
116	INI-NOVATION GMBH		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
117	MARTIN-LUTHER-UNIVERSITAET HALLE-WITTENBERG		3	3
118	UNIVERSITAET SIEGEN	2	1	3
119	GESELLSCHAFT FUR WISSENSCHAFTLICHE DATENVERARBEITUNG MBH GOTTINGEN		3	3
120	UNIVERSITAETSKLINIKUM FREIBURG	2	1	3
121	MICROTEC GESELLSCHAFT FUR MIKROTECHNOLOGIE MBH		3	3
122	UNIVERSITATSKLINIKUM ERLANGEN	1	2	3
123	MOSAIQUES DIAGNOSTICS GMBH	1	2	3
124	VEREIN ZUR FOERDERUNG DES TECHNOLOGIETRANSFERS AN DER HOCHSCHULE BREMERHAVEN E.V.	1	2	3
125	HAHN-SCHICKARD-GESELLSCHAFT FUER ANGEWANDTE FORSCHUNG E.v.	2	1	3
126	HELMHOLTZ-ZENTRUM FUER INFektionsFORSCHUNG GMBH	2	1	3
127	EUROPEAN RESEARCH SERVICES GMBH		3	3
128	FORTISS GMBH	3		3
129	Continental Automotive GmbH		3	3
130	ASCORA GMBH	1	2	3
131	OPEN KNOWLEDGE FOUNDATION DEUTSCHLAND		3	3
132	UNIVERSITAET DES SAARLANDES	1	2	3
133	FACHHOCHSCHULE KOELN		3	3
134	ECOLOGIC INSTITUT gemeinnützige GmbH	2	1	3
135	BAYER TECHNOLOGY SERVICES GMBH	1	2	3
136	UNIVERSITAET REGENSBURG		3	3
137	ROBERT KOCH-INSTITUT		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
138	ENZYMICALS AG		3	3
139	RUPPRECHT CONSULT - FORSCHUNG & BERATUNG GMBH	1	2	3
140	UNIVERSITAETSKLINIKUM ESSEN		3	3
141	BUNDESANSTALT FUER GEOWISSENSCHAFTEN UND ROHSTOFFE		3	3
142	ACCUREC-RECYCLING GMBH		3	3
143	SCHAEFFLER TECHNOLOGIES AG & CO. KG		3	3
144	UNIVERSITAT KONSTANZ		3	3
145	SENCKENBERG GESELLSCHAFT FUR NATURFORSCHUNG	1	2	3
146	UNIVERSITATSMEDIZIN GREIFSWALD Korperschaft des OFFENTLICHEN RECHTS	2	1	3
147	STEINBEIS FORSCHUNGS- UND INNOVATIONSZENTREN GMBH		3	3
148	JOHANN HEINRICH VON THUENEN-INSTITUT, BUNDESFORSCHUNGSINSTITUT FUER LAENDLICHE RAEUME, WALD UND FISCHEREI		3	3
149	DEUTSCHE GESELLSCHAFT FUR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH	3		3
150	AIXTRON SE		3	3
151	EVONIK INDUSTRIES AG		3	3
152	ZENTRUM FUR SONNENENERGIE- UND WASSERSTOFF-FORSCHUNG BADEN-WURTTENBERGSTIFTUNG	1	2	3
153	Averbis GmbH	1	1	2
154	VBB VERKEHRSVERBUND BERLIN- BRANDENBURG GMBH		2	2
155	UNIVERSITAETSKLINIKUM AACHEN	1	1	2
156	FORD FORSCHUNGSZENTRUM AACHEN GMBH		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
157	INSTITUT FÜR ANGEWANDTE SYSTEMTECHNIK BREMEN GMBH		2	2
158	ADVA OPTICAL NETWORKING SE		2	2
159	UNIVERSITAET OSNABRUECK	1	1	2
160	MAX PLANCK INSTITUT FUR EISENFORSCHUNG GMBH	1	1	2
161	BAUHAUS LUFTFAHRT E.V.		2	2
162	G.E.O.S.INGENIEURGESELLSCHAFT MBH		2	2
163	BAVAIRIA EV		2	2
164	Clariant Produkte (Deutschland) GmbH		2	2
165	ZIGPOS GMBH		2	2
166	MERCK KGAA		2	2
167	BALance Technology Consulting GMBH		2	2
168	MICROFLUIDIC CHIPSHOP GMBH		2	2
169	CARL VON OSSIETZKY UNIVERSITAET OLDENBURG		2	2
170	BAYERISCHE MOTOREN WERKE AKTIENGESELLSCHAFT		2	2
171	HEIDELBERGCEMENT AG		2	2
172	MINISTERIUM FUER UMWELT, LANDWIRTSCHAFT, ERNAHRUNG, WEINBAU UND FORSTEN RHEINLAND- PFALZ		2	2
173	UNIVERSITÄTSMEDIZIN ROSTOCK		2	2
174	AIRWAYS GMBH	1	1	2
175	VEREIN ZUR FÖRDERUNG EINES DEUTSCHEN FORSCHUNGSNETZES DFN VEREIN E.V.		2	2
176	NAVCERT GMBH		2	2
177	BEUTH-HOCHSCHULE FÜR TECHNIK BERLIN		2	2
178	CLOUD&HEAT TECHNOLOGIES GMBH		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
179	INSTITUTE FOR ADVANCED SUSTAINABILITY STUDIES EV		2	2
180	Bundesanstalt für Landwirtschaft und Ernährung		2	2
181	IWW RHEINISCH WESTFALISCHES INSTITUT FÜR WASSERFORSCHUNG GEMEINNUTZIGE GMBH		2	2
182	NOVALED GMBH		2	2
183	FORD-WERKE GMBH		2	2
184	GCF - GLOBAL CLIMATE FORUM EV	1	1	2
185	JLM INNOVATION GMBH		2	2
186	EUROPEAN VIRTUAL INSTITUTE FOR INTEGRATED RISK MANAGEMENT EU VRI EWIV		2	2
187	BUNDESVERBAND SOLARWIRTSCHAFT e.V.	1	1	2
188	BUNDESKRIMINALAMT		2	2
189	JUSTUS-LIEBIG-UNIVERSITÄT GIESSEN		2	2
190	HZDR INNOVATION GMBH		2	2
191	FRANKFURT SCHOOL OF FINANCE & MANAGEMENT GEMEINNUTZIGE GMBH		2	2
192	OSRAM OPTO SEMICONDUCTORS GMBH		2	2
193	KOMPETENZZENTRUM WASSER BERLIN GEMEINNUTZIGE GMBH	1	1	2
194	OTTO-FRIEDRICH-UNIVERSITÄT BAMBERG		2	2
195	HEINRICH-HEINE-UNIVERSITÄT DUESSELDORF	1	1	2
196	OTTO-VON-GUERICKE-UNIVERSITÄT MAGDEBURG	1	1	2
197	URBAN SOFTWARE INSTITUTE GMBH & CO KG		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
198	CONTINENTAL TEVES AG & CO. OHG		2	2
199	Verband Deutscher Verkehrsunternehmen		2	2
200	BROCKMANN CONSULT GMBH		2	2
201	EUROPEAN CENTER FOR INFORMATION AND COMMUNICATION TECHNOLOGIES GMBH		2	2
202	RAMBOLL MANAGEMENT CONSULTING GMBH		2	2
203	LUFTHANSA SYSTEMS AG		2	2
204	CONTROS SYSTEMS & SOLUTIONS GMBH		2	2
205	AMORPH SYSTEMS GMBH	1	1	2
206	RHEINISCHES INSTITUT FUER UMWELT-FORSCHUNG AN DER UNIVERSITAET ZU KOELN E.V.		2	2
207	THE EUROPEAN ORGANISATION FOR THE EXPLOITATION OF METEOROLOGICAL SATELLITES		2	2
208	CYBERTRONICA UG (HAFTUNGSBESCHRANKT) GMBH		2	2
209	TWT GMBH SCIENCE & INNOVATION		2	2
210	IFEN GESELLSCHAFT FUR SATELLITENNAVIGATION MBH	1	1	2
211	IONERA TECHNOLOGIES GMBH	1	1	2
212	ifeu - Institut fuer Energie- und Umweltforschung Heidelberg Gmbh		2	2
213	DEUTSCHES MUSEUM VON MEISTERWERKEN DER NATURWISSENSCHAFT UND TECHNIK		2	2
214	ROHDE & SCHWARZ GMBH&CO KOMMANDITGESELLSCHAFT		2	2
215	UNIVERSITAET DER BUNDESWEHR MUENCHEN.		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
216	DBFZ DEUTSCHES BIOMASSEFORSCHUNGSZENTRUM GEMEINNUETZIGE GMBH		2	2
217	DWI AN DER RWTH AACHEN EV	2		2
218	GERMANISCHER LLOYD INDUSTRIAL SERVICES GMBH		2	2
219	UNIVERSITAET HOHENHEIM		2	2
220	DECHEMA GESELLSCHAFT FUER CHEMISCHE TECHNIK UND BIOTECHNOLOGIE E.V.		2	2
221	ECLAREON GMBH		2	2
222	IMMUNDIAGNOSTIK AG	1	1	2
223	BUNDESAMT FUR SEESCHIFFFAHRT UND HYDROGRAPHIE		2	2
224	IMMUNOTOOLS GMBH		2	2
225	HACON INGENIEURGESELLSCHAFT MBH		2	2
226	SENATSVORWALTUNG FUR STADTENTWICKLUNG		2	2
227	ENGAGE - KEY TECHNOLOGY VENTURES AG		2	2
228	IMST GMBH	1	1	2
229	K & S GMBH PROJEKTMANAGEMENT		2	2
230	DEUTSCHE BAHN AG		2	2
231	CENTER OF MARITIME TECHNOLOGIES EV		2	2
232	Sill Optics GmbH & Co. KG		2	2
233	ESI SOFTWARE GERMANY GMBH		2	2
234	SOEX TEXTIL-VERMARKTUNGS GMBH	1	1	2
235	UNIVERSITAETSMEDIZIN DER JOHANNES GUTENBERG- UNIVERSITAET MAINZ	1	1	2
236	SPACETEC CAPITAL PARTNERS GMBH	1	1	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
237	LANDWIRTSCHAFTSKAMMER NIEDERSACHSEN		2	2
238	SSUV ASSETS GMBH		2	2
239	UNIVERSITAT ZU LUBECK	1	1	2
240	INFINEON TECHNOLOGIES AG	2		2
241	BERGISCHE UNIVERSITAET WUPPERTAL	1	1	2
242	DEUTSCHE FORSCHUNGSGEMEINSCHAFT		2	2
243	UNTERNEHMERTUM GMBH		2	2
244	INFRAFRONTIER GMBH		2	2
245	LEIBNIZ-INSTITUT FUER PHOTONISCHE TECHNOLOGIEN E.V.	1	1	2
246	SYNCOM FORSCHUNGS- UND ENTWICKLUNGSBERATUNG GMBH		2	2
247	LENZE-LUIG 3-L-PLAN GBR		2	2
248	GESELLSCHAFT FUR ANGEWANDTE MIKRO UND OPTOELEKTRONIK MIT BESCHRANKTERHAFTUNG AMO GMBH		2	2
249	FEV GMBH		2	2
250	DEUTSCHE HOCHSCHULE DER POLIZEI		2	2
251	EURNEX e. V.		2	2
252	GESELLSCHAFT FUR ANLAGEN UND REAKTORSICHERHEIT (GRS) MBH		2	2
253	WHITEMATTER LABS GMBH		2	2
254	DEUTSCHE WELLE		2	2
255	WOLFGANG FEIST		2	2
256	DEUTSCHER WETTERDIENST		2	2
257	ZENIT ZENTRUM FUR INNOVATION UND TECHNIK IN NORDRHEIN-WESTFALEN GMBH	1	1	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
258	TECHNISCHE UNIVERSITAET HAMBURG-HARBURG		2	2
259	INSTITUT FUR ANGEWANDTE INFORMATIK EV		2	2
260	NUROGAMES GMBH		2	2
261	OEKO-INSTITUT E.V. - INSTITUT FUER ANGEWANDTE OEKOLOGIE		2	2

6.11.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	MAX PLANCK GESELLSCHAFT ZUR FOERDERUNG DER WISSENSCHAFTEN E.V.	46
2	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	27
3	LUDWIG-MAXIMILIANS-UNIVERSITAET MUENCHEN	17
4	EUROPEAN MOLECULAR BIOLOGY LABORATORY	14
5	TECHNISCHE UNIVERSITAET MUENCHEN	12
6	TECHNISCHE UNIVERSITAET BERLIN	9
7	DEUTSCHES ZENTRUM FUER LUFT - UND RAUMFAHRT EV	8
8	FORSCHUNGSVERBUND BERLIN E.V.	8
9	RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	6
10	EBERHARD KARLS UNIVERSITAET TUEBINGEN	6
11	JOHANN WOLFGANG GOETHE UNIVERSITAET FRANKFURT AM MAIN	6
12	HUMBOLDT-UNIVERSITAET ZU BERLIN	6
13	FORSCHUNGSZENTRUM JULICH GMBH	5
14	UNIVERSITAET BREMEN	5
15	FRIEDRICH-ALEXANDER-UNIVERSITAET ERLANGEN NUERNBERG	5

Rank	Organisation	Projects as Coordinator
16	RUHR-UNIVERSITAET BOCHUM	5
17	STEINBEIS INNOVATION GGMBH	5
18	UNIVERSITAET HAMBURG	5
19	FREIE UNIVERSITAET BERLIN	5
20	STIFTUNG DEUTSCHES ELEKTRONEN- SYNCHROTRON DESY	5
21	EURESCOM-EUROPEAN INSTITUTE FOR RESEARCH AND STRATEGIC STUDIES IN TELECOMMUNICATIONS GMBH	5
22	KARLSRUHER INSTITUT FUER TECHNOLOGIE	4
23	TECHNISCHE UNIVERSITAET DRESDEN	4
24	TECHNISCHE UNIVERSITAET DARMSTADT	4
25	UNIVERSITAET DUISBURG-ESSEN	4
26	SIEMENS AKTIENGESELLSCHAFT	4
27	UNIVERSITAET ULM	4
28	WESTFAELISCHE WILHELMS-UNIVERSITAET MUENSTER	4
29	ALBERT-LUDWIGS-UNIVERSITAET FREIBURG	4
30	DEUTSCHES FORSCHUNGSZENTRUM FUER KUENSTLICHE INTELLIGENZ GMBH	4
31	RUPRECHT-KARLS-UNIVERSITAET HEIDELBERG	4
32	UNIVERSITAET POTSDAM	4
33	MEDIZINISCHE HOCHSCHULE HANNOVER	4
34	UNIVERSITAETSKLINIKUM HAMBURG- EPPENDORF	4
35	MAX-DELBRUCK-CENTRUM FUR MOLEKULAREMEDIZIN IN DER HELMHOLTZ- GEMEINSCHAFT	4
36	UNIVERSITAET STUTTGART	3
37	FRIEDRICH-SCHILLER-UNIVERSITAT JENA	3
38	RHEINISCHE FRIEDRICH-WILHELMS- UNIVERSITAT BONN	3
39	JULIUS-MAXIMILIANS UNIVERSITAET WUERZBURG	3

Rank	Organisation	Projects as Coordinator
40	JOHANNES GUTENBERG UNIVERSITAET MAINZ	3
41	ALFRED-WEGENER-INSTITUT HELMHOLTZ-ZENTRUM FUER POLAR- UND MEERESFORSCHUNG	3
42	CHRISTIAN-ALBRECHTS-UNIVERSITAET ZU KIEL	3
43	UNIVERSITAET ZU KOELN	3
44	WIRTSCHAFT UND INFRASTRUKTUR GMBH & CO PLANUNGS KG	3
45	HELMHOLTZ ZENTRUM FUR OZEANFORSCHUNG KIEL	3
46	FORTISS GMBH	3
47	DEUTSCHE GESELLSCHAFT FUR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH	3
48	UNIVERSITAET BIELEFELD	2
49	BASF SE	2
50	HELMHOLTZ ZENTRUM POTSDAM DEUTSCHES GEOFORSCHUNGSZENTRUM	2
51	HELMHOLTZ-ZENTRUM FUER UMWELTFORSCHUNG GMBH - UFZ	2
52	AIRBUS DS GMBH	2
53	PHILIPPS UNIVERSITAET MARBURG	2
54	VOLKSWAGEN AG	2
55	UNIVERSITAET AUGSBURG	2
56	DEUTSCHES KREBSFORSCHUNGSZENTRUM	2
57	GEORG-AUGUST-UNIVERSITAET GOETTINGEN STIFTUNG OEFFENTLICHEN RECHTS	2
58	Fachagentur Nachwachsende Rohstoffe e.V.	2
59	FORSCHUNGSZENTRUM JUELICH GMBH	2
60	HELMHOLTZ ZENTRUM MUENCHEN DEUTSCHES FORSCHUNGSZENTRUM FUER GESUNDHEIT UND UMWELT GMBH	2

Rank	Organisation	Projects as Coordinator
61	IHP GMBH - INNOVATIONS FOR HIGH PERFORMANCE MICROELECTRONICS/LEIBNIZ-INSTITUT FUER INNOVATIVE MIKROELEKTRONIK	2
62	JACOBS UNIVERSITY BREMEN GGMBH	2
63	KLINIKUM RECHTS DER ISAR DER TECHNISCHEN UNIVERSITAT MUNCHEN	2
64	LEIBNIZ-INSTITUT FUER FESTKOERPER- UND WERKSTOFFFORSCHUNG DRESDEN E.V.	2
65	UNIVERSITAET SIEGEN	2
66	UNIVERSITAETSKLINIKUM FREIBURG	2
67	HAHN-SCHICKARD-GESELLSCHAFT FUER ANGEWANDTE FORSCHUNG E.v.	2
68	HELMHOLTZ-ZENTRUM FUER INFektionsFORSCHUNG GMBH	2
69	ECOLOGIC INSTITUT gemeinnützige GmbH	2
70	UNIVERSITÄTSMEDIZIN GREIFSWALD KÖRPERSCHAFT DES ÖFFENTLICHEN RECHTS	2
71	DWI AN DER RWTH AACHEN EV	2
72	INFINEON TECHNOLOGIES AG	2
73	GOTTFRIED WILHELM LEIBNIZ UNIVERSITAET HANNOVER	1
74	TECHNISCHE UNIVERSITAT BRAUNSCHWEIG	1
75	ICLEI EUROPEAN SECRETARIAT GMBH (ICLEI EUROPASEKRETARIAT GMBH)*	1
76	ALCATEL-LUCENT DEUTSCHLAND AG	1
77	HELMHOLTZ-ZENTRUM GEESTHACHT ZENTRUM FÜR MATERIAL- UND KUSTENFORSCHUNG GMBH	1
78	UNIVERSITAET PADERBORN	1
79	CHARITE - UNIVERSITAETSMEDIZIN BERLIN	1
80	UNIVERSITAETSKLINIKUM HEIDELBERG	1
81	BUNDESANSTALT FUER STRASSENWESEN	1
82	WUPPERTAL INSTITUT FÜR KLIMA, UMWELT, ENERGIE GMBH	1

Rank	Organisation	Projects as Coordinator
83	NOKIA SOLUTIONS AND NETWORKS MANAGEMENT INTERNATIONAL GMBH	1
84	INTEL MOBILE COMMUNICATIONS GMBH	1
85	UNIVERSITAET KASSEL	1
86	POTSDAM INSTITUT FUER KLIMAFOLGENFORSCHUNG	1
87	HELMHOLTZ-ZENTRUM BERLIN FUR MATERIALIEN UND ENERGIE GMBH	1
88	UNIVERSITAETSMEDIZIN GOETTINGEN - GEORG-AUGUST-UNIVERSITAET GOETTINGEN - STIFTUNG OEFFENTLICHEN RECHTS	1
89	VDI/VDE INNOVATION + TECHNIK GMBH	1
90	ZENTRUM FUER EUROPAEISCHE WIRTSCHAFTSFORSCHUNG GmbH	1
91	BERNHARD-NOCHT-INSTITUT FUER TROPENMEDIZIN	1
92	BIBA - BREMER INSTITUT FUER PRODUKTION UND LOGISTIK GMBH	1
93	KLINIKUM DER UNIVERSITAET ZU KOELN	1
94	EMPIRICA GESELLSCHAFT FUER KOMMUNIKATIONS- UND TECHNOLOGIE FORSCHUNG MBH	1
95	INNOROUTE GMBH	1
96	UMWELTBUNDESAMT	1
97	UNIVERSITATSKLINIKUM ERLANGEN	1
98	MOSAIQUES DIAGNOSTICS GMBH	1
99	VEREIN ZUR FOERDERUNG DES TECHNOLOGIETRANSFERS AN DER HOCHSCHULE BREMERHAVEN E.V.	1
100	ASCORA GMBH	1
101	UNIVERSITAET DES SAARLANDES	1
102	BAYER TECHNOLOGY SERVICES GMBH	1
103	RUPPRECHT CONSULT - FORSCHUNG & BERATUNG GMBH	1
104	SENCKENBERG GESELLSCHAFT FUR NATURFORSCHUNG	1

Rank	Organisation	Projects as Coordinator
105	ZENTRUM FUR SONNENENERGIE- UND WASSERSTOFF-FORSCHUNG BADEN-WURTEMBERGSTIFTUNG	1
106	Averbis GmbH	1
107	UNIVERSITAETSKLINIKUM AACHEN	1
108	UNIVERSITAET OSNABRUECK	1
109	MAX PLANCK INSTITUT FUR EISENFORSCHUNG GMBH	1
110	AIRWAYS GMBH	1
111	GCF - GLOBAL CLIMATE FORUM EV	1
112	BUNDESVERBAND SOLARWIRTSCHAFT e.V.	1
113	KOMPENTENTZZENTRUM WASSER BERLIN GEMEINNUTZIGE GMBH	1
114	HEINRICH-HEINE-UNIVERSITAET DUESSELDORF	1
115	OTTO-VON-GUERICKE-UNIVERSITAET MAGDEBURG	1
116	AMORPH SYSTEMS GMBH	1
117	IFEN GESELLSCHAFT FUR SATELLITENNAVIGATION MBH	1
118	IONERA TECHNOLOGIES GMBH	1
119	IMMUNDIAGNOSTIK AG	1
120	IMST GMBH	1
121	SOEX TEXTIL-VERMARKTUNGS GMBH	1
122	UNIVERSITAETSMEDIZIN DER JOHANNES GUTENBERG-UNIVERSITAET MAINZ	1
123	SPACETEC CAPITAL PARTNERS GMBH	1
124	UNIVERSITAT ZU LUBECK	1
125	BERGISCHE UNIVERSITAET WUPPERTAL	1
126	LEIBNIZ-INSTITUT FUER PHOTONISCHE TECHNOLOGIEN E.V.	1
127	ZENIT ZENTRUM FUR INNOVATION UND TECHNIK IN NORDRHEIN-WESTFALEN GMBH	1
128	AUTOAID GMBH	1

Rank	Organisation	Projects as Coordinator
129	EPIGENOMICS AG	1
130	UNIVERSITAT ERFURT	1
131	SafeTRANS e.V.	1
132	B. & S.U. BERATUNGS- UND SERVICE-GESELLSCHAFT UMWELT MBH	1
133	ELEA VERTRIEBS- UND VERMARKTUNGSGESELLSCHAFT MBH	1
134	COIN CONSULTING UG	1
135	AGENTUR FUR INNOVATIONSFORDERUNG UND TECHNOLOGIETRANSFER GMBH LEIPZIG	1
136	SOTI, TAS/ZOBISCH, ERIK-MARTIN BARLAI, BALINT GBR	1
137	COMNOVO GMBH	1
138	AGRI CON GMBH PRECISION FARMING COMPANY	1
139	PROMEOS GMBH	1
140	DAOGAMES GMBH	1
141	SCARABAEUS AG	1
142	SIVIDON DIAGNOSTICS GMBH	1
143	FOODLOOP GMBH	1
144	THERMOELECTRIC INDUSTRIAL SOLUTIONS GMBH	1
145	FREIE HANSESTADT BREMEN	1
146	FRICKE UND MALLAH MICROWAVE TECHNOLOGY GMBH	1
147	BAYERN INNOVATIV GESELLSCHAFT FUER INNOVATION UND WISSENSTRANSFER MBH	1
148	FRIEDRICH-ALEXANDER-UNIVERSITAT ERLANGEN NURNBERG	1
149	WUSOA GMBH	1
150	FRIZ BIOCHEM GESELLSCHAFT FUR BIOANALYTIK MBH	1
151	GENSORIC GMBH	1
152	BERLIN PARTNER FUER WIRTSCHAFT UND TECHNOLOGIE GMBH	1

Rank	Organisation	Projects as Coordinator
153	ARMATIX GMBH	1
154	GREENSPIDER	1
155	SONOTEC ULTRASCHALLSENSORIK HALLE GMBH	1
156	GROUPESTATE UG (HAFTUNGSBESCHRANKT)	1
157	SPACE STRUCTURES GMBH	1
158	H.J.X.W. HOLDING GMBH	1
159	STIFTUNG FUR TECHNOLOGIE INNOVATIONUND FORSCHUNG THURINGEN	1
160	STIFTUNG PREUSSISCHER KULTURBESITZ	1
161	HAPTICOM UG (HAFTUNGSBESCHRANKT)	1
162	TECHNISCHE UNIVERSITAET ILMENAU	1
163	HAUS DER WISSENSCHAFT BRAUNSCHWEIG GMBH	1
164	TUEV RHEINLAND CONSULTING GMBH	1
165	bettervest GmbH	1
166	HESSEN TRADE & INVEST GMBH	1
167	HKL ENERGIEANLAGEN AG	1
168	HLW TEC GMBH	1
169	HOCHSCHULE DARMSTADT (UNIVERSITY OF APPLIED SCIENCES H-DA)	1
170	HOCHSCHULE NIEDERRHEIN	1
171	HOCHSCHULE RHEIN-WAAL-HSRW RHINE-WAAL UNIVERSITY OF APPLIED SCIENCES	1
172	NEXUS INSTITUT FUR KOOPERATIONS MANAGEMENT UND INTERDISZIPLINARE FORSCHUNG GMBH	1
173	OBE OHNMACHT & BAUMGARTNER GMBH & CO KG	1
174	IEG - TECHNOLOGIE GMBH	1
175	PADO-ELEMENTEBAU HOLZ- UND KUNSTSTOFF GMBH	1
176	POWDER LIGHT METALS GMBH	1
177	IMG INNOVATIONS-MANAGEMENT GmbH	1

Rank	Organisation	Projects as Coordinator
178	IMP'ROVE - EUROPEAN INNOVATION MANAGEMENT ACADEMY EWIV	1
179	PUSCH GMBH & CO KG	1
180	RESUSCITEC GMBH	1
181	INGENIEURE MARQUARDT & BINNEBESEL, PARTNERSCHAFT	1
182	INSTITUT WOHNEN UND UMWELT GMBH	1
183	INTERNATIONALES INSTITUT FÜR WALD UND HOLZ NRW EV	1
184	INVESTITIONSBANK SCHLESWIG-HOLSTEIN	1
185	INVESTITIONS-UND FORDERBANK NIEDERSACHSEN (NBANK)	1
186	DD DIE DENKFABRIK FORSCHUNGS UND ENTWICKLUNGS GMBH	1
187	ITS NIEDERSACHSEN GMBH	1
188	SOLARDYNAMIK GMBH	1
189	SOMA ANALYTICS UG (HAFTUNGSBESCHRÄNKT)	1
190	SONOVUM AG	1
191	JENA-OPTRONIK GMBH	1
192	SPECTRUM ARC GMBH	1
193	SPHINGOTEC GMBH	1
194	JOECKEL BERNHARD	1
195	AROSS 3D GMBH	1
196	ADIDAS AG	1
197	KKS-KALTE-KLIMA-SACHSEN GMBH	1
198	BVB INNOVATE GMBH	1
199	ASTROFACTUM GMBH	1
200	KUKA Laboratories GmbH	1
201	TELOCATE GMBH	1
202	TTI TECHNOLOGIETRANSFER- UND INNOVATIONSFÖRDERUNG MAGDEBURG GMBH	1
203	TX LOGISTIK AG	1

Rank	Organisation	Projects as Coordinator
204	CAS SOFTWARE AG	1
205	ATI KUSTE GMBH GESELLSCHAFT FUR TECHNOLOGIE UND INNOVATION	1
206	LEUPHANA UNIVERSITAT LUNEBURG	1
207	LUDY GALVANOSYSTEME GMBH	1
208	UNSERPARKPLATZ GMBH	1
209	VDI TECHNOLOGIEZENTRUM GMBH	1
210	MAXITEX GMBH	1
211	MEDDROP GMBH	1
212	VI SYSTEMS GMBH	1
213	MEDIAGNOST GESELLSCHAFT FUR FORSCHUNG UND HERSTELLUNG VON DIAGNOSTIKA GMBH	1
214	EN3 GMBH	1
215	ANANDA PHARMA GMBH	1
216	CLIMATE ALLIANCE - KLIMA-BUENDNIS - ALIANZA DEL CLIMA e.V.	1
217	ANVO-SYSTEMS DRESDEN GMBH	1
218	MST-DRAENBEDARF GMBH	1

6.12 Greece

6.12.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	5,362,214	8,344,731	13,706,945
2	FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS	4,497,000	7,318,821	11,815,821
3	ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	6,058,032	3,279,799	9,337,831
4	"NATIONAL CENTER FOR SCIENTIFIC RESEARCH ""DEMOKRITOS""	2,597,018	5,526,906	8,123,923
5	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	1,360,000	6,365,136	7,725,136
6	UNIVERSITY OF PATRAS		7,247,349	7,247,349
7	ATHENA RESEARCH AND INNOVATION CENTER IN INFORMATION COMMUNICATION & KNOWLEDGE TECHNOLOGIES	815,938	6,425,860	7,241,798
8	NATIONAL TECHNICAL UNIVERSITY OF ATHENS - NTUA	2,062,750	4,426,426	6,489,176
9	GREEK RESEARCH AND TECHNOLOGY NETWORK S.A.		3,143,429	3,143,429
10	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	539,750	2,548,934	3,088,684
11	UNIVERSITY OF PIRAEUS RESEARCH CENTER	471,250	2,562,688	3,033,938
12	ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS - RESEARCH CENTER		2,450,795	2,450,795
13	PANEPISTIMIO IOANNINON	333,045	2,030,619	2,363,664
14	HELLENIC TELECOMMUNICATIONS ORGANIZATION S.A. - OTE AE (ORGANISMOS TILEPIKOINONION TIS ELLADOS OTE AE)	1,190,869	1,029,263	2,220,131
15	WINGS ICT SOLUTIONS INFORMATION & COMMUNICATION TECHNOLOGIES EPE		2,154,875	2,154,875

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
16	HELLENIC CENTRE FOR MARINE RESEARCH		1,984,581	1,984,581
17	PANEPISTIMIO THESSALIAS	207,000	1,684,529	1,891,529
18	GIOUMPITEK MELETI SCHEDIASMOS YLOPOIISI KAI POLISI ERGON PLIROFORIKIS ETAIREIA PERIORISMENIS EFTHYNIS		1,825,425	1,825,425
19	CENTRE FOR RENEWABLE ENERGY SOURCESAND SAVING FONDATION	104,669	1,590,327	1,694,996
20	INTRACOM SA TELECOM SOLUTIONS	459,375	1,176,250	1,635,625
21	DRAXIS ENVIRONMENTAL S.A.	1,089,445	512,125	1,601,570
22	COMPUTER TECHNOLOGY INSTITUTE & PRESS DIOPHANTUS	391,750	1,099,771	1,491,521
23	Technological Educational Institute of Piraeus	1,039,063	393,000	1,432,063
24	ATHENS TECHNOLOGY CENTER SA	443,625	984,875	1,428,500
25	MINISTRY OF NATIONAL DEFENCE, GREECE		1,273,775	1,273,775
26	RESEARCH AND EDUCATION LABORATORY IN INFORMATION TECHNOLOGIES		1,248,833	1,248,833
27	EXODUS ANONYMOS ETAIREIA PLIROFORIKIS	647,500	586,250	1,233,750
28	NATIONAL OBSERVATORY OF ATHENS	368,278	782,776	1,151,054
29	ETHNIKO IDRYMA EREVNON	25,161	1,125,586	1,150,747
30	SINGULARLOGIC ANONYMI ETAIRIA PLIROFORIAKON SISTIMATON KAI EFARMOGON PLIROFORIKIS		1,145,868	1,145,868
31	SATWAYS - PROIONTA KAI YPIRESIES TILEMATIKIS DIKTYAKON KAI TILEPIKINONIAKON EFARMOGON ETAIRIA PERIORISMENIS EFTHINIS EPE		1,054,375	1,054,375

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
32	THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE	198,000	820,606	1,018,606
33	DEMOCRITUS UNIVERSITY OF THRACE	380,500	606,910	987,410
34	SYNELIXIS LYSEIS PLIROFORIKIS AUTOMATISMOU & TILEPIKOINONION MONOPROSOPI EPE	376,250	569,538	945,788
35	HYPERTech (CHAIPERTEK) ANONYMOS VIOMICHANIKI EMPORIKI ETAIREIA PLIROFORIKIS KAI NEON TECHNOLOGION		899,563	899,563
36	HAROKOPIO UNIVERSITY	648,050	223,868	871,918
37	AGRICULTURAL UNIVERSITY OF ATHENS		849,454	849,454
38	PYROGENESIS SA		846,213	846,213
39	WEDIA LIMITED		781,944	781,944
40	CENTER FOR SECURITY STUDIES	401,250	359,875	761,125
41	TECHNOLOGICAL EDUCATIONAL INSTITUTE OF CRETE		756,713	756,713
42	ARCHIMHDHS KENTRON KAINOTOMIAS Kaidimourgias ARCHIMEDES CENTER FOR INNOVATION AND CREATION		735,000	735,000
43	EUNICE LABORATORIES AE		716,538	716,538
44	PANEPISTIMIO AIGAIU	213,894	500,688	714,581
45	PERIFEREIAKO GENIKO NOSOKOMEIO ATHINON EVAGGELISMOS		713,281	713,281
46	BYTEMOBILE EUROPEAN DEVELOPMENT CENTER MEPE		709,375	709,375
47	DEBBACHE-LAGIOS EE		667,000	667,000
48	ACADEMY OF ATHENS	371,064	284,727	655,791
49	COSMOTE KINITES TILEPIKOINONIES AE		648,750	648,750

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
50	THEOFANIS ALEXANDRIDIS KAI SIA EE	145,250	493,750	639,000

6.12.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS	14	24	38
2	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	8	20	28
3	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	3	17	20
4	"NATIONAL CENTER FOR SCIENTIFIC RESEARCH ""DEMOKRITOS""	6	14	20
5	UNIVERSITY OF PATRAS		20	20
6	ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	6	13	19
7	NATIONAL TECHNICAL UNIVERSITY OF ATHENS - NTUA	4	13	17
8	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	1	13	14
9	ETHNIKO IDRYMA EREVNON	1	10	11
10	GREEK RESEARCH AND TECHNOLOGY NETWORK S.A.		11	11
11	UNIVERSITY OF PIRAEUS RESEARCH CENTER	1	8	9
12	ATHENA RESEARCH AND INNOVATION CENTER IN INFORMATION COMMUNICATION & KNOWLEDGE TECHNOLOGIES	1	8	9
13	ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS - RESEARCH CENTER		8	8
14	CENTRE FOR RENEWABLE ENERGY SOURCESAND SAVING FONDATION	1	7	8
15	PANEPISTIMIO IOANNINON	2	6	8

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
16	PANEPISTIMIO THESSALIAS	1	7	8
17	GIOUMPITEK MELETI SCHEDIASMOS YLOPOIISI KAI POLISI ERGON PLIROFORIKIS ETAIREIA PERIORISMENIS EFTHYNIS		7	7
18	HELLENIC CENTRE FOR MARINE RESEARCH		7	7
19	HELLENIC TELECOMMUNICATIONS ORGANIZATION S.A. - OTE AE (ORGANISMOS TILEPIKOINONION TIS ELLADOS OTE AE)	2	5	7
20	WINGS ICT SOLUTIONS INFORMATION & COMMUNICATION TECHNOLOGIES EPE		6	6
21	AGRICULTURAL UNIVERSITY OF ATHENS		5	5
22	NATIONAL OBSERVATORY OF ATHENS	2	3	5
23	THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE	1	4	5
24	DRAXIS ENVIRONMENTAL S.A.	2	2	4
25	RESEARCH AND EDUCATION LABORATORY IN INFORMATION TECHNOLOGIES		4	4
26	COMPUTER TECHNOLOGY INSTITUTE & PRESS DIOPHANTUS	1	3	4
27	DEMOCRITUS UNIVERSITY OF THRACE	1	3	4
28	MINISTRY OF NATIONAL DEFENCE, GREECE		4	4
29	INTRACOM SA TELECOM SOLUTIONS	1	3	4
30	ATHENS TECHNOLOGY CENTER SA	1	3	4
31	AGRO-KNOW IKE		3	3
32	CHRISTOS PAPADOPOULOS & SIA O.E.		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
33	SINGULARLOGIC ANONYMI ETAIRIA PLIROFORIAKON SISTIMATON KAI EFARMOGON PLIROFORIKIS		3	3
34	GENIKI GRAMMATIA EREVNAS KAI TECHNOLOGIAS		3	3
35	PANEPISTIMIO KRITIS (UNIVERSITY OF CRETE)		3	3
36	ACADEMY OF ATHENS	1	2	3
37	PANTEIO PANEPISTIMIO KOINONIKON KAIPOLITIKON EPISTIMON	1	2	3
38	COSMOTE KINITES TILEPIKOINONIES AE		3	3
39	SYNELIXIS LYSEIS PLIROFORIKIS AUTOMATISMOU & TILEPIKOINONION MONOPROSOPH EPE	1	2	3
40	PANEPISTIMIO AIGAIU	1	2	3
41	Technological Educational Institute of Piraeus	1	2	3
42	ANONYMI ETAIREIA VIOMICHANIKIS EREVNAS, TECHNOLOGIKIS ANAPTYXIS KAI ERGASTIRIAKON DOKIMON, PISTOPIISIS KAI PIOTITAS		2	2
43	DIACHEIRISTIS ELLINIKOU DIKTYOU DIANOMIS ELEKTRIKIS ENERGEIAS AE		2	2
44	SYSTMATA YPOLOGISTIKIS ORASHS IRIDA LABS AE		2	2
45	VELTI ANONYMI ETAIREIA PROIONTON LOGISMIKOU & SYNAFON PRIONTON & PIRESION		2	2
46	CERISS - KENTRO PERIFERIAKON KAI DIETHNON MELETON KAI YPOSTIRIXIS EE		2	2
47	Ministry of Citizens Protection		2	2
48	BIOMEDICAL SCIENCES RESEARCH CENTER ALEXANDER FLEMING	1	1	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
49	ELLINOGERMANIKI AGOGI SCHOLI PANAGEA SAVVA AE		2	2
50	CENTER FOR SECURITY STUDIES	1	1	2
51	TECHNOLOGICAL EDUCATIONAL INSTITUTE OF CRETE		2	2
52	ATLANTIS ENGINEERING AE	1	1	2
53	EXODUS ANONYMOS ETAIREIA PLIROFORIKIS	1	1	2
54	PYROGENESIS SA		2	2
55	CREATIVE SYSTEMS ENGINEERING (C.S.E) MONOPROSOPI EPE		2	2
56	SATWAYS - PROIONTA KAI YPIRESIES TILEMATIKIS DIKTYAKON KAI TILEPIKINONIAKON EFARMOGON ETAIRIA PERIORISMENIS EFTHINIS EPE		2	2
57	CHIMAR HELLAS AE		2	2
58	DEBBACHE-LAGIOS EE		2	2
59	PANAGIOTIS CHRISTOFILOGIANNIS - IOANA TAVLA		2	2
60	THEOFANIS ALEXANDRIDIS KAI SIA EE	1	1	2
61	HAROKOPIO UNIVERSITY	1	1	2
62	MOUSEIO GOULANDRI FYSIKIS ISTORIAS		2	2
63	APIVITA KALLYNTIKA DIAITITIKA FARMAKA ANONYMI EMPORIKI KAI VIOTECHNIKIETAIREIA		2	2
64	N.BAZIGOS ABEE		2	2
65	KENTRO EREVNON NOTIOANATOLIKIS EVROPIS ASTIKI MI KERDOSKOPIKI ETAIREIA		2	2
66	KUEHNE+NAGEL SOCIETE ANONYME FOR TRANSPORTS & LOGISTICS		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
67	HYPERTech (CHAIPERTEK) ANONYMOS VIOMICHANIKI EMPORIKI ETAIREIA PLIROFORIKIS KAI NEON TECHNOLOGION		2	2
68	WEDIA LIMITED		2	2

6.13.1 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS	14
2	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	8
3	"NATIONAL CENTER FOR SCIENTIFIC RESEARCH ""DEMOKRITOS""	6
4	ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	6
5	NATIONAL TECHNICAL UNIVERSITY OF ATHENS - NTUA	4
6	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	3
7	PANEPISTIMIO IOANNINON	2
8	HELLENIC TELECOMMUNICATIONS ORGANIZATION S.A. - OTE AE (ORGANISMOS TILEPIKOINONION TIS ELLADOS OTE AE)	2
9	NATIONAL OBSERVATORY OF ATHENS	2
10	DRAXIS ENVIRONMENTAL S.A.	2
11	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	1
12	ETHNIKO IDRYMA EREVNON	1
13	UNIVERSITY OF PIRAEUS RESEARCH CENTER	1
14	ATHENA RESEARCH AND INNOVATION CENTER IN INFORMATION COMMUNICATION & KNOWLEDGE TECHNOLOGIES	1
15	CENTRE FOR RENEWABLE ENERGY SOURCESAND SAVING FOUNDATION	1
16	PANEPISTIMIO THESSALIAS	1
17	THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE	1

Rank	Organisation	Projects as Coordinator
18	COMPUTER TECHNOLOGY INSTITUTE & PRESS DIOPHANTUS	1
19	DEMOCRITUS UNIVERSITY OF THRACE	1
20	INTRACOM SA TELECOM SOLUTIONS	1
21	ATHENS TECHNOLOGY CENTER SA	1
22	ACADEMY OF ATHENS	1
23	PANTEIO PANEPISTIMIO KOINONIKON KAIPOLITIKON EPISTIMON	1
24	SYNELIXIS LYSEIS PLIROFORIKIS AUTOMATISMOU & TILEPIKOINONION MONOPROSOPI EPE	1
25	PANEPISTIMIO AIGAIU	1
26	Technological Educational Institute of Piraeus	1
27	BIOMEDICAL SCIENCES RESEARCH CENTER ALEXANDER FLEMING	1
28	CENTER FOR SECURITY STUDIES	1
29	ATLANTIS ENGINEERING AE	1
30	EXODUS ANONYMOS ETAIREIA PLIROFORIKIS	1
31	THEOFANIS ALEXANDRIDIS KAI SIA EE	1
32	HAROKOPIO UNIVERSITY	1
33	ETME PEPPAS KAI SYNEREATES EE	1
34	TELETEL TECHNOLOGIA TILEPIKOINONION KAI PLIROFORIKIS ANONYMI EMPORIKI VIOMICHANIKI ETAIREIA	1
35	EYDITI ENERGEIAKOS KAI PERIBALLONTIKOS SCHEDIASMOS EPE	1
36	AEPHORIA NETWORK PC	1
37	Planetek Hellas	1
38	INTALE ANONYMI ETAREIA TECHNOLOGIKON EFARMOGON	1
39	SPACE HELLAS S.A.	1
40	ELVIO ANONYMI ETAIREIA SYSTIMATON PARAGOGIS YDROGONOU KAI ENERGEIAS	1
41	LAMPROU D PETRELIS N GP	1
42	UNIVERSITY OF MACEDONIA	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
43	VCI ANONYMOS ETAIREIA KAINOTOMON LYSEON PLIROFORIKIS	1

6.13 Hungary

6.13.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	KOZEP-EUROPAI EGYETEM	3,089,613	1,453,058	4,542,671
2	MAGYAR TUDOMANYOS AKADEMIA SZAMITASTECHNIKAI ES AUTOMATIZALASI KUTATOINTEZET	894,750	1,446,125	2,340,875
3	EOTVOS LORAND TUDOMANYEGYETEM	1,657,675	479,077	2,136,752
4	BUDAPESTI MUSZAKI ES GAZDASAGTUDOMANYI EGYETEM		1,911,249	1,911,249
5	MAGYAR TUDOMANYOS AKADEMIA WIGNER FIZIKAI KUTATOKOZPONT		1,874,596	1,874,596
6	MAGYAR TUDOMANYOS AKADEMIA RENYI ALFRED MATEMATIKAI KUTATOINTEZET	1,520,489		1,520,489
7	FALCON-VISION MUSZAKI FEJLESZTO ES SZOLGALTATO ZARTKORUEN MUKODO RT	1,332,625		1,332,625
8	DEBRECENI EGYETEM	109,679	1,057,798	1,167,477
9	QUANTISLABS INFORMATIKAI BIZTONSAGTECHNIKAI KUTATOLABORATORIUM KFT	1,023,710		1,023,710
10	SEMMELWEIS EGYETEM		882,084	882,084
11	HOLOGRAFIKA HOLOGRAMELOALLITO FEJLESZTO ES FORGALMAZO KFT		828,539	828,539
12	REGIONAL ENVIRONMENTAL CENTER FOR CENTRAL AND EASTERN EUROPE - REC		812,548	812,548
13	GEONARDO ENVIRONMENTAL TECHNOLOGIES LTD		754,272	754,272
14	SYREON KUTATO INTEZET KORLATOLT FELELOSSEGU TARSASAG		682,488	682,488
15	SZECHENYI ISTVAN UNIVERSITY		498,625	498,625
16	MAGYAR TUDOMANYOS AKADEMIA ENERGIATUDOMANYI KUTATOKOZPONT		460,801	460,801

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
17	ENVIROINVEST KORNYEZETVEDELMI ES BIOTECHNOLOGIAI ZARTKORUEN MUKODO RESZVENYTARASASAG		447,827	447,827
18	INNOREG KOZEP-MAGYARORSZAGI REGIONALIS INNOVACIOS UGYNOKSEG KOZHASZNU EGYESULET		427,675	427,675
19	KAPOSVARI EGYETEM		409,596	409,596
20	ERICSSON MAGYARORSZAG KOMMUNIKACIOS RENDSZEREK K.F.T.	400,053		400,053
21	REGENS INFORMATIKAI RESZVENYTARSASAG		380,000	380,000
22	SEARCH-LAB BIZTONSAGI ERTEKELO ELEMZO ES KUTATO LABORATORIUM KORLATOLT FELELOSSEGU TARSASAG		370,625	370,625
23	GEOX TERINFORMATIKAI KFT		367,875	367,875
24	PANNON EGYETEM		361,500	361,500
25	ABIOMICS EUROPE KFT		347,313	347,313
26	FLAME SPRAY HUNGARY FEMIPARI SZOLGALTATO ES KERESKEDELMI KFT		343,700	343,700
27	ARIOSZ SZOLGALTATO INFORMATIKAI ESTANACSADO KORLATOLT FELELOSSEGU TARSASAG	296,250		296,250
28	MISKOLCI EGYETEM		296,150	296,150
29	MAGYAR TUDOMANYOS AKADEMIA SZEGEDIBIOLOGIAI KUTATOKOZPONT		292,914	292,914
30	ORSZAGOS TISZTIFOORVOSI HIVATAL		292,500	292,500
31	Országos Onkologiai Intezet		281,313	281,313
32	SZENT ISTVAN UNIVERSITY		261,688	261,688
33	INFORMATIKAI TAVKOZLESI ES ELEKTRONIKAI VALLALKOZASOK SZOVETSEGE		256,875	256,875
34	NEMZETI INFORMACIOS INFRASTRUKTURA FEJLESZTESI IRODA		256,401	256,401
35	EMI EPITESUGYI MINOSEGELLENORZO INNOVACIOS NONPROFIT KFT		231,563	231,563

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
36	THALESNANO NANOTECHNOLOGIAI KUTATO-FEJLESZTO ZRT		223,914	223,914
37	UD-GENOMED MEDICAL GENOMIC TECHNOLOGIES KUTATAS-FEJLESZTESI ES SZOLGALTATO KFT		223,914	223,914
38	MAGYAR TUDOMANYOS AKADEMIA AGRARTUDOMANYI KUTATOKOZPONT		222,950	222,950
39	Nemzeti Kutatasi, Fejlesztési és Innovációs Hivatal	181,750	24,563	206,313
40	EVOPRO INNOVATION KFT		194,690	194,690
41	VIDEKFEJLESZTESI MINISZTERIUM		192,606	192,606
42	Proform Ipari és Kereskedelmi Kft.		188,383	188,383
43	ORSZAGOS KRIMINOLOGIAI INTEZET		176,588	176,588
44	Miskolc Holding Önkormányzati Vagyongazdálkodó Zártkörűen Működő Részvénytársaság		173,250	173,250
45	REGIONALIS INFORMACIOS ES FEJLESZTO TUDASKOZPONT KORLATOLT FELELOSSEGU TARSASAG		165,968	165,968
46	MAGYAR TUDOMANYOS AKADEMIA TARSADALOMTUDOMANYI KUTATOKOZPONT		163,538	163,538
47	GREENDEPENDENT INTEZET NONPROFIT KOZHASZNU KORLATOLT FELELOSSEGU TARSASAG		159,610	159,610
48	SZEGEDI TUDOMANYEGYETEM		156,188	156,188
49	PRECOCNOX INFORMATIKAI KFT		153,563	153,563
50	ABUD MERNOKIRODA KFT		150,325	150,325

6.13.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	BUDAPESTI MUSZAKI ES GAZDASAGTUDOMANYI EGYETEM		11	11
2	KOZEP-EUROPAI EGYETEM	3	7	10

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
3	DEBRECENI EGYETEM	1	9	10
4	SEMMELWEIS EGYETEM		6	6
5	MAGYAR TUDOMANYOS AKADEMIA SZAMITASTECHNIKAI ES AUTOMATIZALASI KUTATOINTEZET	1	5	6
6	Nemzeti Kutatasi, Fejlesztési es Innovacios Hivatal	4	1	5
7	REGIONAL ENVIRONMENTAL CENTER FOR CENTRAL AND EASTERN EUROPE -REC		5	5
8	SZEGEDI TUDOMANYEGYETEM		4	4
9	GEONARDO ENVIRONMENTAL TECHNOLOGIES LTD		4	4
10	EOTVOS LORAND TUDOMANYEGYETEM	2	2	4
11	PANNON EGYETEM		3	3
12	NEMZETI INFORMACIOS INFRASTRUKTURA FEJLESZTESI IRODA		3	3
13	MAGYAR TUDOMANYOS AKADEMIA WIGNER FIZIKAI KUTATOKOZPONT		3	3
14	MISKOLCI EGYETEM		3	3
15	SZENT ISTVAN UNIVERSITY		3	3
16	MAGYAR TUDOMANYOS AKADEMIA SZEGEDIBIOLOGIAI KUTATOKOZPONT		3	3
17	MAGYAR TUDOMANYOS AKADEMIA ENERGIATUDOMANYI KUTATOKOZPONT		3	3
18	REGIONALIS INFORMACIOS ES FEJLESZTO TUDASKOZPONT KORLATOLT FELELOSSEGU TARSASAG		2	2
19	OKOLOGIAI MEZOGAZDASAGI KUTATOINTEZET KOZHASZNU NONPROFIT KFT		2	2
20	MAGYAR TUDOMANYOS AKADEMIA RENYI ALFRED MATEMATIKAI KUTATOINTEZET	2		2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
21	HOLOGRAFIKA HOLOGRAMELOALLITO FEJLESZTO ES FORGALMAZO KFT		2	2
22	Orszagos Onkologiai Intezet		2	2
23	HUNGARIAN INTELLECTUAL PROPERTY OFFICE	2		2
24	SYREON KUTATO INTEZET KORLATOLT FELELOSSEGU TARSASAG		2	2
25	MAGYAR TUDOMANYOS AKADEMIA OKOLOGIAI KUTATOKOZPONT		2	2
26	BAY ZOLTAN ALKALMAZOTT KUTATASI KOZHASZNU NONPROFIT KFT.	1	1	2

6.13.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	Nemzeti Kutatasi, Fejlesztési es Innovacios Hivatal	4
2	KOZEP-EUROPAI EGYETEM	3
3	EOTVOS LORAND TUDOMANYEGYETEM	2
4	MAGYAR TUDOMANYOS AKADEMIA RENYI ALFRED MATEMATIKAI KUTATOINTEZET	2
5	HUNGARIAN INTELLECTUAL PROPERTY OFFICE	2
6	DEBRECENI EGYETEM	1
7	MAGYAR TUDOMANYOS AKADEMIA SZAMITASTECHNIKAI ES AUTOMATIZALASI KUTATOINTEZET	1
8	BAY ZOLTAN ALKALMAZOTT KUTATASI KOZHASZNU NONPROFIT KFT.	1
9	EUROPA MEDIA SZOLGALTATO NON PROFITKOZHASZNU KFT	1
10	BIOPOLUS TECHNOLÓGIÁK ZRT	1
11	FALCON-VISION MUSZAKI FEJLESZTO ES SZOLGALTATO ZARTKORUEN MUKODO RT	1

Rank	Organisation	Projects as Coordinator
12	BIOMORV LTD.	1
13	ARIOSZ SZOLGALTATO INFORMATIKAI ESTANACSADO KORLATOLT FELELOSSEGU TARSASAG	1
14	DOLHAY KLINIKA EGESZSEGUGYI KFT	1
15	QUANTISLABS INFORMATIKAI BIZTONSAGTECHNIKAI KUTATOLABORATORIUM KFT	1
16	SILEX IPARI AUTOMATIZALASI ZARTKORUEN MUKODO RESZVENYTARSASAG	1
17	KATION EUROPA KUTATASI FEJLESZTESIES KERESKEDELMI BT	1
18	ASK-M MUSZERTERVEZO GYARTO ES SZOLGALTATO KORLATOLT FELELOSSEGU TARSAS AS	1
19	Magyar Kereskedelem-fejlesztési és Promociós Korlátolt Felelősségű Társaság	1
20	ATTRACTOR KUTATASI, FEJLESZTESI ES SZOLGALTATO KFT	1
21	ERICSSON MAGYARORSZAG KOMMUNIKACIOS RENDSZEREK K.F.T.	1
22	MEDIOTRADE MUSZAKI FEJLESZTO ES KERESKEDELMI KFT	1
23	MAGYAR TUDOMANYOS AKADEMIA TERMESZETTUDOMANYI KUTATOKOZPONT	1
24	BIFARMA SZOFTVERFEJLESZTO ES TANACSADO KORLATOLT FELELOSSEGU TARSASAG	1

6.14 Ireland

6.14.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	NATIONAL UNIVERSITY OF IRELAND, GALWAY	12,969,493	3,730,196	16,699,689
2	UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK	8,786,108	6,748,040	15,534,148
3	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	9,529,282	5,884,616	15,413,898
4	THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN	10,676,939	3,913,141	14,590,080
5	DUBLIN CITY UNIVERSITY	3,629,320	4,526,300	8,155,620
6	RADISENS DIAGNOSTICS LIMITED	4,487,525		4,487,525
7	UNIVERSITY OF LIMERICK	1,916,269	1,158,035	3,074,304
8	Intel Shannon Limited		2,956,810	2,956,810
9	EXERGYN LIMITED	2,483,053		2,483,053
10	NATIONAL UNIVERSITY OF IRELAND MAYNOOTH	1,804,230	508,743	2,312,973
11	ROYAL COLLEGE OF SURGEONS IN IRELAND	2,197,383		2,197,383
12	TEAGASC - AGRICULTURE AND FOOD DEVELOPMENT AUTHORITY	1,328,119	728,785	2,056,904
13	MARINE INSTITUTE	1,265,000	778,838	2,043,838
14	SSE AIRTRICITY LTD		2,043,381	2,043,381
15	WATERFORD INSTITUTE OF TECHNOLOGY	1,904,759	54,000	1,958,759
16	INNOPHARMA LABS LIMITED	1,724,013		1,724,013
17	GLEN DIMPLEX IRELAND	1,671,257		1,671,257
18	EMC INFORMATION SYSTEMS INTERNATIONAL		1,346,625	1,346,625

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
19	ESB NETWORKS LTD		1,296,667	1,296,667
20	UNITED TECHNOLOGIES RESEARCH CENTRE IRELAND, LIMITED		1,159,723	1,159,723
21	Alcatel Lucent Ireland Limited		1,081,849	1,081,849
22	ENTERPRISE IRELAND	555,076	426,406	981,482
23	AquaTT UETP Ltd		975,005	975,005
24	MANOPT SYSTEMS LIMITED		821,524	821,524
25	C.C.I.C.C. LIMITED		768,000	768,000
26	BOSTON SCIENTIFIC LIMITED		715,020	715,020
27	ICON CLINICAL RESEARCH LIMITED		698,821	698,821
28	IBM IRELAND LIMITED		653,031	653,031
29	BIOPLASTECH LTD		628,781	628,781
30	CELLIX LIMITED		625,000	625,000
31	MPSTOR Limited		620,625	620,625
32	FUTURE ANALYTICS CONSULTING LIMITED	602,955		602,955
33	RED HAT LIMITED		593,175	593,175
34	MOVIDIUS LTD		577,500	577,500
35	T.E. LABORATORIES LIMITED		569,425	569,425
36	PINTAIL LTD		556,500	556,500
37	X-CELEPRINT LTD		552,500	552,500
38	DUBLIN INSTITUTE OF TECHNOLOGY	175,866	357,980	533,846
39	REDZINC SERVICES LIMITED		512,822	512,822
40	GAVIN AND DOHERTY GEOSOLUTIONS LTD	505,250		505,250
41	IRIS ADVANCED ENGINEERING LIMITED	50,000	424,188	474,188
42	HEALTH SERVICE EXECUTIVE HSE		435,000	435,000

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
43	CORK INSTITUTE OF TECHNOLOGY		398,500	398,500
44	ORBSEN THERAPEUTICS LIMITED		396,913	396,913
45	PERACTON LIMITED		394,188	394,188
46	XEOLAS PHARMACEUTICALS LIMITED		390,194	390,194
47	LIMERICK INSTITUTE OF TECHNOLOGY		382,170	382,170
48	Q-VALIDUS LIMITED		370,125	370,125
49	DUBLIN CITY COUNCIL		363,691	363,691
50	SLR ENVIRONMENTAL CONSULTING(IRELAND)LIMITED		358,581	358,581

6.14.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	NATIONAL UNIVERSITY OF IRELAND, GALWAY	17	15	32
2	UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK	11	18	29
3	THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN	13	12	25
4	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	13	12	25
5	DUBLIN CITY UNIVERSITY	6	12	18
6	TEAGASC - AGRICULTURE AND FOOD DEVELOPMENT AUTHORITY	2	4	6
7	Intel Shannon Limited		5	5
8	ROYAL COLLEGE OF SURGEONS IN IRELAND	5		5

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
9	MARINE INSTITUTE	1	4	5
10	WATERFORD INSTITUTE OF TECHNOLOGY	3	1	4
11	ENTERPRISE IRELAND	2	2	4
12	EMC INFORMATION SYSTEMS INTERNATIONAL		4	4
13	DUBLIN INSTITUTE OF TECHNOLOGY	1	3	4
14	UNIVERSITY OF LIMERICK	1	3	4
15	NATIONAL UNIVERSITY OF IRELAND MAYNOOTH	1	3	4
16	AquaTT UETP Ltd		3	3
17	PINTAIL LTD		3	3
18	C.C.I.C.C. LIMITED		2	2
19	UNITED TECHNOLOGIES RESEARCH CENTRE IRELAND, LIMITED		2	2
20	SLR ENVIRONMENTAL CONSULTING(IRELAND)LIMITED		2	2
21	SMARTBAY IRELAND LIMITED		2	2
22	DUBLIN CITY COUNCIL		2	2
23	T.E. LABORATORIES LIMITED		2	2
24	EUROPEAN HEALTH MANAGEMENT ASSOCIATION LIMITED		2	2
25	Vornia Limited		2	2
26	LIMERICK INSTITUTE OF TECHNOLOGY		2	2
27	IRIS ADVANCED ENGINEERING LIMITED	1	1	2
28	Alcatel Lucent Ireland Limited		2	2

6.14.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	NATIONAL UNIVERSITY OF IRELAND, GALWAY	17
2	THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN	13
3	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	13
4	UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK	11
5	DUBLIN CITY UNIVERSITY	6
6	ROYAL COLLEGE OF SURGEONS IN IRELAND	5
7	WATERFORD INSTITUTE OF TECHNOLOGY	3
8	TEAGASC - AGRICULTURE AND FOOD DEVELOPMENT AUTHORITY	2
9	ENTERPRISE IRELAND	2
10	MARINE INSTITUTE	1
11	DUBLIN INSTITUTE OF TECHNOLOGY	1
12	UNIVERSITY OF LIMERICK	1
13	NATIONAL UNIVERSITY OF IRELAND MAYNOOTH	1
14	IRIS ADVANCED ENGINEERING LIMITED	1
15	RADISENS DIAGNOSTICS LIMITED	1
16	DIANIA TECHNOLOGIES LIMITED	1
17	APERILINK LIMITED	1
18	THE KEY RESOURCE COMMUNICATIONS LIMITED	1
19	DUBLIN INSTITUTE FOR ADVANCED STUDIES	1
20	PILOT PHOTONICS LTD	1
21	ALTRATECH LIMITED	1
22	EBLANA PHOTONICS LIMITED	1
23	EIRECOMPOSITES TEORANTA	1
24	NVP ENERGY LIMITED	1
25	SCHWUNDGRAD ENERGIE LIMITED	1
26	ESAVE CORPORATION LIMITED	1

Rank	Organisation	Projects as Coordinator
27	BLUEBRIDGE TECHNOLOGIES LTD	1
28	EXERGY LIMITED	1
29	FUTURE ANALYTICS CONSULTING LIMITED	1
30	G & M STEEL FABRICATORS LIMITED	1
31	GAVIN AND DOHERTY GEOSOLUTIONS LTD	1
32	GLEN DIMPLEX IRELAND	1
33	R & R MECHANICAL LIMITED	1
34	IKON SEMICONDUCTOR LIMITED	1
35	INFORM BIOSCIENCE LIMITED	1
36	INNOPHARMA LABS LIMITED	1
37	Sedicii Innovations Limited	1
38	BORD IASCAIGH MHARA	1
39	SKYTEK LIMITED	1
40	CLIMOTE LIMITED	1
41	SONARSIM LTD	1
42	COMPOSITE RECYCLING LIMITED	1
43	THE NATIONAL MICROELECTRONICS APPLICATIONS CENTRE LTD	1
44	BRANDON PRODUCTS LTD	1
45	CONVEX ELECTRICAL LTD	1
46	VITALOGRAPH (IRELAND) LIMITED	1

6.15 Italy

6.15.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	CONSIGLIO NAZIONALE DELLE RICERCHE	14,605,363	20,205,898	34,811,261
2	AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE, L'ENERGIA E LO SVILUPPO ECONOMICO SOSTENIBILE	1,626,125	27,538,543	29,164,668
3	POLITECNICO DI MILANO	9,908,090	8,373,259	18,281,349
4	POLITECNICO DI TORINO	5,587,303	5,765,470	11,352,774
5	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	3,264,659	7,588,940	10,853,599
6	UNIVERSITA DEGLI STUDI DI ROMA LA SAPIENZA	3,348,308	6,442,389	9,790,697
7	MATRICA SPA		9,335,187	9,335,187
8	CENTRO RICERCHE FIAT SCPA	2,791,000	6,029,625	8,820,625
9	ISTITUTO NAZIONALE DI FISICA NUCLEARE	5,473,204	3,226,801	8,700,004
10	FONDAZIONE ISTITUTO ITALIANO DI TECNOLOGIA	2,124,957	6,249,636	8,374,592
11	NOVAMONT SPA	6,427,169		6,427,169
12	CONSORZIO NAZIONALE INTERUNIVERSITARIO PER LE TELECOMUNICAZIONI	3,715,475	2,579,341	6,294,816
13	UNIVERSITA DEGLI STUDI DI MILANO	2,749,473	3,437,471	6,186,944
14	D'APPOLONIA SPA	432,250	5,454,359	5,886,609
15	UNIVERSITA DEGLI STUDI DI PADOVA	1,279,093	4,336,667	5,615,759
16	UNIVERSITA DEGLI STUDI DI TRENTO	2,983,775	2,391,304	5,375,078
17	ISTITUTO NAZIONALE DI ASTROFISICA	2,324,146	2,893,941	5,218,087
18	SCUOLA SUPERIORE DI STUDI UNIVERSITARI E DI PERFEZIONAMENTO SANT'ANNA	1,091,625	4,002,161	5,093,786

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
19	UNIVERSITA DEGLI STUDI DI TORINO	1,512,071	3,542,012	5,054,083
20	UNIVERSITA DI PISA	453,058	4,126,977	4,580,035
21	UNIVERSITA DEGLI STUDI DI GENOVA	1,306,000	3,108,126	4,414,126
22	FONDAZIONE BRUNO KESSLER	643,000	3,634,639	4,277,639
23	UNIVERSITA DEGLI STUDI DI FIRENZE	651,000	3,553,363	4,204,363
24	ENEL GREEN POWER	4,135,000		4,135,000
25	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	1,742,620	2,216,699	3,959,319
26	FPT INDUSTRIAL		3,839,053	3,839,053
27	S.T.F. SALVATORE TRIFONE E FIGLI SPA		3,700,594	3,700,594
28	UNIVERSITA' DEGLI STUDI DI MILANO-BICOCCA	2,432,182	1,251,456	3,683,638
29	ISTITUTO SUPERIORE DI SANITA	164,204	3,121,290	3,285,494
30	UNIVERSITA CA' FOSCARI VENEZIA	2,602,771	544,506	3,147,277
31	ISTITUTO NAZIONALE DI RICERCA METROLOGICA	2,673,275	258,061	2,931,336
32	CENTRO EURO-MEDITERRANEO SUI CAMBIAMENTI CLIMATICI SCARL		2,845,717	2,845,717
33	ENGINEERING - INGEGNERIA INFORMATICA SPA	638,125	2,138,500	2,776,625
34	TELECOM ITALIA SPA		2,623,750	2,623,750
35	FONDAZIONE CENTRO SAN RAFFAELE		2,517,625	2,517,625
36	CREATE-NET (CENTER FOR RESEARCH AND TELECOMMUNICATION EXPERIMENTATION FOR NETWORKED COMMUNITIES)	1,041,250	1,458,438	2,499,688
37	UNIVERSITA DEGLI STUDI DI NAPOLI FEDERICO II.	1,485,712	964,873	2,450,585
38	STMICROELECTRONICS SRL		2,448,397	2,448,397

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
39	UNIVERSITA DEGLI STUDI DI ROMA TORVERGATA	969,046	1,475,737	2,444,783
40	PIN SOC.CONS. A R.L. - SERVIZI DIDATTICI E SCIENTIFICI PER L UNIVERSITA DI FIRENZE	2,386,000		2,386,000
41	FIAMM ENERGY STORAGE SOLUTIONS SRL		2,356,813	2,356,813
42	UNIVERSITA DEL SALENTO	1,488,750	839,138	2,327,888
43	MINISTERO DELL'ISTRUZIONE, DELL'UNIVERSITA' E DELLA RICERCA	150,000	2,172,762	2,322,762
44	COMUNE DI PRATO	1,992,375	275,000	2,267,375
45	ANSALDO STS S.p.A.	1,022,761	1,226,546	2,249,308
46	UNIVERSITA' DEGLI STUDI DI SIENA	1,736,875	507,500	2,244,375
47	STAM SRL	594,125	1,615,788	2,209,913
48	COELUX SRL	2,179,363		2,179,363
49	ISTITUTO DI RICERCHE FARMACOLOGICHE MARIO NEGRI		2,148,500	2,148,500
50	FRENI BREMBO Spa	1,807,313	330,375	2,137,688

6.15.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	CONSIGLIO NAZIONALE DELLE RICERCHE	20	55	75
2	POLITECNICO DI MILANO	12	29	41
3	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	7	27	34
4	POLITECNICO DI TORINO	8	20	28
5	UNIVERSITA DEGLI STUDI DI ROMA LA SAPIENZA	7	19	26
6	UNIVERSITA DEGLI STUDI DI PADOVA	6	15	21
7	D'APPOLONIA SPA	1	18	19

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
8	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	4	14	18
9	AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE, L'ENERGIA E LO SVILUPPO ECONOMICO SOSTENIBILE	3	12	15
10	FONDAZIONE ISTITUTO ITALIANO DI TECNOLOGIA	4	11	15
11	UNIVERSITA DI PISA	2	12	14
12	UNIVERSITA DEGLI STUDI DI TORINO	4	10	14
13	CONSORZIO NAZIONALE INTERUNIVERSITARIO PER LE TELECOMUNICAZIONI	6	8	14
14	FONDAZIONE BRUNO KESSLER	1	12	13
15	UNIVERSITA DEGLI STUDI DI MILANO	2	11	13
16	SCUOLA SUPERIORE DI STUDI UNIVERSITARI E DI PERFEZIONAMENTO SANT'ANNA	2	11	13
17	ISTITUTO NAZIONALE DI FISICA NUCLEARE	5	7	12
18	CENTRO RICERCHE FIAT SCPA	1	11	12
19	UNIVERSITA DEGLI STUDI DI TRENTO	5	7	12
20	ISTITUTO SUPERIORE DI SANITA	1	11	12
21	UNIVERSITA DEGLI STUDI DI GENOVA	2	9	11
22	UNIVERSITA CA' FOSCARI VENEZIA	7	3	10
23	UNIVERSITA DEGLI STUDI DI ROMA TORVERGATA	4	6	10
24	UNIVERSITA DEGLI STUDI DI FIRENZE	1	9	10
25	UNIVERSITA' DEGLI STUDI DI MILANO-BICOCCA	3	6	9
26	UNIVERSITA DEGLI STUDI DI PERUGIA	1	8	9
27	TELECOM ITALIA SPA		9	9
28	ISTITUTO NAZIONALE DI ASTROFISICA	3	6	9
29	STMICROELECTRONICS SRL		8	8

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
30	CENTRO EURO-MEDITERRANEO SUI CAMBIAMENTI CLIMATICI SCARL		8	8
31	THALES ALENIA SPACE ITALIA SPA		7	7
32	CREATE-NET (CENTER FOR RESEARCH AND TELECOMMUNICATION EXPERIMENTATION FOR NETWORKED COMMUNITIES)	2	5	7
33	ENGINEERING - INGEGNERIA INFORMATICA SPA	1	6	7
34	ISTITUTO EUROPEO DI ONCOLOGIA SRL		6	6
35	FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS FAO		6	6
36	UNIVERSITA DEGLI STUDI ROMA TRE	1	5	6
37	ISTITUTO DI STUDI PER L'INTEGRAZIONE DEI SISTEMI SC	2	4	6
38	FONDAZIONE CENTRO SAN RAFFAELE		6	6
39	ISTITUTO SUPERIORE MARIO BOELLA SULLE TECNOLOGIE DELL'INFORMAZIONE E DELLE TELECOMUNICAZIONI	1	5	6
40	MINISTERO DELL'ISTRUZIONE, DELL'UNIVERSITA' E DELLA RICERCA	1	5	6
41	STAM SRL	1	4	5
42	CONSORZIO INTERUNIVERSITARIO RISONANZE MAGNETICHE DI METALLO PROTEINE		5	5
43	UNIVERSITA POLITECNICA DELLE MARCHE	1	4	5
44	TRENITALIA SPA		5	5
45	UNIVERSITA DEL SALENTO	1	4	5
46	UNIVERSITA DEGLI STUDI DI VERONA	2	3	5
47	UNIVERSITA DEGLI STUDI DI PARMA	2	3	5
48	EUROPEAN UNIVERSITY INSTITUTE	4	1	5
49	NEXTWORKS		5	5

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
50	UNIVERSITA DEGLI STUDI DI FERRARA	2	3	5
51	REGIONE LOMBARDIA		5	5
52	UNIVERSITA DEGLI STUDI DI PAVIA	2	2	4
53	UNIVERSITA DEGLI STUDI DI SALERNO	2	2	4
54	UNIVERSITA' DEGLI STUDI DI BERGAMO		4	4
55	CONSIGLIO PER LA RICERCA IN AGRICOLTURA E L'ANALISI DELL'ECONOMIA AGRARIA		4	4
56	FONDAZIONE SANTA LUCIA		4	4
57	ENAV SPA		4	4
58	MINISTERO DELLA SALUTE	1	3	4
59	TELESPAZIO SPA	1	3	4
60	CONSORZIO INTERUNIVERSITARIO CINECA		4	4
61	UNIVERSITA DEGLI STUDI DI NAPOLI FEDERICO II.	1	3	4
62	UNIVERSITA' DEGLI STUDI DI SIENA	2	2	4
63	Istituto Superiore per la Protezione e la Ricerca Ambientale		4	4
64	INTERROUTE S.P.A.	1	3	4
65	UNIVERSITA CATTOLICA DEL SACRO CUORE	2	2	4
66	ISTITUTO NAZIONALE DI GEOFISICA E VULCANOLOGIA		4	4
67	HOLONIX SRL-SPIN OFF DEL POLITECNICO DI MILANO		4	4
68	AB.ACUS SRL	1	3	4
69	ACCADEMIA EUROPEA PER LA RICERCA APPLICATA ED IL PERFEZIONAMENTO PROFESSIONALE BOLZANO (ACCADEMIA EUROPEA BOLZANO)	3	1	4
70	VENETO NANOTECH SCPA		4	4

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
71	FONDAZIONE DON CARLO GNOCCHI ONLUS		3	3
72	CONSORZIO PER L AREA DI RICERCA SCI ENTIFICA E TECNOLOGICA DI TRIESTE CONSORZIO AREA		3	3
73	REGIONE EMILIA ROMAGNA		3	3
74	CEFRIEL - SOCIETA CONSORTILE A RESPONSABILITA LIMITATA		3	3
75	ASSTRA - ASSOCIAZIONE TRASPORTI		3	3
76	HUMANITAS MIRASOLE SPA	2	1	3
77	R2M SOLUTION SRL		3	3
78	CENTRO DI RICERCA, SVILUPPO E STUDI SUPERIORI IN SARDEGNA		3	3
79	ROMA CAPITALE		3	3
80	ISTITUTO DI RICERCHE FARMACOLOGICHE MARIO NEGRI		3	3
81	TRILOGIS SRL	1	2	3
82	CENTRO SVILUPPO MATERIALI SPA	1	2	3
83	ERICSSON TELECOMUNICAZIONI		3	3
84	ISTITUTO NAZIONALE DI OCEANOGRAPHIA E DI GEOFISICA SPERIMENTALE		3	3
85	FONDAZIONE POLITECNICO DI MILANO	3		3
86	ISTITUTO NAZIONALE DI RICERCA METROLOGICA	2	1	3
87	REDINN SRL		3	3
88	ISTITUTO NAZIONALE MALATTIE INFETTIVE L.SPALLANZANI - IRCCS		3	3
89	RINA SERVICES SPA		3	3
90	MAGNETI MARELLI S.P.A.		3	3
91	SECONDA UNIVERSITÀ DEGLI STUDI DI NAPOLI		3	3
92	MBN NANOMATERIALIA SPA		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
93	Thales Italia spa		3	3
94	COMUNE DI FIRENZE		3	3
95	DEEP BLUE SRL	1	2	3
96	MINISTERO DELLE POLITICHE AGRICOLE ALIMENTARI E FORESTALI		3	3
97	UNIVERSITA DEGLI STUDI DI CAGLIARI	1	2	3
98	COMUNE DI PRATO	1	2	3
99	UNIVERSITA DEGLI STUDI DI MODENA E REGGIO EMILIA		3	3
100	NOVARTIS VACCINES AND DIAGNOSTICS S.R.L.	2	1	3
101	FONDAZIONE EDMUND MACH	3		3
102	OSPEDALE PEDIATRICO BAMBINO GESU		3	3
103	PRIMA INDUSTRIE SPA	2	1	3
104	UNIVERSITA DEGLI STUDI DI UDINE	2	1	3
105	AZIENDA OSPEDALIERA PAPA GIOVANNI XXIII		2	2
106	LOMBARDIA INFORMATICA SPA		2	2
107	VALDANI VICARI & ASSOCIATI SRL	1	1	2
108	INTECS SPA		2	2
109	UNIVERSITA DEGLI STUDI DI CASSINO E DEL LAZIO MERIDIONALE	1	1	2
110	AGENZIA SPAZIALE ITALIANA		2	2
111	FONDAZIONE ISTITUTO PER L'INTERSCAMBIO SCIENTIFICO (I.S.I.)		2	2
112	NISEA SOCIETA COOPERATIVA		2	2
113	LATERIZI GAMBETTOLA SRL		2	2
114	CIRCLE SRL	1	1	2
115	UNIVERSITA DEGLI STUDI DELLA TUSCIA		2	2
116	OBSERVA		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
117	ETT SPA		2	2
118	OFFICINAE VERDI SPA		2	2
119	METEC INNOVATION CONSULTING SRL		2	2
120	HEWLETT PACKARD ITALIANA SRL		2	2
121	BEDIN SARA		2	2
122	PIAGGIO & C S.P.A.	1	1	2
123	VENICE INTERNATIONAL UNIVERSITY		2	2
124	AGRINEWTECH SRL		2	2
125	UNIONE REGIONALE DELLE CAMERE DI COMMERCIO INDUSTRIA, ARTIGIANATO E AGRICOLTURA DEL VENETO		2	2
126	CONSORTIUM GARR		2	2
127	UNIVERSITA COMMERCIALE LUIGI BOCCONI		2	2
128	POLO D' INNOVAZIONE DI GENOMICA, GENETICA E BIOLOGIA SCARL		2	2
129	LUISS LIBERA UNIVERSITA INTERNAZIONALE DEGLI STUDI SOCIALI GUIDO CARLI		2	2
130	ISTITUTO AFFARI INTERNAZIONALI		2	2
131	ENGINSOFT SPA		2	2
132	PROVINCIA AUTONOMA DI TRENTO		2	2
133	FIT CONSULTING SRL	1	1	2
134	PROVINCIA LOMBARDO VENETA ORDINE OSPEDALIERO DI SAN GIOVANNI DI DIO - FATEBENEFRAELLI	1	1	2
135	AZIENDA OSPEDALIERA UNIVERSITARIA POLICLINICO PAOLO GIACCONE DI PALERMO		2	2
136	PSIQUADRO SCARL	1	1	2
137	FONDAZIONE IRCCS ISTITUTO NEUROLOGICO CARLO BESTA	1	1	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
138	QASCOM SRL	1	1	2
139	UNIVERSITA DEGLI STUDI DI SASSARI		2	2
140	Istituto Centrale per il Catalogo Unico delle biblioteche italiane e per le informazioni bibliografiche		2	2
141	Aero Sekur S.p.A.	1	1	2
142	CITTA DI TORINO		2	2
143	COSTRUZIONI APPARECCHIATURE ELETTRONICHE NUCLEARI C.A.E.N. SPA		2	2
144	COLOROBIA CONSULTING SRL		2	2
145	Ambiente Italia s.r.l.		2	2
146	REGIONE LAZIO		2	2
147	TRT TRASPORTI E TERRITORIO SRL		2	2
148	UNIVERSITA DEGLI STUDI DI TRIESTE		2	2
149	ANSALDO STS S.p.A.	1	1	2
150	FPT INDUSTRIAL		2	2
151	ASM TERNI SPA		2	2
152	GRAAL TECH SRL		2	2
153	UNIVERSITA DEGLI STUDI DEL PIEMONTE ORIENTALE AMEDEO AVOGADRO	1	1	2
154	GVS S.P.A.	1	1	2
155	UNIVERSITA DEGLI STUDI DELL'INSUBRIA		2	2
156	COMAU SPA		2	2
157	I-DEAL S.R.L.C.R.		2	2
158	IVTECH SRL	1	1	2
159	UNIVERSITA DEGLI STUDI DI CATANIA		2	2
160	SANTER REPLY SPA	1	1	2
161	MANDELLI LAURA		2	2
162	SCRIBA NANOTECNOLOGIE SRL		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
163	AZIENDA OSPEDALIERA OSPEDALE NIGUARDA CA' GRANDA		2	2
164	SCUOLA IMT (ISTITUZIONI, MERCATI, TECNOLOGIE) ALTI STUDI DI LUCCA		2	2
165	ADVANCED COMPUTER SYSTEMS A.C.S. S.P.A.	1	1	2
166	AITEK SOCIETA' PER AZIONI		2	2
167	UNIVERSITA DEGLI STUDI DI NAPOLI PARTHENOPE		2	2
168	KAITEK SRL		2	2
169	UNIVERSITA DEGLI STUDI DI PALERMO		2	2
170	SOFTECO SISMAT SRL		2	2
171	MIND THE BRIDGE FOUNDATION	1	1	2
172	CONSORZIO INTERUNIVERSITARIO PER LO SVILUPPO DEI SISTEMI A GRANDE INTERFASE	1	1	2
173	BARILLA G. E R. FRATELLI SPA		2	2
174	ALENIA AERMACCHI SPA		2	2
175	FONDAZIONE ISTITUTO SUI TRASPORTI ELA LOGISTICA		2	2
176	SYNESIS SOCIETA' CONSORTILE A RESPONSABILITA' LIMITATA	1	1	2
177	CENTRO INTERNAZIONALE DI ALTI STUDI AGRONOMICI MEDITERRANEI - ISTITUTO AGRONOMO MEDITERRANEO DI BARI		2	2
178	TEA SISTEMI SPA	1	1	2
179	BUSINESS-E SPA	1	1	2
180	TECNOLOGIE INNOVATIVE PER IL CONTROLLO AMBIENTALE E LO SVILUPPO SOSTENIBILE SCRL		2	2
181	AGENZIA DELLE DOGANE		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
182	CONSORZIO ARCA - CONSORZIO PER LA PROMOZIONE DELLE APPLICAZIONI DELLA RICERCA E LA CREAZIONE DI AZIENDE INNOVATIVE		2	2
183	FRENI BREMBO Spa	1	1	2
184	REGIONE TOSCANA		2	2
185	GRINP SRL	1	1	2
186	RETE FERROVIARIA ITALIANA		2	2
187	RICERCA SUL SISTEMA ENERGETICO - RSE SPA		2	2
188	KITE SOLUTIONS SRL	1	1	2
189	YOUR DATA SRL		2	2
190	LABORATORIO DI SCIENZE DELLA CITTADINANZA - LSC		2	2
191	IFOM FONDAZIONE ISTITUTO FIRCI DI ONCOLOGIA MOLECOLARE	1	1	2

6.15.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	CONSIGLIO NAZIONALE DELLE RICERCHE	20
2	POLITECNICO DI MILANO	12
3	POLITECNICO DI TORINO	8
4	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	7
5	UNIVERSITA DEGLI STUDI DI ROMA LA SAPIENZA	7
6	UNIVERSITA CA' FOSCARI VENEZIA	7
7	UNIVERSITA DEGLI STUDI DI PADOVA	6
8	CONSORZIO NAZIONALE INTERUNIVERSITARIO PER LE TELECOMUNICAZIONI	6
9	ISTITUTO NAZIONALE DI FISICA NUCLEARE	5
10	UNIVERSITA DEGLI STUDI DI TRENTO	5

Rank	Organisation	Projects as Coordinator
11	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	4
12	FONDAZIONE ISTITUTO ITALIANO DI TECNOLOGIA	4
13	UNIVERSITA DEGLI STUDI DI TORINO	4
14	UNIVERSITA DEGLI STUDI DI ROMA TORVERGATA	4
15	EUROPEAN UNIVERSITY INSTITUTE	4
16	AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE, L'ENERGIA E LO SVILUPPO ECONOMICO SOSTENIBILE	3
17	UNIVERSITA' DEGLI STUDI DI MILANO-BICOCCA	3
18	ISTITUTO NAZIONALE DI ASTROFISICA	3
19	ACCADEMIA EUROPEA PER LA RICERCA APPLICATA ED IL PERFEZIONAMENTO PROFESSIONALE BOLZANO (ACCADEMIA EUROPEA BOLZANO)	3
20	FONDAZIONE POLITECNICO DI MILANO	3
21	FONDAZIONE EDMUND MACH	3
22	UNIVERSITA DI PISA	2
23	UNIVERSITA DEGLI STUDI DI MILANO	2
24	SCUOLA SUPERIORE DI STUDI UNIVERSITARI E DI PERFEZIONAMENTO SANT'ANNA	2
25	UNIVERSITA DEGLI STUDI DI GENOVA	2
26	CREATE-NET (CENTER FOR RESEARCH AND TELECOMMUNICATION EXPERIMENTATION FOR NETWORKED COMMUNITIES)	2
27	ISTITUTO DI STUDI PER L'INTEGRAZIONE DEI SISTEMI SC	2
28	UNIVERSITA DEGLI STUDI DI VERONA	2
29	UNIVERSITA DEGLI STUDI DI PARMA	2
30	UNIVERSITA DEGLI STUDI DI FERRARA	2
31	UNIVERSITA DEGLI STUDI DI PAVIA	2
32	UNIVERSITA DEGLI STUDI DI SALERNO	2

Rank	Organisation	Projects as Coordinator
33	UNIVERSITA' DEGLI STUDI DI SIENA	2
34	UNIVERSITA CATTOLICA DEL SACRO CUORE	2
35	HUMANITAS MIRASOLE SPA	2
36	ISTITUTO NAZIONALE DI RICERCA METROLOGICA	2
37	NOVARTIS VACCINES AND DIAGNOSTICS S.R.L.	2
38	PRIMA INDUSTRIE SPA	2
39	UNIVERSITA DEGLI STUDI DI UDINE	2
40	D'APPOLONIA SPA	1
41	FONDAZIONE BRUNO KESSLER	1
42	CENTRO RICERCHE FIAT SCPA	1
43	ISTITUTO SUPERIORE DI SANITA	1
44	UNIVERSITA DEGLI STUDI DI FIRENZE	1
45	UNIVERSITA DEGLI STUDI DI PERUGIA	1
46	ENGINEERING - INGEGNERIA INFORMATICA SPA	1
47	UNIVERSITA DEGLI STUDI ROMA TRE	1
48	ISTITUTO SUPERIORE MARIO BOELLA SULLE TECNOLOGIE DELL'INFORMAZIONE E DELLE TELECOMUNICAZIONI	1
49	MINISTERO DELL'ISTRUZIONE, DELL'UNIVERSITA' E DELLA RICERCA	1
50	STAM SRL	1
51	UNIVERSITA POLITECNICA DELLE MARCHE	1
52	UNIVERSITA DEL SALENTO	1
53	MINISTERO DELLA SALUTE	1
54	TELESPAZIO SPA	1
55	UNIVERSITA DEGLI STUDI DI NAPOLI FEDERICO II.	1
56	INTERROUTE S.P.A.	1
57	AB.ACUS SRL	1
58	TRILOGIS SRL	1
59	CENTRO SVILUPPO MATERIALI SPA	1

Rank	Organisation	Projects as Coordinator
60	DEEP BLUE SRL	1
61	UNIVERSITA DEGLI STUDI DI CAGLIARI	1
62	COMUNE DI PRATO	1
63	VALDANI VICARI & ASSOCIATI SRL	1
64	UNIVERSITA DEGLI STUDI DI CASSINO E DEL LAZIO MERIDIONALE	1
65	CIRCLE SRL	1
66	PIAGGIO & C S.P.A.	1
67	FIT CONSULTING SRL	1
68	PROVINCIA LOMBARDO VENETA ORDINE OSPEDALIERO DI SAN GIOVANNI DI DIO - FATEBENEFRATELLI	1
69	PSIQUADRO SCARL	1
70	FONDAZIONE IRCCS ISTITUTO NEUROLOGICO CARLO BESTA	1
71	QASCOM SRL	1
72	Aero Sekur S.p.A.	1
73	ANSALDO STS S.p.A.	1
74	UNIVERSITA DEGLI STUDI DEL PIEMONTE ORIENTALE AMEDEO AVOGADRO	1
75	GVS S.P.A.	1
76	IVTECH SRL	1
77	SANTER REPLY SPA	1
78	ADVANCED COMPUTER SYSTEMS A.C.S. S.P.A.	1
79	MIND THE BRIDGE FOUNDATION	1
80	CONSORZIO INTERUNIVERSITARIO PER LO SVILUPPO DEI SISTEMI A GRANDE INTERFASE	1
81	SYNESIS SOCIETA' CONSORTILE A RESPONSABILITA' LIMITATA	1
82	TEA SISTEMI SPA	1
83	BUSINESS-E SPA	1
84	FRENI BREMBO Spa	1
85	GRINP SRL	1

Rank	Organisation	Projects as Coordinator
86	KITE SOLUTIONS SRL	1
87	IFOM FONDAZIONE ISTITUTO FIRCI DI ONCOLOGIA MOLECOLARE	1
88	PRIMA VERA S.P.A.	1
89	AZIENDA UNITA' SANITARIA LOCALE DI BOLOGNA	1
90	STEM SEL SRL	1
91	CONFINDUSTRIA PIEMONTE	1
92	NATIONAL INSTITUTE OF BIOSTRUCTURES AND BIOSYSTEMS	1
93	BERCELLA SRL	1
94	QUINTETTO S.R.L.	1
95	AIR BONAITA SPA	1
96	CIBITEX SRL	1
97	AZIENDA SPECIALE INNOVHUB - STAZIONI SPERIMENTALI PER L'INDUSTRIA	1
98	CONSORZIO INTERUNIVERSITARIO NAZIONALE PER LA SCIENZA E TECNOLOGIA DEI MATERIALI	1
99	PROVINCIA DI MATERA	1
100	SMARTPATCH SRLS	1
101	CLIVET SPA	1
102	CONSORZIO REMEDIA	1
103	NPLUST SEMICONDUCTOR APPLICATION CENTER SRL	1
104	COSTRUZIONI STRUMENTI OFTALMICI C.S.O. SRL	1
105	PALU SRL	1
106	CREA SOLUTION SRL	1
107	ALMA SISTEMI SAS DI DI IORIO ALESSIO & C	1
108	BIO-ON SPA	1
109	DASSAULT SYSTEMES ITALIA SRL	1
110	SCUOLA INTERNAZIONALE SUPERIORE DI STUDI AVANZATI DI TRIESTE	1

Rank	Organisation	Projects as Coordinator
111	ALOSYS COMMUNICATIONS SRL	1
112	DEF DI R. DONI S.P.A.	1
113	DELCO T.S. SRL	1
114	DEMA SRL	1
115	TESTORI AERO SUPPLY SRL	1
116	TRANSLATED SRL	1
117	D-ORBIT SRL	1
118	COMFTECH SRL	1
119	VARVEL SPA	1
120	VOICE SYSTEMS SRL	1
121	ECO4CLOUD SRL	1
122	MDLAB SRL	1
123	METHODO CHEMICALS SRL	1
124	EKYMED SPA*	1
125	ELETTROSYSTEM di TONA PAOLINO, TONA GIUSEPPE E C. S.A.S.	1
126	ALPHA PROGETTI SRL	1
127	ENEL DISTRIBUZIONE S.P.A.	1
128	ENEL GREEN POWER	1
129	NOVAMONT SPA	1
130	AGENZIA LOCALE PER L'ENERGIA E LO SVILUPPO SOSTENIBILE DELLA PROVINCIA DI COSENZA SRL	1
131	ENERGIA-DA SRL	1
132	PIN SOC.CON.S. A R.L. - SERVIZI DIDATTICI E SCIENTIFICI PER L UNIVERSITA DI FIRENZE	1
133	Advanced Microturbines Srl	1
134	POGGIPOLINI SRL	1
135	EPROINN SRL	1
136	PROXENTIA SRL	1
137	BIOS S.R.L.	1
138	BIOSENSOR S.R.L.	1

Rank	Organisation	Projects as Coordinator
139	ERPLAN SRL	1
140	BRAINSIGNS SRL	1
141	RF MICROTECH SRL	1
142	ESRI ITALIA SPA	1
143	ETA SRL	1
144	AMRA - ANALISI E MONITORAGGIO DEL RISCHIO AMBIENTALE SCARL	1
145	Selva S.p.A.	1
146	SILK BIOMATERIALS SRL	1
147	FARINA PRESSE SRL	1
148	FAST - FEDERAZIONE DELLE ASSOCIAZIONI SCIENTIFICHE E TECNICHE	1
149	TECNOFORM SPA	1
150	TERA SRL	1
151	TRENTINO SVILUPPO SPA	1
152	FINANZIARIA REGIONALE PER LO SVILUPPO DELLA LOMBARDIA (FINLOMBARDA)	1
153	UNIVERSITA CARLO CATTANEO LIUC	1
154	FIORDELISI SRL	1
155	FLEXBIMEC INTERNATIONAL SRL	1
156	CITYBILITY SRL	1
157	ANDERLINI MECCANICA SRL	1
158	UNIVERSITA DEGLI STUDI MEDITERRANEA DI REGGIO CALABRIA	1
159	FONDAZIONE ENI ENRICO MATTEI	1
160	COMUNE DI GENOVA	1
161	APPSBUILDER SPA	1
162	XEOS.IT SRL	1
163	ZINCO SERVICE SRL	1
164	MEDRA SRL	1
165	FONDAZIONE TELETHON	1
166	FONDAZIONE UGO BORDONI	1

Rank	Organisation	Projects as Coordinator
167	FONDERIA MASPERO SRL	1
168	MINISTERO DELL'ECONOMIA E DELLE FINANZE	1
169	ML ENGRAVING SRL	1
170	ARCHON TECHNOLOGIES SRLS	1
171	MPG MANIFATTURA PLASTICA SPA	1
172	NATIMAB THERAPEUTICS SRL	1
173	GEOMATICS RESEARCH & DEVELOPMENT SRL	1
174	NOVAGENIT SRL	1
175	GIPSTECH SRL	1
176	GMSPAZIO S.R.L.	1
177	GREENAPES SRL	1
178	GREENRAIL SRL	1
179	PHIDRIVE srl	1
180	GRIFO MULTIMEDIA SRL	1
181	PNAT SRL	1
182	GUALINI SPA	1
183	ARKEN SPA	1
184	HERNIAMESH SRL	1
185	PRO GAMMA SPA	1
186	PULVERIT SPA	1
187	HYDROINGEA SRL	1
188	IGW SRL	1
189	SACECCAV SPA	1
190	IMAGING TECHNOLOGY ABRUZZO S.R.L.	1
191	IMAGO 7 FONDAZIONE DI RICERCA ONLUS	1
192	SBSKIN. SMART BUILDING SKIN S.R.L.	1
193	IMPERIAL EUROPE SRL	1
194	IMS INDUSTRIE MECCANICHE SCARDELLATO SPA	1
195	SCUOLA NORMALE SUPERIORE	1
196	INGENIARS SRL	1

Rank	Organisation	Projects as Coordinator
197	SEAGATE SRL	1
198	CA-MI SRL	1
199	INNOVATION IN SCIENCES & TECHNOLOGIES SRL	1
200	IPTSAT	1
201	ISICO SRL	1
202	SOLERGY ITALIA SRL CON UNICO SOCIO	1
203	ASSOCIAZIONE FRASCATI SCIENZA	1
204	CARTACCI BRUNO & C SNC DI ALESSANDRO E LEONARDO CARTACCI	1
205	TEK FRIGO SRL	1
206	TESAN S.P.A.	1
207	TIRSI Srl	1
208	ASTER SPA	1
209	KAYSER ITALIA SRL	1
210	AVMAP SRLU	1
211	LA CORO IMPIANTI SRL	1
212	UNIVERSITA DEGLI STUDI DI CAMERINO	1
213	LA SANFERMESE SpA	1
214	LAB SERVICE ANALYTICA SRL	1
215	LABORATOIRES PHYTO TECHNIQUE SRL	1
216	UNIVERSITA DEGLI STUDI DI MACERATA	1
217	LABORATORIO EUROPEO DI SPETTROSCOPIE NON LINEARI	1
218	LAZIO INNOVA - SOCIETA PER AZIONI	1
219	CIVITANAVI SYSTEMS SRL	1
220	COELUX SRL	1
221	COMESVIL SPA	1
222	UPGRADING SERVICES SPA	1
223	VALUEBIOTECH SRL	1
224	MANFREDINI & SCHIANCHI SRL	1
225	WDE MASPELL SRL	1

Rank	Organisation	Projects as Coordinator
226	MARBO ITALIA SPA	1

6.16 Latvia

6.16.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	RIGAS TEHNISKA UNIVERSITATE	202,185	1,677,033	1,879,218
2	LATVIJAS UNIVERSITATE	338,675	1,314,357	1,653,032
3	LATVIJAS ZINATNU AKADEMIJA		544,620	544,620
4	EUROLCD SIA		499,129	499,129
5	TILDE SIA		440,775	440,775
6	RENESCO SIA		357,933	357,933
7	INTEGRETAS AUDZESANAS SKOLA		352,000	352,000
8	ATTISTIBAS FINANSU INSTITUCIJA	350,000		350,000
9	LATVIJAS UNIVERSITATES CIETVIELU FIZIKAS INSTITUTS	156,250	174,831	331,081
10	LATVIJAS VALSTS KOKSNES KIMIJAS INSTITUTS		327,835	327,835
11	EKODOMA		317,345	317,345
12	BALTIC OPEN SOLUTIONS CENTER		311,250	311,250
13	NODIBINAJUMS BALTIC STUDIES CENTRE		304,875	304,875
14	VALSTS IZGLITIBAS ATTISTIBAS AGENTURA	248,900	54,964	303,864
15	NACIONALAIS VESELIBAS DIENESTS	300,000		300,000
16	LATVIJAS UNIVERSITATES POLIMERU MEHANIKAS INSTITUTS		261,000	261,000
17	LATVIJAS ORGANISKAS SINTEZES INSTITUTS		223,578	223,578
18	SIA SALASPILS SILTUMS		186,270	186,270
19	RIGAS DOME		183,785	183,785
20	ECO.NRG SIA		183,638	183,638
21	EKU SAGLABASANAS UN ENERGOTAUPIBAS BIROJS		158,896	158,896

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
22	BIEDRIBA ZEMGALES REGIONALA ENERGETIKAS AGENTURA		139,675	139,675
23	RIGAS PLANOSANAS REGIONS		123,063	123,063
24	LR IZGLITIBAS UN ZINATNES MINISTRIJA		122,188	122,188
25	LATVIJAS ILGTSPEJIGAS BUVNIECIBAS PADOME		112,937	112,937
26	FIZIKALAS ENERGETIKAS INSTITUTS		108,500	108,500
27	LATVIJAS JURAS AKADEMIJA		100,000	100,000
28	BALTIJAS VIDES FORUMS		92,500	92,500
29	LATVIJAS PREZIDENTURAS EIROPAS SAVIENIBAS PADOME SEKRETARIATS		86,097	86,097
30	ZEMGALES TEHNOLOGISKAIS CENTRS		78,925	78,925
31	STARPTAUTISKA LIETISKAS OPTIKAS BIEDRIBA		71,250	71,250
32	LATVIJAS LAUKU KONSULTACIJU UN IZGLITIBAS CENTRS		57,079	57,079
33	LATVIAN WOOD CONSTRUCTION CLUSTER		56,875	56,875
34	VIDES AIZARDZIBAS UN REGIONALAS ATTISTIBAS MINISTRIJA	55,485		55,485
35	SIA RUBBER PRODUCTS	50,000		50,000
36	BALTIC SCIENTIFIC INSTRUMENTS SIA	50,000		50,000
37	LATVIJAS UNIVERSITATES AGENTURA LATVIJAS UNIVERSITATES BIOLOGIJAS INSTITUTS		49,579	49,579
38	RIGAS STRADINA UNIVERSITATE		47,313	47,313
39	EIROPAS LAUKSAIMNIECIBAS UN LAUKU KONSULTANTU ASOCIACIJA		28,313	28,313
40	LATVIJAS VALSTS MEZZINATNES INSTITUTS SILAVA		22,585	22,585

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
41	LATVIJAS TEHNOLOGISKAIS CENTRS NODIBINAJUMS	6,300		6,300

6.16.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	LATVIJAS UNIVERSITATE	1	7	8
2	RIGAS TEHNISKA UNIVERSITATE	1	6	7
3	LATVIJAS ZINATNU AKADEMIJA		3	3
4	LATVIJAS UNIVERSITATES CIETVIELU FIZIKAS INSTITUTS	2	1	3
5	EKODOMA		2	2
6	RIGAS DOME		2	2
7	VALSTS IZGLITIBAS ATTISTIBAS AGENTURA	1	1	2
8	TILDE SIA		2	2

6.16.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	LATVIJAS UNIVERSITATES CIETVIELU FIZIKAS INSTITUTS	2
2	LATVIJAS UNIVERSITATE	1
3	RIGAS TEHNISKA UNIVERSITATE	1
4	VALSTS IZGLITIBAS ATTISTIBAS AGENTURA	1
5	NACIONALAIS VESELIBAS DIENESTS	1
6	BALTIC SCIENTIFIC INSTRUMENTS SIA	1
7	SIA RUBBER PRODUCTS	1
8	LATVIJAS TEHNOLOGISKAIS CENTRS NODIBINAJUMS	1
9	VIDES AIZARDZIBAS UN REGIONALAS ATTISTIBAS MINISTRIJA	1

Rank	Organisation	Projects as Coordinator
10	ATTISTIBAS FINANSU INSTITUCIJA	1

6.17 Lithuania

6.17.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	VILNIAUS UNIVERSITETAS		957,638	957,638
2	KAUNO TECHNOLOGIJOS UNIVERSITETAS	112,500	811,713	924,213
3	VALSTYBINIS MOKSLINIŲ TYRIMŲ INSTITUTAS FIZINIŲ IR TECHNOLOGIJOS MOKSLŲ CENTRAS	114,432	678,788	793,220
4	LIETUVOS ENERGETIKOS INSTITUTAS	275,938	510,551	786,488
5	VILNIAUS DAILES AKADEMIJA		440,886	440,886
6	KLAIPEDOS UNIVERSITETAS		440,168	440,168
7	UAB SOLI TEK R&D		392,350	392,350
8	UAB BIOCENTRAS		368,335	368,335
9	VsI Open Coffee Club Vilnius		311,250	311,250
10	LIETUVOS SVEIKATOS MOKSLŲ UNIVERSITETAS		189,625	189,625
11	Lietuvos mokslo taryba		168,137	168,137
12	ISM VADYBOS IR EKONOMIKOS UNIVERSITETAS UAB		81,625	81,625
13	UAB EUROPARAMA		81,550	81,550
14	Elgama-Elektronika		81,000	81,000
15	LIETUVOS NACIONALINĖ VARTOTOJŲ FEDERACIJA ASOCIACIJA		72,683	72,683
16	VAE SPB UAB		60,545	60,545
17	VIESOJI ISTAIGA LIETUVOS INOVACIJŲ CENTRAS	9,450	50,250	59,700
18	VILNIAUS GEDIMINO TECHNIKOS UNIVERSITETAS		58,500	58,500
19	UAB SAULĖS VĖJŲ ARUODAI	50,000		50,000
20	UAB GUMOS TECHNOLOGIJOS	50,000		50,000
21	ARS LAB UAB	50,000		50,000
22	FERENTIS	50,000		50,000
23	RUPTELA UAB	50,000		50,000

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
24	VALSTYBINIS VILNIAUS GAONO ZYDU MUZIEJUS		42,500	42,500
25	VALSTYBINE NE MAISTO PRODUKTU INSPEKCIJA PRIE UKIO MINISTERIJOS		31,450	31,450
26	ALEKSANDRO STULGINSKIO UNIVERSITETAS		29,938	29,938
27	VILNIAUS TECHNOLOGIJU IR DIZAINO KOLEGIJA		23,563	23,563
28	MOKSLO INOVACIJU IR TECHNOLOGIJU AGENTURA		22,188	22,188
29	European Humanities University		12,038	12,038
30	APLINKOS APSAUGOS AGENTURA		5,267	5,267

6.17.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	VILNIAUS UNIVERSITETAS		7	7
2	LIETUVOS ENERGETIKOS INSTITUTAS	1	5	6
3	KAUNO TECHNOLOGIJOS UNIVERSITETAS	2	4	6
4	VALSTYBINIS MOKSLINIŲ TYRIMŲ INSTITUTAS FIZINIŲ IR TECHNOLOGIJOS MOKSLŲ CENTRAS	1	2	3
5	LIETUVOS SVEIKATOS MOKSLŲ UNIVERSITETAS		3	3
6	VIESOJI ISTAIGA LIETUVOS INOVACIJŲ CENTRAS	1	1	2
7	Lietuvos mokslo taryba		2	2
8	KLAIPĖDOS UNIVERSITETAS		2	2
9	VSI Open Coffee Club Vilnius		2	2

6.17.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	KAUNO TECHNOLOGIJOS UNIVERSITETAS	2
2	LIETUVOS ENERGETIKOS INSTITUTAS	1
3	VALSTYBINIS MOKSLINIŲ TYRIMŲ INSTITUTAS FIZINIŲ IR TECHNOLOGIJOS MOKSLŲ CENTRAS	1
4	VIESOJI ĮSTAIGA LIETUVOS INOVACIJŲ CENTRAS	1
5	UAB SAULĖS VĖJŲ ARŲODAI	1
6	ARS LAB UAB	1
7	UAB GUMOS TECHNOLOGIJOS	1
8	FERENTIS	1
9	RUPTELA UAB	1

6.18 Luxembourg

6.18.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERSITE DU LUXEMBOURG	3,004,504	4,383,081	7,387,585
2	LUXEMBOURG INSTITUTE OF SCIENCE AND TECHNOLOGY	921,831	2,164,996	3,086,827
3	INTRASOFT INTERNATIONAL SA		2,521,770	2,521,770
4	INFEUROPE SA	1,333,300		1,333,300
5	LUXINNOVATION GIE	235,935	672,399	908,334
6	DELPHI AUTOMOTIVE SYSTEMS LUXEMBOURG SA		650,605	650,605
7	FONDS NATIONAL DE LA RECHERCHE		617,167	617,167
8	LUXMOBILITY S.A.R.L.		511,663	511,663
9	CLEANCARB SARL		484,253	484,253
10	Kurt Salmon Luxembourg S.A.		473,688	473,688
11	INCITES CONSULTING SARL		470,000	470,000
12	EBOS LUXEMBOURG SA		441,497	441,497
13	INTELLIGENTSIA CONSULTANTS SARL	248,750	36,000	284,750
14	MY ENERGY GIE	263,000		263,000
15	CONCEPT FACTORY SA		252,625	252,625
16	EUROCLOUD EUROPE ASBL		250,590	250,590
17	AGENCE EUROPEENNE POUR L'INFORMATION ET LE CONSEIL DES JEUNES ASBL		193,375	193,375
18	FARVEST SARL		191,260	191,260
19	FBCONSULTING SARL		181,250	181,250
20	PAUL WURTH SA		173,819	173,819
21	TRALUX SOCIETE GENERALE DE TRAVAUX- LUXEMBOURG SARL		168,000	168,000

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
22	COMMUNAUTE DES TRANSPORTS		165,000	165,000
23	TECHNOPORT SA		145,313	145,313
24	CAE Services GEIE		111,000	111,000
25	OEKOZENTER PAFENDALL ASBL		109,753	109,753
26	AGENCE POUR LA COOPERATION SCIENTIFIQUE AFRIQUE LUXEMBOURG ASBL		107,500	107,500
27	ALZHEIMER EUROPE		104,800	104,800
28	TII ASSOCIATION EUROPEENNE POUR LE TRANSFERT DES TECHNOLOGIES ASBL		102,949	102,949
29	LUXCONTROL SA		81,188	81,188
30	CENTRE DE RECHERCHE PUBLIC HENRI TUDOR		71,250	71,250
31	EUROPEAN FEDERATION OF RAILWAYS TRACKWORKS CONTRACTORS		62,813	62,813
32	DIGICASH PAYMENTS SA	50,000		50,000
33	FEDIL BUSINESS FEDERATION LUXEMBOURG		20,947	20,947

6.18.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERSITE DU LUXEMBOURG	4	10	14
2	LUXEMBOURG INSTITUTE OF SCIENCE AND TECHNOLOGY	2	4	6
3	INTRASOFT INTERNATIONAL SA		6	6
4	LUXINNOVATION GIE	1	4	5
5	FONDS NATIONAL DE LA RECHERCHE		4	4
6	Kurt Salmon Luxembourg S.A.		3	3
7	TECHNOPORT SA		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
8	LUXMOBILITY S.A.R.L.		2	2
9	DELPHI AUTOMOTIVE SYSTEMS LUXEMBOURG SA		2	2
10	INTELLIGENTSIA CONSULTANTS SARL	1	1	2
11	AGENCE EUROPEENNE POUR L'INFORMATION ET LE CONSEIL DES JEUNES ASBL		2	2
12	INCITES CONSULTING SARL		2	2

6.18.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	UNIVERSITE DU LUXEMBOURG	4
2	LUXEMBOURG INSTITUTE OF SCIENCE AND TECHNOLOGY	2
3	LUXINNOVATION GIE	1
4	INTELLIGENTSIA CONSULTANTS SARL	1
5	MY ENERGY GIE	1
6	DIGICASH PAYMENTS SA	1
7	INFEUROPE SA	1

6.19 Malta

6.19.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERSITA TA MALTA	80,000	696,472	776,472
2	Divers Alert Network Europe Foundation		405,000	405,000
3	MALTA INFORMATION TECHNOLOGY AGENCY		216,669	216,669
4	PROJECTS IN MOTION LIMITED		174,125	174,125
5	Ministry of Tourism	168,593		168,593
6	Acrosslimits Limited		152,500	152,500
7	MALTA INTELLIGENT ENERGY MANAGEMENT AGENCY		149,000	149,000
8	AQUABIOTECH LIMITED		111,524	111,524
9	PARAGON LIMITED		101,625	101,625
10	MARSEC-XL INTERNATIONAL LTD		100,000	100,000
11	AUTHORITY FOR TRANSPORT IN MALTA		99,364	99,364
12	MINISTRY FOR EDUCATION AND EMPLOYMENT		74,250	74,250
13	MALTA COLLEGE OF ARTS SCIENCE AND TECHNOLOGY		67,375	67,375
14	MINISTRY FOR FINANCE		59,250	59,250
15	MALTA COMPETITION AND CONSUMER AFFAIRS AUTHORITY		44,250	44,250
16	KARL BORG EVENTS LTD		35,000	35,000
17	MALTESE CHAMBER OF SCIENTISTS		22,000	22,000
18	STUDIO SEVEN CO LTD		15,000	15,000
19	MALTA ENTERPRISE	8,400		8,400

6.19.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERSITA TA MALTA	1	7	8
2	MINISTRY FOR EDUCATION AND EMPLOYMENT		2	2
3	Ministry of Tourism	2		2
4	MALTA COLLEGE OF ARTS SCIENCE AND TECHNOLOGY		2	2

6.19.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	Ministry of Tourism	2
2	UNIVERSITA TA MALTA	1
3	MALTA ENTERPRISE	1

6.20 Netherlands

6.20.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	TECHNISCHE UNIVERSITEIT DELFT	15,550,492	8,292,554	23,843,046
2	TECHNISCHE UNIVERSITEIT EINDHOVEN	8,930,870	10,095,379	19,026,249
3	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	4,737,823	14,217,826	18,955,649
4	STICHTING VU-VUMC	10,303,437	7,327,807	17,631,244
5	UNIVERSITEIT VAN AMSTERDAM	11,561,352	5,565,522	17,126,874
6	STICHTING KATHOLIEKE UNIVERSITEIT	9,226,939	7,209,075	16,436,015
7	STICHTING DIENST LANDBOUWKUNDIG ONDERZOEK	4,967,106	10,330,164	15,297,269
8	UNIVERSITEIT UTRECHT	7,321,725	7,593,851	14,915,576
9	UNIVERSITEIT TWENTE	4,662,258	9,696,509	14,358,766
10	RIJKSUNIVERSITEIT GRONINGEN	8,306,756	4,372,106	12,678,863
11	WAGENINGEN UNIVERSITY	6,392,576	5,852,354	12,244,930
12	UNIVERSITEIT LEIDEN	7,821,620	2,389,009	10,210,629
13	ERASMUS UNIVERSITAIR MEDISCH CENTRUM ROTTERDAM	2,589,972	7,473,645	10,063,616
14	Academisch Medisch Centrum bij de Universiteit van Amsterdam	7,436,832	2,512,490	9,949,322
15	UNIVERSITAIR MEDISCH CENTRUM UTRECHT	7,360,103	2,235,794	9,595,897
16	UNIVERSITEIT MAASTRICHT	5,032,841	3,949,001	8,981,843
17	KONINKLIJKE NEDERLANDSE AKADEMIE VAN WETENSCHAPPEN - KNAW	4,567,613	2,859,000	7,426,613
18	ACADEMISCH ZIEKENHUIS LEIDEN - LEIDS UNIVERSITAIR MEDISCH CENTRUM	2,862,361	4,531,942	7,394,304

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
19	TATA STEEL NEDERLAND TECHNOLOGY BV	6,618,467	289,125	6,907,592
20	ERASMUS UNIVERSITEIT ROTTERDAM	3,587,395	2,231,679	5,819,074
21	Agendia NV	4,079,907	905,250	4,985,157
22	ACADEMISCH ZIEKENHUIS GRONINGEN	3,614,499	1,270,699	4,885,198
23	STICHTING NATIONAAL LUCHTEN RUIMTEVAARTLABORATORIUM	2,990,986	1,893,677	4,884,664
24	PROQR THERAPEUTICS BV	4,442,544		4,442,544
25	PHILIPS ELECTRONICS NEDERLAND B.V.	1,777,706	2,567,492	4,345,198
26	STICHTING ENERGIEONDERZOEK CENTRUM NEDERLAND	3,465,023	861,028	4,326,050
27	KONINKLIJK NEDERLANDS METEOROLOGISCH INSTITUUT-KNMI	788,750	3,536,803	4,325,553
28	STICHTING EUROPEAN GRID INITIATIVE	2,639,934	1,268,700	3,908,634
29	STICHTING VOOR FUNDAMENTEEL ONDERZOEK DER MATERIE - FOM	314,349	3,566,975	3,881,324
30	RIJKSINSTITUUT VOOR VOLKSGEZONDHEIDEN MILIEU*NATIONAL INSTITUTE FOR PUBLIC HEALTH AND THE ENVIRONMENTS	883,381	2,725,747	3,609,128
31	KONINKLIJKE COOPERATIVE COSUN UA	3,500,760		3,500,760
32	STICHTING WETSUS, EUROPEAN CENTRE OF EXCELLENCE FOR SUSTAINABLE WATER TECHNOLOGY	3,335,400		3,335,400
33	MINISTERIE VAN INFRASTRUCTUUR EN MILIEU	1,723,751	1,587,129	3,310,879
34	MINISTERIE VAN ECONOMISCHE ZAKEN	36,660	3,243,582	3,280,242

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
35	SELF-SCREEN BV	3,264,375		3,264,375
36	STICHTING HET NEDERLANDS KANKER INSTITUUT-ANTONI VAN LEEUWENHOEK ZIEKENHUIS	1,240,786	1,867,861	3,108,647
37	NEDERLANDSE ORGANISATIE VOOR WETENSCHAPPELIJK ONDERZOEK	312,234	2,784,202	3,096,435
38	STRIJP S ONTWIKKELING BV		2,821,561	2,821,561
39	AMPYX POWER BV	2,500,000	255,374	2,755,374
40	ZORGONDERZOEK NEDERLAND ZON	575,000	2,124,653	2,699,654
41	STICHTING ASTRON, NETHERLANDS INSTITUTE FOR RADIO ASTRONOMY	2,645,455		2,645,455
42	PHILIPS MEDICAL SYSTEMS NEDERLAND BV		2,617,804	2,617,804
43	STICHTING OPEN TICKETING	2,567,500		2,567,500
44	ONTWIKKELINGSMAATSCHAPPIJ HET IDEE	2,500,000		2,500,000
45	STICHTING KATHOLIEKE UNIVERSITEIT BRABANT UNIVERSITEIT VAN TILBURG	1,843,516	635,329	2,478,845
46	STICHTING TUBERCULOSIS VACCINE INITIATIVE	2,473,986		2,473,986
47	PT THERAGNOSTIC BV	2,427,594		2,427,594
48	STICHTING DELTARES		2,214,294	2,214,294
49	CLARIN ERIC		2,138,725	2,138,725
50	STICHTING SRON NETHERLANDS INSTITUTE FOR SPACE RESEARCH	1,999,975	61,436	2,061,411

6.20.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	TECHNISCHE UNIVERSITEIT DELFT	16	28	44

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
2	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	5	39	44
3	STICHTING VU-VUMC	21	21	42
4	UNIVERSITEIT UTRECHT	14	26	40
5	UNIVERSITEIT VAN AMSTERDAM	21	18	39
6	TECHNISCHE UNIVERSITEIT EINDHOVEN	8	27	35
7	STICHTING KATHOLIEKE UNIVERSITEIT	16	17	33
8	WAGENINGEN UNIVERSITY	15	16	31
9	STICHTING DIENST LANDBOUWKUNDIG ONDERZOEK	5	25	30
10	UNIVERSITEIT TWENTE	6	21	27
11	UNIVERSITEIT MAASTRICHT	10	13	23
12	UNIVERSITEIT LEIDEN	11	8	19
13	RIJSUNIVERSITEIT GRONINGEN	8	11	19
14	ERASMUS UNIVERSITAIR MEDISCH CENTRUM ROTTERDAM	5	11	16
15	UNIVERSITAIR MEDISCH CENTRUM UTRECHT	9	6	15
16	KONINKLIJKE NEDERLANDSE AKADEMIE VAN WETENSCHAPPEN - KNAW	6	8	14
17	Academisch Medisch Centrum bij de Universiteit van Amsterdam	7	7	14
18	ACADEMISCH ZIEKENHUIS LEIDEN - LEIDS UNIVERSITAIR MEDISCH CENTRUM	3	10	13
19	ACADEMISCH ZIEKENHUIS GRONINGEN	5	7	12
20	ERASMUS UNIVERSITEIT ROTTERDAM	5	6	11
21	KONINKLIJK NEDERLANDS METEOROLOGISCH INSTITUUT-KNMI	1	9	10

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
22	MINISTERIE VAN ECONOMISCHE ZAKEN	1	8	9
23	MINISTERIE VAN INFRASTRUCTUUR EN MILIEU	2	7	9
24	RIJKSINSTITUUT VOOR VOLKSGEZONDHEIDEN MILIEU*NATIONAL INSTITUTE FOR PUBLIC HEALTH AND THE ENVIRONMENTS	1	7	8
25	STICHTING NATIONAAL LUCHT- EN RUIMTEVAARTLABORATORIUM	1	7	8
26	STICHTING HET NEDERLANDS KANKER INSTITUUT-ANTONI VAN LEEUWENHOEK ZIEKENHUIS	3	4	7
27	PHILIPS ELECTRONICS NEDERLAND B.V.	2	5	7
28	STICHTING DELTARES		7	7
29	STICHTING LIBER		6	6
30	STICHTING KATHOLIEKE UNIVERSITEIT BRABANT UNIVERSITEIT VAN TILBURG	3	3	6
31	STICHTING VOOR FUNDAMENTEEL ONDERZOEK DER MATERIE - FOM	2	4	6
32	ZORGONDERZOEK NEDERLAND ZON	1	4	5
33	PHILIPS MEDICAL SYSTEMS NEDERLAND BV		5	5
34	UNIRESEARCH BV		5	5
35	NEDERLANDSE ORGANISATIE VOOR WETENSCHAPPELIJK ONDERZOEK	1	4	5
36	NUCLEAR RESEARCH AND CONSULTANCY GROUP		5	5
37	STICHTING NIOZ, KONINKLIJK NEDERLANDS INSTITUUT VOOR ONDERZOEK DER ZEE	2	2	4
38	SURFSARA BV		4	4
39	SURFnet bv		4	4

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
40	STICHTING EUROPEAN GRID INITIATIVE	1	3	4
41	STICHTING NEDERLANDS NORMALISATIE - INSTITUUT		4	4
42	WAERTSILA NETHERLANDS B.V.		4	4
43	GEMEENTE ROTTERDAM		3	3
44	MARIENE INFORMATIE SERVICE MARIS BV		3	3
45	KWR WATER B.V.	1	2	3
46	PANTEIA BV		3	3
47	GEANT VERENIGING	1	2	3
48	THE UBUNTUNET ALLIANCE FOR RESEARCH AND EDUCATION NETWORKING		3	3
49	STICHTING ZUYD HOGESCHOOL		3	3
50	STICHTING ENERGIEONDERZOEK CENTRUM NEDERLAND	1	2	3
51	LIFETEC GROUP BV		3	3
52	CLARIN ERIC		3	3
53	STICHTING INSTITUUT VOOR STUDIE ENSTIMULERING VAN ONDERZOEK OP HETGEBIED VAN GEBOUWINSTALLATIES		3	3
54	ROESSINGH RESEARCH AND DEVELOPMENT BV		3	3
55	PERCUROS BV	1	2	3
56	ASSOCIATION OF EUROPEAN SCIENCE & TECHNOLOGY TRANSFER PROFESSIONALS		2	2
57	ZF-SCREENS BV		2	2
58	STICHTING WETENSCHAPPELIJK ONDERZOEK VERKEERSVEILIGHEID		2	2
59	DEMO CONSULTANTS BV	1	1	2
60	SPAANDERMAN PAULUS TEUN		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
61	DSM CHEMICAL TECHNOLOGY R & D BV		2	2
62	STICHTING SMART HOMES	1	1	2
63	DSM FOOD SPECIALTIES BV		2	2
64	TAUS BV		2	2
65	DYADIC NEDERLAND BV		2	2
66	SCHUURBIERS DANIEL		2	2
67	ECORYS NEDERLAND B.V.		2	2
68	CLINQUEST SERVICES BV		2	2
69	FEYECON DEVELOPMENT & IMPLEMENTATION BV	1	1	2
70	STICHTING PUBLIC PRIVATE PARTNERSHIP INSTITUTE FOR SUSTAINABLE PROCESSTECHNOLOGY	2		2
71	GEMEENTE EINDHOVEN	1	1	2
72	B.T.G. BIOMASS TECHNOLOGY GROUP BV		2	2
73	HERE GLOBAL B.V.		2	2
74	TASS INTERNATIONAL MOBILITY CENTER BV		2	2
75	Huygen Installatie Adviseurs	2		2
76	BIO-PRODUCT BV		2	2
77	IMTECH TRAFFIC & INFRA BV		2	2
78	SAPPI NETHERLANDS SERVICES B.V.		2	2
79	Inertia Technology B.V.	1	1	2
80	SCIENCE AND TECHNOLOGY BV	1	1	2
81	ISIS - Innovative Solutions In Space BV	1	1	2
82	STICHTING CENTRUM VOOR WISKUNDE EN INFORMATICA	1	1	2
83	KIC INNOENERGY SE		2	2
84	STICHTING JOINT IMPLEMENTATION NETWORK		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
85	KONINKLIJKE LUCHTVAART MAATSCHAPPIJ NV		2	2
86	STICHTING NATIONAAL ICT INSTITUUT IN DE ZORG		2	2
87	Agendia NV	1	1	2
88	STICHTING SBRCURnet		2	2
89	LIONIX BV		2	2
90	STICHTING SRON NETHERLANDS INSTITUTE FOR SPACE RESEARCH	1	1	2
91	LOUIS BOLK INSTITUUT		2	2
92	STICHTING WAAG SOCIETY		2	2
93	MIMETAS BV		2	2
94	STICHTING ZIEKENHUIS GELDERSE VALLEI		2	2
95	AMPYX POWER BV	1	1	2
96	TATA STEEL NEDERLAND TECHNOLOGY BV	1	1	2
97	ANTERYON BV	1	1	2
98	TIE NEDERLAND BV		2	2
99	PHILIPS INTERNATIONAL B.V.		2	2
100	VITENS NV		2	2
101	ARCADIS NEDERLAND BV		2	2
102	PRORAIL BV		2	2
103	PROMOLDING BV		2	2

6.20.3 Number of coordinating projects as success factor

Rank	Organisation	Amounts as Coordinator (€)
1	STICHTING VU-VUMC	21
2	UNIVERSITEIT VAN AMSTERDAM	21
3	TECHNISCHE UNIVERSITEIT DELFT	16

Rank	Organisation	Amounts as Coordinator (€)
4	STICHTING KATHOLIEKE UNIVERSITEIT	16
5	WAGENINGEN UNIVERSITY	15
6	UNIVERSITEIT UTRECHT	14
7	UNIVERSITEIT LEIDEN	11
8	UNIVERSITEIT MAASTRICHT	10
9	UNIVERSITAIR MEDISCH CENTRUM UTRECHT	9
10	TECHNISCHE UNIVERSITEIT EINDHOVEN	8
11	RIJKSUNIVERSITEIT GRONINGEN	8
12	Academisch Medisch Centrum bij de Universiteit van Amsterdam	7
13	UNIVERSITEIT TWENTE	6
14	KONINKLIJKE NEDERLANDSE AKADEMIE VAN WETENSCHAPPEN - KNAW	6
15	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	5
16	STICHTING DIENST LANDBOUWKUNDIG ONDERZOEK	5
17	ERASMUS UNIVERSITAIR MEDISCH CENTRUM ROTTERDAM	5
18	ACADEMISCH ZIEKENHUIS GRONINGEN	5
19	ERASMUS UNIVERSITEIT ROTTERDAM	5
20	ACADEMISCH ZIEKENHUIS LEIDEN - LEIDS UNIVERSITAIR MEDISCH CENTRUM	3
21	STICHTING HET NEDERLANDS KANKER INSTITUUT-ANTONI VAN LEEUWENHOEK ZIEKENHUIS	3
22	STICHTING KATHOLIEKE UNIVERSITEIT BRABANT UNIVERSITEIT VAN TILBURG	3
23	MINISTERIE VAN INFRASTRUCTUUR EN MILIEU	2
24	PHILIPS ELECTRONICS NEDERLAND B.V.	2
25	STICHTING VOOR FUNDAMENTEEL ONDERZOEK DER MATERIE - FOM	2

Rank	Organisation	Amounts as Coordinator (€)
26	STICHTING NIOZ, KONINKLIJK NEDERLANDS INSTITUUT VOOR ONDERZOEK DER ZEE	2
27	STICHTING PUBLIC PRIVATE PARTNERSHIP INSTITUTE FOR SUSTAINABLE PROCESSTECHNOLOGY	2
28	Huygen Installatie Adviseurs	2
29	KONINKLIJK NEDERLANDS METEOROLOGISCH INSTITUUT-KNMI	1
30	MINISTERIE VAN ECONOMISCHE ZAKEN	1
31	RIJKSINSTITUUT VOOR VOLKSGEZONDHEIDEN MILIEU* NATIONAL INSTITUTE FOR PUBLIC HEALTH AND THE ENVIRONMENTS	1
32	STICHTING NATIONAAL LUCHT- EN RUIMTEVAARTLABORATORIUM	1
33	ZORGONDERZOEK NEDERLAND ZON	1
34	NEDERLANDSE ORGANISATIE VOOR WETENSCHAPPELIJK ONDERZOEK	1
35	STICHTING EUROPEAN GRID INITIATIVE	1
36	KWR WATER B.V.	1
37	GEANT VERENIGING	1
38	STICHTING ENERGIEONDERZOEK CENTRUM NEDERLAND	1
39	PERCUROS BV	1
40	DEMO CONSULTANTS BV	1
41	STICHTING SMART HOMES	1
42	FEYECON DEVELOPMENT & IMPLEMENTATION BV	1
43	GEMEENTE EINDHOVEN	1
44	Inertia Technology B.V.	1
45	SCIENCE AND TECHNOLOGY BV	1
46	ISIS - Innovative Solutions In Space BV	1
47	STICHTING CENTRUM VOOR WISKUNDE EN INFORMATICA	1

Rank	Organisation	Amounts as Coordinator (€)
48	Agendia NV	1
49	STICHTING SRON NETHERLANDS INSTITUTE FOR SPACE RESEARCH	1
50	AMPYX POWER BV	1
51	TATA STEEL NEDERLAND TECHNOLOGY BV	1
52	ANTERYON BV	1
53	STICHTING ASTRON, NETHERLANDS INSTITUTE FOR RADIO ASTRONOMY	1
54	BLUE4GREEN BV	1
55	FOUNDATION WEGEMT - A EUROPEAN ASSOCIATION OF UNIVERSITIES IN MARINE TECHNOLOGY AND RELATED SCIENCES	1
56	FREE D GEOMETRIES BV	1
57	STICHTING GLOBAL PARTNERSHIP FOR THE PREVENTION OF ARMED CONFLICT	1
58	STICHTING WETSUS, EUROPEAN CENTRE OF EXCELLENCE FOR SUSTAINABLE WATER TECHNOLOGY	1
59	DAF Trucks NV	1
60	WILLEMS-TJOE NIJ ANNEMARIE CHRISTINE	1
61	ELITAC BV	1
62	STICHTING SCIENCE STREET	1
63	E-TRACTION EUROPE BV	1
64	HELIOX BV	1
65	HEMICS BV	1
66	BEPART BV	1
67	HOLLAND CONTAINER INNOVATIONS NEDERLAND B.V.	1
68	HYDROWASHR B.V.	1
69	IBIS POWER BV	1
70	XILLOC MEDICAL BV	1
71	IBS PRECISION ENGINEERING BV	1

Rank	Organisation	Amounts as Coordinator (€)
72	AUDION THERAPEUTICS BV	1
73	Energy Experts International	1
74	STICHTING OPEN TICKETING	1
75	KONINKLIJKE COOPERATIVE COSUN UA	1
76	EUROPROXIMA BV	1
77	Tide Microfluidics B.V.	1
78	TREEWAY B.V.	1
79	TVILIGHT B.V.	1
80	SELF-SCREEN BV	1
81	MEDIS MEDICAL IMAGING SYSTEMS BV	1
82	SOFTWARE IMPROVEMENT GROUP B.V	1
83	MILABS BV	1
84	AITEK BV	1
85	STICHTING ISALA KLINIEKEN	1
86	MYMETICS BV	1
87	STICHTING NATURALIS BIODIVERSITY CENTER	1
88	NEMO HEALTHCARE BV	1
89	NETHERLANDS TRANSLATIONAL RESEARCH CENTER BV	1
90	STICHTING OPLEIDINGS- EN ONTWIKKELINGSFONDS VOOR HET TECHNISCH INSTALLATIEBEDRIJF*ST.POL.- EN ONTWIKK.FONDS TECH INSTALL.BEDR OTIB	1
91	STICHTING PROSAFE (THE PRODUCT SAFETY ENFORCEMENT FORUM OF EUROPE)	1
92	STICHTING STC-GROUP	1
93	ABUNDNZ BV	1
94	STICHTING TUBERCULOSIS VACCINE INITIATIVE	1
95	Stichting Very Disco	1

Rank	Organisation	Amounts as Coordinator (€)
96	ONTWIKKELINGSMAATSCHAPPIJ HET IDEE	1
97	OPEN UNIVERSITEIT NEDERLAND	1
98	OPTISENSE B.V.	1
99	COLSEN, ADVIESBURO VOOR MILIEUTECHNIEK BV	1
100	PARKBEE BV	1
101	SUSTAINABLE BUSINESS ENGINEERS B.V.	1
102	PATHOFINDER BV	1
103	PHILIPS LIGHTING B.V.	1
104	PNO CONSULTANTS BV	1
105	CONTRONICS ENGINEERING BV* CEN	1
106	PROQR THERAPEUTICS BV	1
107	BI-ENERGY BV	1
108	PT THERAGNOSTIC BV	1
109	RECICLATA BV	1
110	REWIN PROJECTEN BV	1
111	WEIR MINERALS NETHERLANDS BV	1
112	SAINT TROFEE VOF	1
113	SCHEEPSWERF DAMEN GORINCHEM BV	1

6.21 Poland

6.21.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	NARODOWE CENTRUM NAUKI	5,841,000	401,675	6,242,675
2	INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK	1,094,409	2,502,475	3,596,884
3	INSTYTUT BIOLOGII DOSWIADCZALNEJ IM. M. NENCKIEGO POLSKIEJ AKADEMII NAUK	2,302,080	224,137	2,526,217
4	INSTYTUT UPRAWY NAWOZENIA I GLEBOZNAWSTWA, PANSTWOWY INSTYTUT BADAWCZY	2,449,496		2,449,496
5	INSTYTUT CHEMII BIOORGANICZNEJ POLSKIEJ AKADEMII NAUK	281,250	1,911,147	2,192,397
6	AKADEMIA GORNICZO-HUTNICZA IM. STANISLAWA STASZICA W KRAKOWIE		2,192,088	2,192,088
7	INSTYTUT FIZYKI PLAZMY I LASEROWEJ MIKROSYNTEZY IM. SYLWESTRA KALISKIEGO		2,191,536	2,191,536
8	UNIwersytet Warszawski	934,462	1,060,860	1,995,322
9	POLITECHNIKA WROCLAWSKA	232,962	1,470,522	1,703,483
10	NARODOWE CENTRUM BADAN I ROZWOJU	208,850	1,345,801	1,554,651
11	Airoptic Spolka z Ograniczona Odpowiedzialnoscia		1,518,625	1,518,625
12	NARODOWE CENTRUM BADAN JADROWYCH	300,003	1,140,895	1,440,898
13	UNIwersytet Jagiellonski	146,462	1,036,090	1,182,552
14	KGHM POLSKA MIEDZ SA	982,500	98,750	1,081,250
15	UNIwersytet im. Adama Mickiewicza w Poznaniu	324,000	640,588	964,588
16	UNIwersytet Warmiński Mazurski w Olsztynie		964,474	964,474
17	VIGO SYSTEM S.A.		889,000	889,000

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
18	TOMASZ MARIAN KOSMIDER		842,655	842,655
19	Instytut Geofizyki Polskiej Akademii Nauk		762,250	762,250
20	POLITECHNIKA WARSZAWSKA	277,500	484,238	761,738
21	UNIWERSYTET MEDYCZNY IM PIASTOW SLASKICH WE WROCLAWIU		757,375	757,375
22	POLITECHNIKA LODZKA		669,781	669,781
23	POLITECHNIKA POZNANSKA	49,800	605,625	655,425
24	ASM CENTRUM BADAN I ANALIZ RYNKU SP. Z O O		650,750	650,750
25	INSTYTUT TECHNOLOGII MATERIALOW ELEKTRONICZNYCH		645,051	645,051
26	FUNDACJA PARTNERSTWA TECHNOLOGICZNEGO TECHNOLOGY PARTNERS		635,816	635,816
27	BARTLOMIEJ MARCIN STANCZYK		577,500	577,500
28	AKADEMIA MORSKA W GDYNI		574,500	574,500
29	Przemyslowy Instytut Motoryzacji		568,125	568,125
30	SZKOLA GLOWNA HANDLOWA W WARSZAWIE		548,793	548,793
31	ATENDE SPOLKA AKCYNA		527,624	527,624
32	NOKIA SOLUTIONS AND NETWORKS SP ZOO		510,365	510,365
33	FUNDACJA NAUKOWA INSTYTUT BADAN STRUKTURALNYCH		506,250	506,250
34	UNIWERSYTET MEDYCZNY W LUBLINIE		475,535	475,535
35	INSTYTUT ENERGETYKI		474,125	474,125
36	PROCHIMIA SURFACES SP. Z O.O.		425,375	425,375
37	SLASKI UNIWERSYTET MEDYCZNY W KATOWICACH		416,000	416,000
38	MINKON SP ZOO		413,523	413,523
39	TAURON POLSKA ENERGIA SA		393,813	393,813

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
40	ITTI SP ZOO		390,125	390,125
41	APEIRON SYNTHESIS SPOLKA AKCYJNA		387,500	387,500
42	UNIWERSYTET MEDYCZNY IM KAROLA MARCINKOWSKIEGO W POZNANIU		366,188	366,188
43	POLITECHNIKA GDANSKA		365,125	365,125
44	INSTYTUT CHEMII FIZYCZNEJ POLSKIEJ AKADEMII NAUK	360,000		360,000
45	KGHM CUPRUM SP ZOO CENTRUM BADAWCZO-ROZWOJOWE		350,526	350,526
46	ENERGA OPERATOR SA		349,125	349,125
47	UNIWERSYTET GDANSKI		345,188	345,188
48	EC SYSTEMS SPZOO		328,125	328,125
49	ELPROMA ELEKTRONIKA SP. Z O.O.		324,888	324,888
50	SKA POLSKA SP Z O. O.		323,750	323,750

6.21.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK	2	14	16
2	NARODOWE CENTRUM BADAN I ROZWOJU	6	5	11
3	INSTYTUT CHEMII BIOORGANICZNEJ POLSKIEJ AKADEMII NAUK	1	8	9
4	POLITECHNIKA WROCLAWSKA	2	6	8
5	UNIWERSYTET JAGIELLONSKI	1	7	8
6	AKADEMIA GORNICZO-HUTNICZA IM. STANISLAWA STASZICA W KRAKOWIE		8	8

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
7	UNIWERSYTET WARSZAWSKI	2	5	7
8	UNIWERSYTET IM. ADAMA MICKIEWICZA W POZNANIU	1	5	6
9	NARODOWE CENTRUM BADAN JADROWYCH	1	5	6
10	POLITECHNIKA WARSZAWSKA	1	3	4
11	POLITECHNIKA LODZKA		4	4
12	ASM CENTRUM BADAN I ANALIZ RYNKU SP. Z O O		3	3
13	Instytut Geofizyki Polskiej Akademii Nauk		3	3
14	POLITECHNIKA POZNANSKA	1	2	3
15	NARODOWE CENTRUM NAUKI	1	2	3
16	URZAD MORSKI W GDYNI		3	3
17	POLITECHNIKA GDANSKA		3	3
18	SZKOLA GLOWNA HANDLOWA W WARSZAWIE		2	2
19	UNIWERSYTET MEDYCZNY W LUBLINIE		2	2
20	FUNDACJA UNIWERSYTETU IM ADAMA MICKIEWICZA W POZNANIU		2	2
21	ZACHODNIOPOMORSKI UNIWERSYTET TECHNOLOGICZNY W SZCZECINIE	1	1	2
22	CEZAMAT PW Sp. z o.o.		2	2
23	"PRZEDSIEBIORSTWO ROBOT ELEWACYJNYCH ""FASADA"" SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA"		2	2
24	UNIWERSYTET EKONOMICZNY W POZNANIU		2	2
25	Miasto Stołeczne Warszawa		2	2
26	UNIWERSYTET MEDYCZNY IM KAROLA MARCINKOWSKIEGO W POZNANIU		2	2
27	VIGO SYSTEM S.A.		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
28	INSTYTUT BIOLOGII DOSWIADCZALNEJ IM. M. NENCKIEGO POLSKIEJ AKADEMII NAUK	1	1	2
29	ASTRI POLSKA SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA		2	2
30	Przemyslowy Instytut Motoryzacji		2	2
31	INSTYTUT ENERGETYKI		2	2
32	THE HENRYK NIEWODNICZANSKI INSTITUTE OF NUCLEAR PHYSICS, POLISH ACADEMY OF SCIENCES		2	2
33	NOKIA SOLUTIONS AND NETWORKS SP ZOO		2	2
34	UNIWERSYTET GDANSKI		2	2
35	INSTYTUT EKOLOGII TERENOW UPRZEMYSLOWIONYCH		2	2
36	INSTYTUT BADAWCZY DROG I MOSTOW		2	2
37	INSTYTUT LOGISTYKI I MAGAZYNOWANIA		2	2
38	UNIWERSYTET MEDYCZNY IM PIASTOW SLASKICH WE WROCLAWIU		2	2
39	Airoptic Spolka z Ograniczona Odpowiedzialnoscia		2	2
40	UNIWERSYTET WARMINSKO MAZURSKI W OLSZTYNIE		2	2
41	Instytut Rozrodu Zwierzat i Badan Zywnosci Polskiej Akademii Nauk	1	1	2
42	KGHM CUPRUM SP ZOO CENTRUM BADAWCZO- ROZWOJOWE		2	2
43	IZBA PRZEMYSLOWO - HANDLOWA W KRAKOWIE		2	2
44	POLITECHNIKA KRAKOWSKA		2	2
45	KGHM POLSKA MIEDZ SA	1	1	2

6.21.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	NARODOWE CENTRUM BADAN I ROZWOJU	6
2	INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK	2
3	POLITECHNIKA WROCLAWSKA	2
4	UNIWERSYTET WARSZAWSKI	2
5	INSTYTUT CHEMII BIOORGANICZNEJ POLSKIEJ AKADEMII NAUK	1
6	UNIWERSYTET JAGIELLONSKI	1
7	UNIWERSYTET IM. ADAMA MICKIEWICZA W POZNANIU	1
8	NARODOWE CENTRUM BADAN JADROWYCH	1
9	POLITECHNIKA WARSZAWSKA	1
10	POLITECHNIKA POZNANSKA	1
11	NARODOWE CENTRUM NAUKI	1
12	ZACHODNIOPOMORSKI UNIWERSYTET TECHNOLOGICZNY W SZCZECINIE	1
13	INSTYTUT BIOLOGII DOSWIADCZALNEJ IM. M. NENCKIEGO POLSKIEJ AKADEMII NAUK	1
14	Instytut Rozrodu Zwierząt i Badan Żywności Polskiej Akademii Nauk	1
15	KGHM POLSKA MIEDZ SA	1
16	SWIETOKRZYSKIE CENTRUM INNOWACJI I TRANSFERU TECHNOLOGII SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1
17	EXC SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1
18	INSTYTUT CHEMII FIZYCZNEJ POLSKIEJ AKADEMII NAUK	1
19	CONNECTPOINT SP ZOO	1

20	INSTYTUT MATEMATYCZNY POLSKIEJ AKADEMII NAUK	1
21	FILIPOWIAK JAN	1
22	PLASMA SYSTEM SPOLKA AKCYJNA	1
23	COLLEGIUM CIVITAS	1
24	INSTYTUT UPRAWY NAWOZENIA I GLEBOZNAWSTWA, PANSTWOWY INSTYTUT BADAWCZY	1
25	BCAST SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1
26	JAKUSZ SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1
27	BLACK PEARLS INVESTMENTS SP ZOO	1
28	MALOPOLSKA VOIVODSHIP	1
29	SUP4NAV SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1
30	MANAGEMENT DATA SYSTEMS SP ZOO	1
31	ML SYSTEM SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	1

6.22 Portugal

6.22.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERSIDADE DE COIMBRA	3,673,693	1,916,564	5,590,256
2	UNIVERSIDADE DO MINHO	2,630,255	2,835,413	5,465,668
3	FUNDACAO PARA A CIENCIA E A TECNOLOGIA	373,001	4,873,826	5,246,826
4	UNINOVA - INSTITUTO DE DESENVOLVIMENTO DE NOVAS TECNOLOGIAS	1,337,003	3,750,294	5,087,296
5	INSTITUTO DE MEDICINA MOLECULAR	4,510,860	187,083	4,697,943
6	INSTITUTO SUPERIOR TECNICO		4,688,728	4,688,728
7	INESC PORTO - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES DO PORTO	984,625	3,010,445	3,995,070
8	UNIVERSIDADE DO PORTO	701,713	2,594,738	3,296,450
9	INESC ID - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES, INVESTIGACAO E DESENVOLVIMENTO EM LISBOA	402,525	2,080,500	2,483,025
10	ICETA INSTITUTO DE CIENCIAS, TECNOLOGIAS E AGROAMBIENTE DA UNIVERSIDADE DO PORTO	2,228,000		2,228,000
11	UNIVERSIDADE DE EVORA	148,636	2,065,541	2,214,177
12	LABELEC - ESTUDOS, DESENVOLVIMENTO E ACTIVIDADES LABORATORIALS SA		2,187,308	2,187,308
13	EDP DISTRIBUICAO ENERGIA SA		2,015,875	2,015,875
14	UNIVERSIDADE DE AVEIRO	594,725	1,402,471	1,997,196
15	ASSOCIACAO DO INSTITUTO SUPERIOR TECNICO PARA A INVESTIGACAO E DESENVOLVIMENTO	762,500	1,209,798	1,972,298
16	LABORATORIO NACIONAL DE ENGENHARIA CIVIL	1,690,288	125,688	1,815,975
17	PT INOVACAO E SISTEMAS SA		1,740,875	1,740,875

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
18	FUNDACAO D. ANNA SOMMER CHAMPALIMAUD E DR. CARLOS MONTEZ CHAMPALIMAUD	1,657,386		1,657,386
19	INSTITUTO DE BIOLOGIA EXPERIMENTAL E TECNOLOGICA	1,493,281		1,493,281
20	NOVA ID FCT - ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO DA FCT	1,429,719		1,429,719
21	INSTITUTO DE TECNOLOGIA QUIMICA E BIOLOGICA - UNIVERSIDADE NOVA DE LISBOA		1,396,713	1,396,713
22	INOV INESC INOVACAO - INSTITUTO DE NOVAS TECNOLOGIAS	38,324	1,237,500	1,275,824
23	INSTITUTO SUPERIOR DE ESTATISTICA E GESTAO DE INFORMACAO		1,191,782	1,191,782
24	FUNDACAO DA FACULDADE DE CIENCIAS DA UNIVERSIDADE DE LISBOA	220,883	860,216	1,081,099
25	INSTITUTO SUPERIOR DE ENGENHARIA DO PORTO	836,929	153,750	990,679
26	SWORD HEALTH LDA	919,975		919,975
27	Laboratorio Nacional de Energia e Geologia I.P.		902,121	902,121
28	INSTITUTO DE TELECOMUNICACOES		889,338	889,338
29	WAVEC/OFFSHORE RENEWABLES - CENTRO DE ENERGIA OFFSHORE ASSOCIACAO	677,125	196,775	873,900
30	INSTITUTO POLITECNICO DO PORTO	711,000	135,000	846,000
31	UBIWHERE Lda		839,988	839,988
32	TIS PT, CONSULTORES EM TRANSPORTES, INOVACAO E SISTEMAS, SA		829,388	829,388
33	CARD4B - SYSTEMS, S.A.		802,125	802,125

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
34	CEIIA - CENTRO PARA A EXCELENCIA E INOVACAO NA INDUSTRIA AUTOMOVEL		801,936	801,936
35	SOCIEDADE PORTUGUESA DE INOVACAO - CONSULTADORIA EMPRESARIAL E FOMENTO DA INOVACAO S.A.		797,831	797,831
36	UNIVERSIDADE DE LISBOA	60,438	730,863	791,301
37	UNPARALLEL INNOVATION LDA		749,745	749,745
38	GENIBET - BIOPHARMACEUTICALS SA		705,250	705,250
39	LABORATORIO DE INSTRUMENTACAO E FISICA EXPERIMENTAL DE PARTICULAS		657,125	657,125
40	INOVAMAI - SERVICOS DE CONSULTADORIA EM INOVACAO TECNOLÓGICA S.A.	438,970	211,948	650,918
41	Associação para Investigação e Desenvolvimento da Faculdade de Medicina		593,795	593,795
42	Ministério da Justiça		592,135	592,135
43	MARTIFER SOLAR SA		587,715	587,715
44	MOG TECHNOLOGIES SA		583,801	583,801
45	GMVIS SKYSOFT SA		573,703	573,703
46	AWAIBA CONSULTADORIA, DESENVOLVIMENTO E COMERCIO DE COMPONENTES MICROELECTRONICOS, LDA.		565,556	565,556
47	Active Space Technologies, Actividades Aeroespaciais S.A.		509,875	509,875
48	BMD SOFTWARE LDA		507,756	507,756
49	CAMARA MUNICIPAL DE LISBOA		504,113	504,113
50	PROEF, SGPS SA		496,875	496,875

6.22.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	FUNDACAO PARA A CIENCIA E A TECNOLOGIA	4	27	31
2	UNIVERSIDADE DO PORTO	2	12	14
3	UNIVERSIDADE DO MINHO	2	12	14
4	UNIVERSIDADE DE COIMBRA	3	10	13
5	UNINOV - INSTITUTO DE DESENVOLVIMENTO DE NOVAS TECNOLOGIAS	2	8	10
6	INESC PORTO - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES DO PORTO	2	8	10
7	INSTITUTO SUPERIOR TECNICO		10	10
8	UNIVERSIDADE DE AVEIRO	3	6	9
9	UNIVERSIDADE DE EVORA	1	6	7
10	PT INOVACAO E SISTEMAS SA		5	5
11	ASSOCIACAO DO INSTITUTO SUPERIOR TECNICO PARA A INVESTIGACAO E DESENVOLVIMENTO	1	4	5
12	INESC ID - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES, INVESTIGACAO E DESENVOLVIMENTO EM LISBOA	1	4	5
13	INSTITUTO DE TECNOLOGIA QUIMICA E BIOLOGICA - UNIVERSIDADE NOVA DE LISBOA		5	5
14	TIS PT, CONSULTORES EM TRANSPORTES, INOVACAO E SISTEMAS, SA		4	4
15	Ministério da Justiça		4	4
16	INSTITUTO DE MEDICINA MOLECULAR	3	1	4
17	FUNDACAO DA FACULDADE DE CIENCIAS DA UNIVERSIDADE DE LISBOA	1	3	4

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
18	SOCIEDADE PORTUGUESA DE INOVACAO - CONSULTADORIA EMPRESARIAL E FOMENTO DA INOVACAO S.A.		4	4
19	INOV INESC INOVACAO - INSTITUTO DE NOVAS TECNOLOGIAS	1	3	4
20	CAMARA MUNICIPAL DE LISBOA		4	4
21	INOVAMAI - SERVICOS DE CONSULTADORIA EM INOVACAO TECNOLÓGICA S.A.	1	3	4
22	UNIVERSIDADE DE LISBOA	1	3	4
23	CIENCIA VIVA-AGENCIA NACIONAL PARA A CULTURA CIENTIFICA E TECNOLÓGICA		3	3
24	INSTITUTO POLITECNICO DO PORTO	1	2	3
25	UNIVERSIDADE NOVA DE LISBOA		3	3
26	LABORATORIO NACIONAL DE ENGENHARIA CIVIL	1	2	3
27	CIIMAR - Centro Interdisciplinar de Investigação Marinha e Ambiental		3	3
28	ICETA - Instituto de Ciências e Tecnologias Agrárias e Agro-Alimentares	1	2	3
29	UNIVERSIDADE DO ALGARVE		3	3
30	SMALLMATEK - SMALL MATERIALS AND TECHNOLOGIES LDA		3	3
31	LABORATORIO DE INSTRUMENTACAO E FISICA EXPERIMENTAL DE PARTICULAS		3	3
32	Laboratorio Nacional de Energia e Geologia I.P.		3	3
33	Instituto Superior de Agronomia	1	2	3
34	BMD SOFTWARE LDA		2	2
35	UNIVERSIDADE CATOLICA PORTUGUESA		2	2
36	SPMS - SERVICOS PARTILHADOS DO MINISTERIO DA SAUDE EPE		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
37	INSTITUTO POLITECNICO DE COIMBRA		2	2
38	GLOBAZ, S.A.		2	2
39	ESCOLA NACIONAL DE SAUDE PUBLICA		2	2
40	EP ESTRADAS DE PORTUGAL SA		2	2
41	INSTITUTO PORTUGUES DO MAR E DA ATMOSFERA IP		2	2
42	UBIWHERE Lda		2	2
43	DEIMOS ENGENHARIA S.A.	1	1	2
44	INSTITUTO DE SISTEMAS E ROBOTICA-ASSOCIACAO		2	2
45	EDP DISTRIBUICAO ENERGIA SA		2	2
46	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO NORTE	2		2
47	BETA-I, ASSOCIACAO PARA A PROMOCAODA INOVACAO E DO EMPREENDEDORISMO		2	2
48	Quercus - Associação nacional de Conservação da natureza		2	2
49	IMAR- INSTITUTO DO MAR		2	2
50	UNPARALLEL INNOVATION LDA		2	2
51	Associação para Investigação e Desenvolvimento da Faculdade de Medicina		2	2
52	WAVEC/OFFSHORE RENEWABLES - CENTRO DE ENERGIA OFFSHORE ASSOCIACAO	1	1	2
53	ASSOCIACAO UNIVERSIDADE EMPRESA PARA DESENVOLVIMENTO TECMINHO		2	2
54	Instituto de Geografia e Ordenamento do Territorio da Universidade de Lisboa		2	2
55	MAXDATA SOFTWARE SA		2	2
56	A4F ALGAFUEL SA		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
57	MINISTERIO DA ADMINISTRACAO INTERNA		2	2
58	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	2		2
59	FUNDACAO D. ANNA SOMMER CHAMPALIMAUD E DR. CARLOS MONTEZ CHAMPALIMAUD	2		2
60	INSTITUTO DE TELECOMUNICACOES		2	2
61	MOG TECHNOLOGIES SA		2	2
62	INSTITUTO PEDRO NUNES, ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA		2	2
63	OCEANSCAN - MARINE SYSTEMS & TECHNOLOGY LDA		2	2
64	INSTITUTO SUPERIOR DE ENGENHARIA DO PORTO	1	1	2
65	VISIONWARE-SISTEMAS DE INFORMACAO SA		2	2

6.22.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	FUNDACAO PARA A CIENCIA E A TECNOLOGIA	4
2	UNIVERSIDADE DE COIMBRA	3
3	UNIVERSIDADE DE AVEIRO	3
4	INSTITUTO DE MEDICINA MOLECULAR	3
5	UNIVERSIDADE DO PORTO	2
6	UNIVERSIDADE DO MINHO	2
7	UNINOVA - INSTITUTO DE DESENVOLVIMENTO DE NOVAS TECNOLOGIAS	2
8	INESC PORTO - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES DO PORTO	2

Rank	Organisation	Projects as Coordinator
9	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO NORTE	2
10	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	2
11	FUNDACAO D. ANNA SOMMER CHAMPALIMAUD E DR. CARLOS MONTEZ CHAMPALIMAUD	2
12	UNIVERSIDADE DE EVORA	1
13	ASSOCIACAO DO INSTITUTO SUPERIOR TECNICO PARA A INVESTIGACAO E DESENVOLVIMENTO	1
14	INESC ID - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES, INVESTIGACAO E DESENVOLVIMENTO EM LISBOA	1
15	FUNDACAO DA FACULDADE DE CIENCIAS DA UNIVERSIDADE DE LISBOA	1
16	INOV INESC INOVACAO - INSTITUTO DE NOVAS TECNOLOGIAS	1
17	INOVAMAI - SERVICOS DE CONSULTADORIA EM INOVACAO TECNOLOGICA S.A.	1
18	UNIVERSIDADE DE LISBOA	1
19	INSTITUTO POLITECNICO DO PORTO	1
20	LABORATORIO NACIONAL DE ENGENHARIA CIVIL	1
21	ICETA - Instituto de Ciências e Tecnologias Agrárias e Agro-Alimentares	1
22	Instituto Superior de Agronomia	1
23	DEIMOS ENGENHARIA S.A.	1
24	WAVEC/OFFSHORE RENEWABLES - CENTRO DE ENERGIA OFFSHORE ASSOCIACAO	1
25	INSTITUTO SUPERIOR DE ENGENHARIA DO PORTO	1
26	FACULDADE DE CIENCIAS E TECNOLOGIADA UNIVERSIDADE NOVA DE LISBOA	1
27	UNIVERSIDADE DA BEIRA INTERIOR	1
28	FACULDADE DE CIENCIAS MEDICAS DA UNIVERSIDADE NOVA DE LISBOA	1

Rank	Organisation	Projects as Coordinator
29	NOVA ID FCT - ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO DA FCT	1
30	OPTISIGMA - ENERGIA & AMBIENTE LDA	1
31	STAB VIDA INVESTIGACAO E SERVICOS EM CIENCIAS BIOLOGICAS LDA	1
32	UBQ II LDA	1
33	GEPACK – EMPRESA TRANSFORMADORA DE PLASTICOS SA	1
34	IAPMEI - AGENCIA PARA A COMPETITIVIDADE E INOVACAO IP	1
35	PERCEIVE3D SA	1
36	BLUECOVER TECHNOLOGIES, LDA	1
37	ICETA INSTITUTO DE CIENCIAS, TECNOLOGIAS E AGROAMBIENTE DA UNIVERSIDADE DO PORTO	1
38	XHOCKWARE SA	1
39	OMNIFLOW SA	1
40	ORIZONVISION LDA	1
41	SWORD HEALTH LDA	1
42	TEKEVER ASDS	1
43	UNBABEL, LDA	1
44	ENERMETER SISTEMAS DE MEDICAO LDA	1
45	LIVEDRIVE LDA	1
46	INSTITUTO DE BIOLOGIA EXPERIMENTAL E TECNOLÓGICA	1
47	YD YNVISIBLE SA	1

6.23 Romania

6.23.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	INSTITUTUL DE CHIMIE MACROMOLECULARA PETRU PONI	2,465,620		2,465,620
2	Unitatea Executiva pentru Finantarea Invatamantului Superior, a Cercetarii, Dezvoltarii si Inovarii		2,220,165	2,220,165
3	UNIVERSITATEA POLITEHNICA DIN BUCURESTI		1,730,400	1,730,400
4	INSTITUTUL DE FIZICA ATOMICA		1,388,868	1,388,868
5	HOLCIM (ROMANIA) SA		750,000	750,000
6	UNIVERSITATEA DIN BUCURESTI		721,798	721,798
7	NOVEL TECHNOLOGIES CENTER SRL		702,013	702,013
8	FUNDATIA NOUA EUROPA	671,875		671,875
9	SIVCO ROMANIA SA		660,813	660,813
10	ECRO SRL		626,894	626,894
11	INSTITUTUL E-AUSTRIA TIMISOARA		579,125	579,125
12	ORANGE ROMANIA SA		503,563	503,563
13	CERTSIGN SRL		487,375	487,375
14	ADS-ELECTRONIC RESEARCH SRL		474,606	474,606
15	UNIVERSITATEA BABES BOLYAI		470,800	470,800
16	TEAMNET INTERNATIONAL SA		453,813	453,813
17	COMPANIA DE NAVIGATIE FLUVIALA ROMANA NAVROM SA		439,713	439,713
18	INSTITUTUL NATIONAL DE CERCETARI AEROSPATIALE ELIE CARAFOLI - I.N.C.A.S. SA		431,875	431,875
19	AUTORITATEA FERROVIARA ROMANA		398,123	398,123

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
20	YMENS TEAMNET SRL		396,375	396,375
21	IMEDICA SA		396,000	396,000
22	Ministerul Educatiei Nationale		373,874	373,874
23	EUROPEAN INTEGRATED PROJECT		357,500	357,500
24	BEIA CONSULT INTERNATIONAL SRL		354,375	354,375
25	UNIVERSITATEA TEHNICA GHEORGHE ASACHI DIN IASI		349,710	349,710
26	AMA ROMANIA SRL	310,193		310,193
27	INSTITUTUL NATIONAL DE CERCETARE-DEZVOLTARE DELTA DUNARII		300,000	300,000
28	SIEMENS SRL		298,438	298,438
29	INSTITUTUL NATIONAL DE CERCETARE DEZVOLTARE PENTRU MICROBIOLOGIE SI IMUNOLOGIE		292,500	292,500
30	ROMANIAN SPACE AGENCY		282,875	282,875
31	ADMINISTRATIA NATIONALA DE METEOROLOGIE R.A.		281,250	281,250
32	S.C. RC-CF TRANS S.R.L.		274,125	274,125
33	INSTITUTUL NATIONAL DE HIDROLOGIE SI GOSPODARIRE A APELOR		272,500	272,500
34	"INSTITUTUL NATIONAL DE CERCETARE -DEZVOLTARE PENTRU FIZICA SI INGINERIE NUCLEARA ""HORIA HULUBEI"" (IFIN-HH)"		272,438	272,438
35	INFO WORLD SRL		269,119	269,119
36	ROMSOFT SRL		266,263	266,263
37	NATIONAL INSTITUTE OF RESEARCH AND DEVELOPMENT FOR OPTOELECTRONICS		255,349	255,349
38	FUNDATIA SATEAN		250,000	250,000

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
39	UNIVERSITATEA DE STIINTE AGRONOMICE SI MEDICINA VETERINARA - BUCURESTI	247,500		247,500
40	SANTIERUL NAVAL DAMEN GALATI SA		239,138	239,138
41	SOCIETATEA ROMANA GEOEXCHANGE		231,750	231,750
42	INSTITUTUL NATIONAL DE CERCETARE-DEZVOLTARE IN CONSTRUCTII URBANISM SI DEZVOLTARE TERITORIALA DURABILA URBAN-INCERC		229,000	229,000
43	MARINE ENGINEERING SRL		218,890	218,890
44	UNIVERSITATEA DUNAREA DE JOS DIN GALATI		216,000	216,000
45	MUZEUL NATIONAL DE ISTORIE NATURALA GRIGORE ANTIPA		215,069	215,069
46	UNIVERSITATEA DE MEDICINA SI FARMACIE 'CAROL DAVILA' DIN BUCURESTI		203,095	203,095
47	Serviciul de Telecomunicații Speciale - UM 0572 București		199,688	199,688
48	ACADEMIA DE STUDII ECONOMICE DIN BUCURESTI		193,750	193,750
49	RARTEL SA		186,348	186,348
50	SERVICIUL DE TELECOMUNICATII SPECIALE		183,125	183,125

6.23.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	Unitatea Executiva pentru Finantarea Invatamantului Superior, a Cercetarii, Dezvoltarii si Inovarii		10	10
2	UNIVERSITATEA DIN BUCURESTI		7	7
3	UNIVERSITATEA POLITEHNICA DIN BUCURESTI		5	5

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
4	Ministerul Educatiei Nationale		4	4
5	"INSTITUTUL NATIONAL DE CERCETARE -DEZVOLTARE PENTRU FIZICA SI INGINERIE NUCLEARA ""HORIA HULUBEI"" (IFIN-HH)"		3	3
6	UNIVERSITATEA BABES BOLYAI		3	3
7	INSTITUTUL NATIONAL DE CERCETARE-DEZVOLTARE IN CONSTRUCTII URBANISM SI DEZVOLTARE TERITORIALA DURABILA URBAN-INCERC		3	3
8	SIEMENS SRL		2	2
9	INSTITUTUL NATIONAL DE HIDROLOGIE SI GOSPODARIRE A APELOR		2	2
10	INSTITUTUL NATIONAL DE CERCETARE-DEZVOLTARE PENTRU PEDOLOGIE, AGROCHIMIE SI PROTECTIA MEDIULUI		2	2
11	AGENTIA NATIONALA DE CADASTRU SI PUBLICITATE IMOBILIARA	2		2
12	NOVEL TECHNOLOGIES CENTER SRL		2	2
13	EUROPEAN INTEGRATED PROJECT		2	2
14	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	1	1	2
15	IMEDICA SA		2	2
16	INSTITUTUL NATIONAL DE CERCETARI AEROSPATIALE ELIE CARAFOLI - I.N.C.A.S. SA		2	2
17	INSTITUTUL DE CHIMIE FIZICA ILIE MURGULESCU		2	2
18	MUNICIPIUL DROBETA TURNU SEVERIN		2	2
19	INSTITUTUL DE FIZICA ATOMICA		2	2
20	ROMANIAN SPACE AGENCY		2	2
21	INSTITUTUL E-AUSTRIA TIMISOARA		2	2
22	SIVCO ROMANIA SA		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
23	UNIVERSITATEA DE VEST DIN TIMISOARA		2	2
24	UNIVERSITATEA DIN CRAIOVA		2	2
25	INSTITUTUL NATIONAL DE CERCETARE-DEZVOLTARE DELTA DUNARII		2	2

6.23.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	AGENTIA NATIONALA DE CADASTRU SI PUBLICITATE IMOBILIARA	2
2	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	1
3	FUNDATIA CENTRUL ROMAN PENTRU INTREPRINDERI MICI SI MIJLOCII	1
4	FUNDATIA NOUA EUROPA	1
5	AMA ROMANIA SRL	1
6	INSTITUTUL DE CHIMIE MACROMOLECULARA PETRU PONI	1
7	ASOCIATIA INVENIO	1
8	CAMERA DE COMERT INDUSTRIE SI AGRICULTURA TIMIS	1
9	UNIVERSITATEA DE STIINTE AGRONOMICE SI MEDICINA VETERINARA - BUCURESTI	1

6.24 Slovakia

6.24.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	ATOS IT SOLUTIONS AND SERVICES SRO	636,875		636,875
2	SLOVENSKA TECHNICKA UNIVERZITA V BRATISLAVE	227,500	337,833	565,333
3	SLOVENSKA AKADEMIA VIED	157,500	318,002	475,502
4	MICRONIC AS		472,000	472,000
5	UNIVERZITA KOMENSKÉHO V BRATISLAVE		466,106	466,106
6	FYZIKALNY USTAV SLOVENSKEJ AKADEMIE VIED		444,000	444,000
7	SLOVENSKA KOMORA STAVEBNÝCH INŽINIEROV	400,544		400,544
8	Ministry of Education, Science, Research and Sport		352,311	352,311
9	VUJE AS		345,118	345,118
10	CENTRUM VEDECKO TECHNICKÝCH INFORMACII SLOVENSKEJ REPUBLIKY		306,269	306,269
11	ISEM-INSTITUT PRE MEDZINARODNU BEZPEČNOST A KRIZOVE RIADENIE N.O.		282,189	282,189
12	BIOPHIL CENTRAL EUROPE SRO		278,250	278,250
13	GEOLOGICKÝ USTAV SLOVENSKEJ AKADEMIE VIED		231,079	231,079
14	HLAVNE MESTO SLOVENSKEJ REPUBLIKY BRATISLAVA		210,989	210,989
15	NARODNE LESNÍCKE CENTRUM	178,500	31,763	210,263
16	NARODNY USTAV REUMATICKÝCH CHOROBY-NURCH NIRD NATIONAL INSTITUTE OF RHEUMATIC DISEASES		203,095	203,095
17	NUCLEOCON SRO		178,125	178,125
18	SAE-AUTOMATION, S.R.O		167,081	167,081
19	ZILINSKA UNIVERZITA V ZILINE		164,619	164,619

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
20	VIAEUROPA COMPETENCE CENTRE SRO		163,695	163,695
21	VYPOCTOVE STREDISKO SLOVENSKEJ AKADEMIE VIED		162,958	162,958
22	SLOVENSKA INOVACNA A ENERGETICKA AGENTURA		158,173	158,173
23	GEOMODEL SOLAR SRO		152,163	152,163
24	PROGNOSTICKY USTAV SLOVENSKEJ AKADEMIE VIED		150,325	150,325
25	E-CODE		149,200	149,200
26	MONDELEZ EUROPEAN BUSINESS SERVICES CENTRE SRO		139,350	139,350
27	SLOVENSKA RADA PRE ZELENE BUDOVY		131,952	131,952
28	INZINIERSKA VYPOCTOVA SPOLOCNOST TRNAVA S.R.O.		98,125	98,125
29	EKONOMICKY USTAV SLOVENSKEJ AKADEMIE VIED		96,500	96,500
30	Slovenska organizacia pre vyskumne a vyvojove aktivity	95,000		95,000
31	VYSKUMNY USTAV PAPIERA A CELULOZY AS		90,563	90,563
32	Vyskumny ustav dopravný		90,435	90,435
33	Zvaz stavebných podnikateľov Slovenska		86,035	86,035
34	STATNY GEOLOGICKY USTAV DIONYZA STURA		84,438	84,438
35	Univerzita Mateja Bela v Banskej Bystrici		79,903	79,903
36	TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE	72,588		72,588
37	MEDZINARODNE LASEROVE CENTRUM		63,250	63,250
38	GLOBAL WATER PARTNERSHIP CENTRAL AND EASTERN EUROPE		60,000	60,000
39	MATADOR INDUSTRIES AS		57,500	57,500

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
40	NARODNY USTAV CELOZIVOTNEHO VZDELAVANIA		56,635	56,635
41	NOVITECH AS		53,225	53,225
42	HIGHCHEM SRO	50,000		50,000
43	INSTITUTE OF LANDSCAPE ECOLOGY OF THE SLOVAK ACADEMY OF SCIENCES		47,459	47,459
44	DOKUMENTACNE STREDISKO HOLOKAUSTU OBCIANSKE ZDRUZENIE		38,000	38,000
45	DECOM AS		35,200	35,200
46	USTAV INFORMATIKY, SLOVENSKA AKADEMIA VIED		31,750	31,750
47	BIC BRATISLAVA. SPOL. S.R.O.	22,400		22,400
48	ONKOLOGICKY USTAV SV ALZBETY SRO		20,178	20,178
49	EKONOMICKA UNIVERZITA V BRATISLAVE		16,754	16,754
50	I-EUROPA SRO		7,500	7,500

6.24.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	CENTRUM VEDECKO TECHNICKYCH INFORMACII SLOVENSKEJ REPUBLIKY		8	8
2	SLOVENSKA AKADEMIA VIED	2	3	5
3	SLOVENSKA TECHNICKA UNIVERZITA V BRATISLAVE	2	3	5
4	NARODNE LESNICKE CENTRUM	2	1	3
5	TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE	2		2
6	VUJE AS		2	2
7	UNIVERZITA KOMENSKÉHO V BRATISLAVE		2	2
8	MATADOR INDUSTRIES AS		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
9	VYSKUMNY USTAV PAPIERA A CELULOZY AS		2	2
10	SLOVENSKA INOVACNA A ENERGETICKA AGENTURA		2	2
11	ZILINSKA UNIVERZITA V ZILINE		2	2

6.24.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	SLOVENSKA AKADEMIA VIED	2
2	SLOVENSKA TECHNICKA UNIVERZITA V BRATISLAVE	2
3	NARODNE LESNICKE CENTRUM	2
4	TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE	2
5	Slovenska organizacia pre vyskumne a vyvojove aktivity	1
6	HIGHCHEM SRO	1
7	SLOVENSKA KOMORA STAVEBNÝCH INŽINIEROV	1
8	ATOS IT SOLUTIONS AND SERVICES SRO	1
9	BIC BRATISLAVA. SPOL. S.R.O.	1

6.25 Slovenia

6.25.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERZA V LJUBLJANI	366,250	5,545,325	5,911,575
2	INSTITUT JOZEF STEFAN	687,347	4,621,742	5,309,089
3	KEMIJSKI INSTITUT	1,030,674	2,755,670	3,786,344
4	LEK FARMACEVTSKA DRUZBA DD	2,631,738		2,631,738
5	XLAB RAZVOJ PROGRAMSKE OPREME IN SVETOVANJE DOO	648,750	1,542,484	2,191,234
6	UNIVERZA V MARIBORU		1,432,875	1,432,875
7	IOS, INSTITUT ZA OKOLJEVARSTVO IN SENZORJE, DOO		1,026,813	1,026,813
8	M SORA TRGOVINA IN PROIZVODNJA DD	996,834		996,834
9	ISKRA ELEKTRO IN ELEKTRONSKA INDUSTRIJA DD		750,625	750,625
10	TELEKOM SLOVENIJE DD		745,125	745,125
11	ELAPHE POGONSKE TEHNOLOGIJE DOO*ELAPHE PROPULSION TECHNOLOGIES LTDH VIROV DOO		660,750	660,750
12	SLOVENSKE ZELEZNICE INFRASTRUKTURA DRUZBA ZA UPRAVLJANJE IN VZDRZEVANJE ZELEZNISKE INFRASTRUKTURE TER VODENJE ZELEZNISKEGA PROMETA DOO		659,625	659,625
13	TEKSTILNA INDUSTRIJA AJDOVSCINA DD		619,674	619,674
14	Ministrstvo za izobraževanje, znanost in sport		552,186	552,186
15	POLYCOM PREDELAVA PLASTICNIH MAS IN ORODJARSTVO SKOFJA LOKA D.O.O.	507,185		507,185
16	HIDRIA AET d.o.o. Druzba za proizvodnjo vzgih sistemov in elektronike d.o.o.	471,063		471,063
17	UNIVERZITETNI KLINICNI CENTER LJUBLJANA		443,000	443,000

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
18	ELEKTRO GORENJSKA PODJETJE ZA DISTRIBUCIJO ELEKTRICNE ENERGIJE DD		429,597	429,597
19	KMETIJSKI INSTITUT SLOVENIJE - AGRICULTURAL INSTITUTE OF SLOVENIA	421,931		421,931
20	JAVNO PODJETJE LJUBLJANSKA PARKIRISCA IN TRZNICE DOO		413,000	413,000
21	EMO-ORODJARNA DOO		403,971	403,971
22	ZAVOD ZA GRADBENISTVO SLOVENIJE		376,834	376,834
23	ZAVOD ENERGETSKA AGENCIJA ZA SAVINJSKO SALESKO IN KOROSKO		365,755	365,755
24	INEA INFORMATIZACIJA ENERGETIKA AVTOMATIZACIJA DOO	50,000	307,500	357,500
25	GEOLOSKI ZAVOD SLOVENIJE		349,217	349,217
26	SI-EVA d.o.o.		334,840	334,840
27	E-ZAVOD, ZAVOD ZA PROJEKTNO SVETOVANJE, RAZISKOVANJE IN RAZVOJ CELOVITIH RESITEV		302,875	302,875
28	SILVAPRODUKT PODJETJE ZA PROIZVODNJO IN PRODAJO SREDSTEV ZA ZASCITO MATERIALOV		298,246	298,246
29	GENIALIS D.O.O	50,000	243,000	293,000
30	HIDRIA TC Tehnoloski center d.o.o.		283,710	283,710
31	SMART COM DOO INFORMACIJSKI IN KOMUNIKACIJSKI SISTEMI		276,938	276,938
32	MELU, mizarstvo, d.o.o.		265,301	265,301
33	EVRO-SREDOZEMSKA UNIVERZA	256,500		256,500
34	HIDRIA ROTOMATIKA DOO, INDUSTRIJA ROTACIJSKIH SISTEMOV		254,275	254,275
35	FAKULTETA ZA INFORMACIJSKE STUDIJE V NOVEM MESTU		234,998	234,998
36	COSYLAB LABORATORIJ ZA KONTROLNE SISTEME DD		216,563	216,563
37	ELEKTRO CELJE D.D.		209,344	209,344

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
38	UNIVERZITETNI REHABILITACIJSKI INSTITUT REPUBLIKE SLOVENIJE-SOCA		190,000	190,000
39	MOBILI INFORMACIJSKE TEHNOLOGIJE DOO		175,175	175,175
40	ONKOLOSKI INSTITUT LJUBLJANA		172,441	172,441
41	ADRIA MOBIL PROIZVODNJA, TRGOVINA IN STORITVE NOVO MESTO DOO		170,875	170,875
42	UNIVERZA V MARIBORU, CENTER ZA UPORABNO MATEMATIKO IN TEORETICNO FIZIKO P.O. ZAVOD	157,288		157,288
43	PROMETNI INSTITUT LJUBLJANA DOO		157,011	157,011
44	ZAVOD LESARSKI GROZD		156,469	156,469
45	DOKTOR 24 ZDRAVSTVENE IN TELEMEDICINSKE STORITVE DOO		149,494	149,494
46	ARCTUR RACUNALNISKI INZENIRING DOO		145,375	145,375
47	JAVNO PODJETJE LJUBLJANSKI POTNISKI PROMET D.O.O.		140,250	140,250
48	REGIONALNA RAZVOJNA AGENCIJA - LJUBLJANSKE URBANE REGIJE ZAVOD		128,251	128,251
49	BSC, POSLOVNO PODPORNİ CENTER, DOO		124,813	124,813
50	SLOVENSKO ZDRUZENJE ZA TRAJNOSTNO GRANDJO		124,812	124,812

6.25.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERZA V LJUBLJANI	2	22	24
2	INSTITUT JOZEF STEFAN	3	13	16
3	Ministrstvo za izobraževanje, znanost in sport		7	7
4	XLAB RAZVOJ PROGRAMSKE OPREME IN SVETOVANJE DOO	1	5	6

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
5	UNIVERZA V MARIBORU		5	5
6	KEMIJSKI INSTITUT	1	4	5
7	GEOLOSKI ZAVOD SLOVENIJE		4	4
8	ZAVOD ZA GRADBENISTVO SLOVENIJE		4	4
9	REGIONALNA RAZVOJNA AGENCIJA - LJUBLJANSKE URBANE REGIJE ZAVOD		3	3
10	NACIONALNI INSTITUT ZA JAVNO ZDRAVJE		3	3
11	TELEKOM SLOVENIJE DD		3	3
12	UNIVERZA NA PRIMORSKEM UNIVERSITA DEL LITORALE	2	1	3
13	SLOVENSKE ZELEZNICE INFRASTRUKTURA DRUZBA ZA UPRAVLJANJE IN VZDRZEVANJE ZELEZNISKE INFRASTRUKTURE TER VODENJE ZELEZNISKEGA PROMETA DOO		2	2
14	GENIALIS D.O.O	1	1	2
15	INEA INFORMATIZACIJA ENERGETIKA AVTOMATIZACIJA DOO	1	1	2
16	INSTITUT ZA CELULOZO IN PAPIR		2	2
17	SiEVA d.o.o.		2	2
18	ELAPHE POGONSKE TEHNOLOGIJE DOO*ELAPHE PROPULSION TECHNOLOGIES LTDH VIROV DOO		2	2
19	TEKSTILNA INDUSTRIJA AJDOVSCINA DD		2	2
20	UNIVERZITETNI KLINICNI CENTER LJUBLJANA		2	2
21	EMO-ORODJARNA DOO		2	2
22	JAVNI ZAVOD REPUBLIKE SLOVENIJE ZA VARSTVO KULTURNE DEDISCINE		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
23	ZAVOD E-OBLAK POSLOVNE IN RAZISKOVALNE DEJAVNOSTI		2	2
24	ZAVOD ENERGETSKA AGENCIJA ZA SAVINJSKO SALESKO IN KOROSKO		2	2

6.25.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	UNIVERZA V LJUBLJANI	2
2	INSTITUT JOZEF STEFAN	3
3	UNIVERZA NA PRIMORSKEM UNIVERSITA DEL LITORALE	2

6.26 Spain

6.26.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	19,229,102	13,999,306	33,228,408
2	FUNDACION TECNALIA RESEARCH & INNOVATION	5,326,653	11,965,073	17,291,726
3	ATOS SPAIN SA	3,610,033	8,840,502	12,450,535
4	CENTRO DE INVESTIGACIONES ENERGETICAS, MEDIOAMBIENTALES Y TECNOLOGICAS-CIEMAT		11,290,034	11,290,034
5	UNIVERSIDAD POMPEU FABRA	7,721,844	2,940,640	10,662,484
6	UNIVERSITAT POLITECNICA DE CATALUNYA	4,947,558	5,591,252	10,538,810
7	UNIVERSITAT AUTONOMA DE BARCELONA	8,377,028	1,940,839	10,317,867
8	UNIVERSIDAD POLITECNICA DE MADRID	1,679,239	6,002,162	7,681,401
9	BARCELONA SUPERCOMPUTING CENTER - CENTRO NACIONAL DE SUPERCOMPUTACION	1,932,901	5,451,862	7,384,763
10	UNIVERSITAT POLITECNICA DE VALENCIA	2,050,595	4,997,793	7,048,388
11	UNIVERSIDAD CARLOS III DE MADRID	1,575,488	4,688,847	6,264,335
12	FUNDACIO CENTRE DE REGULACIO GENOMICA	4,816,220	1,197,885	6,014,105
13	FUNDACIO INSTITUT DE CIENCIES FOTONIQUES	3,399,170	2,613,173	6,012,343
14	UNIVERSIDAD DE ZARAGOZA	2,273,192	3,403,099	5,676,291
15	ACCIONA INFRAESTRUCTURAS S.A.	1,946,433	3,467,257	5,413,689

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
16	TELEFONICA INVESTIGACION Y DESARROLLO SA		5,308,162	5,308,162
17	UNIVERSIDAD AUTONOMA DE MADRID	2,805,805	2,341,619	5,147,425
18	UNIVERSIDAD DEL PAIS VASCO/ EUSKAL HERRIKO UNIBERTSITATEA	2,955,592	1,996,521	4,952,113
19	UNIVERSITAT DE BARCELONA	1,874,042	3,034,791	4,908,833
20	FUNDACION CIDETEC	2,045,560	2,841,250	4,886,810
21	FUNDACION CENTRO NACIONAL DE INVESTIGACIONES CARDIOVASCULARES CARLOS III	3,484,824	1,088,135	4,572,959
22	CENTRO PARA EL DESARROLLO TECNOLOGICO INDUSTRIAL.		4,365,850	4,365,850
23	UNIVERSITAT ROVIRA I VIRGILI	3,406,376	885,390	4,291,766
24	UNIVERSIDAD DE MALAGA	2,953,563	1,057,375	4,010,938
25	UNIVERSIDAD DE LA LAGUNA	3,996,492		3,996,492
26	UNIVERSIDAD COMPLUTENSE DE MADRID	1,620,872	2,360,386	3,981,258
27	AYUNTAMIENTO DE VALLADOLID		3,972,799	3,972,799
28	ACONDICIONAMIENTO TARRASENSE ASSOCIACION	1,953,418	1,948,940	3,902,358
29	UNIVERSIDAD DE CASTILLA - LA MANCHA	2,279,596	1,393,648	3,673,243
30	UNIVERSIDAD DE SANTIAGO DE COMPOSTELA	1,888,102	1,649,652	3,537,754
31	UNIVERSITAT DE VALENCIA	1,485,030	1,993,506	3,478,536
32	UNIVERSIDAD DE CANTABRIA	1,656,972	1,807,195	3,464,167
33	UNIVERSIDAD DE SEVILLA	1,806,436	1,655,096	3,461,532
34	FUNDACIO PRIVADA ASCAMM	2,587,188	642,082	3,229,269
35	GAS NATURAL SDG SA		3,163,577	3,163,577
36	FUNDACIO PRIVADA I2CAT, INTERNET I INNOVACIO DIGITAL A CATALUNYA	926,875	2,186,567	3,113,442

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
37	FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS	1,234,369	1,860,334	3,094,703
38	FUNDACION TEKNIKER	2,078,615	1,013,591	3,092,206
39	CENTRE TECNOLOGIC DE TELECOMUNICACIONS DE CATALUNYA	977,648	2,083,752	3,061,399
40	FUNDACION CENER-CIEMAT	1,102,541	1,929,908	3,032,449
41	IKERLAN SCL		2,954,852	2,954,852
42	Midatech Biogune	2,614,594	247,873	2,862,467
43	IDIADA AUTOMOTIVE TECHNOLOGY SA	590,400	2,262,926	2,853,326
44	FUNDACIO PRIVADA INSTITUT CATALA D'INVESTIGACIO QUIMICA	2,785,428		2,785,428
45	UNIVERSIDAD DE GRANADA	830,626	1,932,440	2,763,066
46	ETRA INVESTIGACION Y DESARROLLO SA	1,330,875	1,312,001	2,642,876
47	UNIVERSIDAD DE LA IGLESIA DE DEUSTO	2,199,430	429,594	2,629,024
48	UNIVERSIDAD REY JUAN CARLOS	2,266,298	247,873	2,514,171
49	UNIVERSIDAD MIGUEL HERNANDEZ DE ELCHE	2,325,380	185,375	2,510,755
50	ESTEYCO SAP	2,497,863		2,497,863

6.26.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	38	50	88
2	FUNDACION TECNALIA RESEARCH & INNOVATION	8	41	49
3	ATOS SPAIN SA	6	22	28

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
4	UNIVERSITAT POLITECNICA DE CATALUNYA	7	18	25
5	UNIVERSIDAD POLITECNICA DE MADRID	5	18	23
6	UNIVERSIDAD POMPEU FABRA	15	7	22
7	UNIVERSITAT AUTONOMA DE BARCELONA	9	10	19
8	UNIVERSITAT DE BARCELONA	8	11	19
9	UNIVERSITAT POLITECNICA DE VALENCIA	2	17	19
10	FUNDACIO INSTITUT DE CIENCIES FOTONIQUES	10	7	17
11	UNIVERSIDAD DEL PAIS VASCO/ EUSKAL HERRIKO UNIBERTSITATEA	9	7	16
12	BARCELONA SUPERCOMPUTING CENTER - CENTRO NACIONAL DE SUPERCOMPUTACION	4	11	15
13	TELEFONICA INVESTIGACION Y DESARROLLO SA		15	15
14	UNIVERSIDAD DE ZARAGOZA	4	11	15
15	ACCIONA INFRAESTRUCTURAS S.A.	2	11	13
16	UNIVERSIDAD DE GRANADA	4	9	13
17	CENTRO PARA EL DESARROLLO TECNOLÓGICO INDUSTRIAL.		12	12
18	UNIVERSIDAD CARLOS III DE MADRID	3	9	12
19	CENTRO DE INVESTIGACIONES ENERGÉTICAS, MEDIOAMBIENTALES Y TECNOLÓGICAS-CIEMAT		11	11
20	UNIVERSIDAD DE SEVILLA	2	9	11
21	FUNDACIO CENTRE DE REGULACIO GENOMICA	7	3	10
22	UNIVERSIDAD AUTONOMA DE MADRID	4	6	10
23	UNIVERSITAT ROVIRA I VIRGILI	6	3	9
24	UNIVERSITAT DE VALENCIA	3	6	9

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
25	UNIVERSIDAD DE CANTABRIA	2	7	9
26	INSTITUTO DE SALUD CARLOS III	1	8	9
27	UNIVERSIDAD COMPLUTENSE DE MADRID	2	6	8
28	UNIVERSIDAD DE SANTIAGO DE COMPOSTELA	3	5	8
29	ACONDICIONAMIENTO TARRASENSE ASSOCIACION	3	5	8
30	INSTITUTO NACIONAL DE INVESTIGACION Y TECNOLOGIA AGRARIA Y ALIMENTARIA	1	7	8
31	FUNDACION AZTI - AZTI FUNDAZIOA		8	8
32	CENTRE TECNOLOGIC DE TELECOMUNICACIONS DE CATALUNYA	3	5	8
33	UNIVERSIDAD DE CASTILLA - LA MANCHA	3	5	8
34	SERVICIO MADRILENO DE SALUD		7	7
35	ASOCIACION ESPAÑOLA DE NORMALIZACION Y CERTIFICACION		7	7
36	FUNDACION CIDETEC	1	5	6
37	FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS	2	4	6
38	FUNDACIO PRIVADA INSTITUT CATALA D'INVESTIGACIO QUIMICA	6		6
39	UNIVERSIDAD DE MALAGA	2	4	6
40	UNIVERSITAT DE GIRONA	4	2	6
41	IKERLAN SCL		6	6
42	UNIVERSIDAD DE LLEIDA	2	4	6
43	FUNDACIO PRIVADA I2CAT, INTERNET I INNOVACIO DIGITAL A CATALUNYA	1	5	6
44	CONSORCI INSTITUT D'INVESTIGACIONS BIOMEDIQUES AUGUST PI I SUNYER	1	5	6

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
45	FUNDACION CENTRO NACIONAL DE INVESTIGACIONES CARDIOVASCULARES CARLOS III	2	3	5
46	LA PALMA RESEARCH CENTRE FOR FUTURE STUDIES SL	1	4	5
47	ZABALA INNOVATION CONSULTING, S.A.	1	4	5
48	CENTRE INTERNACIONAL DE METODES NUMERICS EN ENGINYERIA	4	1	5
49	PILDO CONSULTING SL	2	3	5
50	UNIVERSIDAD DE MURCIA	2	3	5
51	FUNDACION GAIKER		5	5
52	UNIVERSIDAD DE NAVARRA	1	4	5
53	IDIADA AUTOMOTIVE TECHNOLOGY SA	1	4	5
54	UNIVERSIDAD DE OVIEDO		5	5
55	FUNDACION CARTIF	1	4	5
56	INDRA SISTEMAS SA		5	5
57	FUNDACION CENER-CIEMAT	1	4	5
58	ASOCIACION CENTRO DE INVESTIGACION COOPERATIVA EN BIOMATERIALES- CIC biomaGUNE	4	1	5
59	UNIVERSIDAD DE CORDOBA	1	4	5
60	BC3 BASQUE CENTRE FOR CLIMATE CHANGE - KLIMA ALDAKETA IKERGAI	1	4	5
61	BCBL BASQUE CENTER ON COGNITION BRAIN AND LANGUAGE	5		5
62	FUNDACIO PRIVADA ASCAMM	3	2	5
63	FUNDACION TEKNIKER	2	3	5
64	UNIVERSIDAD DE VALLADOLID	1	3	4
65	SERVICIO ANDALUZ DE SALUD		4	4
66	WELLNESS TELECOM SL		4	4
67	FUNDACIO CENTRE DE RECERCA EN EPIDEMIOLOGIA AMBIENTAL - CREAL	2	2	4

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
68	UNIVERSIDAD DE ALMERIA		4	4
69	FUNDACIO INSTITUT DE RECERCA DE L'ENERGIA DE CATALUNYA	1	3	4
70	UNIVERSIDADE DA CORUNA		4	4
71	FUNDACIO PRIVADA CLINIC PER A LA RECERCA BIOMEDICA		4	4
72	MINISTERIO DE ECONOMIA Y COMPETITIVIDAD	1	3	4
73	ASOCIACION CENTRO DE ESTUDIOS E INVESTIGACIONES TECNICAS		4	4
74	UNIVERSIDAD DE ALICANTE	1	3	4
75	INSTITUT DE RECERCA I TECNOLOGIA AGROALIMENTARIES		4	4
76	CENTRO DE INVESTIGACION ECOLOGICA Y APLICACIONES FORESTALES	3	1	4
77	INSTITUTO DE FISICA DE ALTAS ENERGIAS	1	3	4
78	UNIVERSIDAD REY JUAN CARLOS	3	1	4
79	AYUNTAMIENTO DE BILBAO	1	3	4
80	CONSORCIO PARA EL DISEÑO, CONSTRUCCIÓN, EQUIPAMIENTO Y EXPLOTACIÓN DE LA PLATAFORMA OCEÁNICA DE CANARIAS		4	4
81	AYUNTAMIENTO DE SANTANDER		4	4
82	INSTITUTO NACIONAL DE TÉCNICA AERODINÁMICA Y ESPACIAL ESTEBAN TERRADAS		4	4
83	INSTITUTO TECNOLÓGICO DE ARAGÓN	1	3	4
84	STARLAB BARCELONA SL	1	2	3
85	KNOWLEDGE INNOVATION MARKET S.L.		3	3
86	UNIVERSIDAD DE VIGO		3	3
87	FUNDACIO PER A LA UNIVERSITAT OBERTA DE CATALUNYA	1	2	3
88	NANOIMMUNOTECH SL	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
89	ARQUIMEA INGENIERIA S.L	2	1	3
90	UNIVERSIDAD DE CADIZ		3	3
91	ETRA INVESTIGACION Y DESARROLLO SA	1	2	3
92	CONSORCI CENTRE D'INNOVACIO DEL TRANSPORT		3	3
93	FUNDACIO PRIVADA INSTITUT D'INVESTIGACIO ONCOLOGICA DE VALL-HEBRON	2	1	3
94	MONDRAGON CORPORACION COOPERATIVA SCOOP	1	2	3
95	ASOCIACION CENTRO DE INVESTIGACION COOPERATIVA EN BIOCIENCIAS	2	1	3
96	SOCIEDAD PARA EL FOMENTO DE LA INNOVACION TECNOLOGICA S.L. - INNOVATEC	1	2	3
97	FUNDACION CENTRO NACIONAL DE INVESTIGACIONES ONCOLOGICAS CARLOS III		3	3
98	AGENCIA DE QUALITAT I AVALUACIO SANITARIES DE CATALUNYA	1	2	3
99	FUNDACION ESPANOLA PARA LA CIENCIA Y LA TECNOLOGIA		3	3
100	AGENCIA ESTATAL DE METEOROLOGIA		3	3
101	FUNDACION IMDEA NETWORKS		3	3
102	UNIVERSIDAD MIGUEL HERNANDEZ DE ELCHE	2	1	3
103	FUNDACION PARA EL CONOCIMIENTO MADRIMASD	2	1	3
104	DEIMOS SPACE SOCIEDAD LIMITADA UNIPERSONAL		3	3
105	GEONUMERICS SL	1	2	3
106	ENDESA SA		3	3
107	GMV AEROSPACE AND DEFENCE SA UNIPERSONAL	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
108	MONDRAGON GOI ESKOLA POLITEKNIKO J.M.A. S.COOP.		3	3
109	IDEKO S. COOP.		3	3
110	ROBOTNIK AUTOMATION SLL	1	2	3
111	INMARK ESTUDIOS Y ESTRATEGIAS SA	1	2	3
112	SOLINTEL M&P SL	2	1	3
113	INMUNOLOGIA Y GENETICA APLICADA SA		3	3
114	TECHNICAL PROTEINS NANOBIOTECHNOLOGY SL		3	3
115	INSTITUT BARCELONA D ESTUDIS INTERNACIONALS, FUNDACIO PRIVADA	2	1	3
116	THALES ALENIA SPACE ESPANA, SA		3	3
117	INSTITUT DE INVESTIGACIO EN CIENCIES DE LA SALUT GERMANS TRIAS I PUJOL		3	3
118	UNIVERSIDAD DE LA IGLESIA DE DEUSTO	2	1	3
119	EUROPEAN UNION SATELLITE CENTRE	1	2	3
120	CENTRO DE INVESTIGACION BIOMEDICA EN RED		3	3
121	INSTITUTO ANDALUZ DE TECNOLOGIA.	1	2	3
122	CENTRO TECNOLÓGICO DEL MAR - FUNDACION CETMAR		3	3
123	INSTITUTO DE FOMENTO DE LA REGION DE MURCIA	1	2	3
124	UNIVERSIDAD POLITÉCNICA DE CARTAGENA	1	2	3
125	INSTITUTO ESPAÑOL DE OCEANOGRAFIA		3	3
126	UNIVERSITAT JAUME I DE CASTELLON		3	3
127	Ferrocarrils de la Generalitat de Catalunya		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
128	WIND INERTIA TECHNOLOGIES S.L	1	2	3
129	MINISTERIO DEL INTERIOR		3	3
130	ALIARA AGRÍCOLA SL		2	2
131	FUNDACIO INSTITUT DE RECERCA BIOMEDICA (IRB BARCELONA)	2		2
132	Agencia Vasca de la Innovacion-Berrikuntzaren Euskal Agentzia		2	2
133	ADAPTIVE PREDICTIVE EXPERT CONTROL ADEX SL	1	1	2
134	TECNOLOGIAS SERVICIOS TELEMATICOS Y SISTEMAS S.A.		2	2
135	ASOCIACION CLUSTER DE MOVILIDAD Y LOGISTICA DE EUSKADI		2	2
136	UNIVERSIDAD DE LA LAGUNA	2		2
137	FUNDACION CENTRO DE TECNOLOGIAS DE INTERACCION VISUAL Y COMUNICACIONES VICOMTECH		2	2
138	FUNDACION BARCELONA MACULA FOUNDATION RESEARCH FOR VISION		2	2
139	INSTITUT D'ARQUITECTURA AVANçada DE CATALUNYA		2	2
140	ENTE VASCO DE LA ENERGIA		2	2
141	ASOCIACION DE INVESTIGACION DE LA INDUSTRIA DEL JUGUETE, CONEXAS Y AFINES		2	2
142	TRANSPORTS DE BARCELONA SA		2	2
143	FUNDACIO PRIVADA INSTITUT CATALA DE PALEOECOLOGIA HUMANA I EVOLUCIO SOCIAL	2		2
144	CA TECHNOLOGIES DEVELOPMENT SPAIN SA		2	2
145	INSTITUT D'ESTUDIS ESPACIALS DE CATALUNYA FUNDACION	1	1	2
146	Graphenea S.A.	1	1	2
147	INSTITUT MUNICIPAL D'INFORMATICA DE BARCELONA		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
148	HERTA SECURITY SL		2	2
149	INSTITUTO ANDALUZ DE INVESTIGACIONY FORMACION AGRARIA PESQUERA ALIMENTARIA Y DE LA PRODUCCION ECOLOGICA		2	2
150	UNIVERSIDAD PUBLICA DE NAVARRA	1	1	2
151	FUNDACION CIDAUT		2	2
152	AGENCIA ANDALUZA DEL CONOCIMIENTO		2	2
153	INSTITUTO DE ASTROFISICA DE CANARIAS	2		2
154	TECNATOM S.A.		2	2
155	EVERIS SPAIN SL	1	1	2
156	TELEFONICA MOVILES ESPANA S.A.		2	2
157	ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE	2		2
158	Agencia de Salut Publica de Barcelona		2	2
159	FCC CONSTRUCCION SA		2	2
160	ASOCIACION INDUSTRIAL DE OPTICA, COLOR E IMAGEN		2	2
161	ASOCIACION DE LA INDUSTRIA NAVARRA		2	2
162	CENTRE DE RECERCA EN AGRIGENOMICA CSIC-IRTA-UAB-UB	2		2
163	FUNDACION DE LA COMUNITAT VALENCIANA PARA LA PROMOCION ESTRATEGICA EL DESARROLLO Y LA INNOVACION URBANA		2	2
164	ABENGOA RESEARCH SL	1	1	2
165	FUNDACIO BARCELONA MEDIA	2		2
166	FUNDACIO HOSPITAL UNIVERSITARI VALL D'HEBRON - INSTITUT DE RECERCA		2	2
167	FUNDACIO PRIVADA BARCELONA DIGITAL CENTRE TECNOLOGIC	1	1	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
168	FUNDACIO INSTITUT CATALA DE RECERCA DE L'AIGUA	2		2
169	DRAGE & MATE INTERNATIONAL SL	1	1	2
170	IBERDROLA INGENIERIA Y CONSTRUCCION SA		2	2
171	INSTITUTO VALENCIANO DE LA COMPETITIVIDAD EMPRESARIAL	1	1	2
172	AIRBUS DEFENCE AND SPACE SA		2	2
173	IQUADRAT INFORMATICA SL		2	2
174	AMADEUS IT GROUP SA		2	2
175	IRIZAR S COOP		2	2
176	CONSORCIO REGIONAL DE TRANSPORTES DE MADRID		2	2
177	AERIS TECNOLOGÍAS AMBIENTALES S.L.		2	2
178	AVANZARE INNOVACION TECNOLOGICA SL		2	2
179	AYUNTAMIENTO DE VALENCIA		2	2
180	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	1	1	2
181	MAIER, S.Coop.		2	2
182	TECNOLOGIA NAVARRA DE NANOPRODUCTOS SL		2	2
183	Midatech Biogune	1	1	2
184	FUNDACION PRODINTEC	1	1	2
185	FUNDACION IMDEA AGUA	1	1	2
186	ZED WORLDWIDE S.A.		2	2
187	FUNDACIO INSTITUT D'INVESTIGACIO BIOMEDICA DE BELLVITGE	1	1	2
188	BCAM - BASQUE CENTER FOR APPLIED MATHEMATICS ASOCIACION	1	1	2
189	FUNDACION IMDEA NANOCIENCIA	1	1	2
190	BIT&BRAIN TECHNOLOGIES SL	1	1	2
191	ESCAN SL		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
192	FUNDACIO CTM CENTRE TECNOLÓGIC	1	1	2
193	NANOGAP SUB-NM-POWDER SA		2	2
194	BRAINSTORM MULTIMEDIA S.L.	1	1	2
195	FUNDACION INSTITUTO DE ESTUDIOS DE CIENCIAS DE LA SALUD DE CASTILLA Y LEON		2	2
196	CENTRE CIM FUNDACIO PRIVADA		2	2
197	NEBUSSENS, S.L.		2	2
198	FUNDACION ANDALUZA PARA EL DESARROLLO AEROSPAIAL		2	2
199	NEW INFRARED TECHNOLOGIES SL		2	2
200	UNIVERSIDAD DE LAS PALMAS DE GRAN CANARIA		2	2
201	OPEN EVIDENCE		2	2
202	Asociacion - Centro de Investigacion Cooperativa en Nanociencias - CIC NANO GUNE	1	1	2
203	OUTSIGHT S.L.U		2	2
204	CENTRO DE INVESTIGACION COOPERATIVA DE ENERGÍAS ALTERNATIVAS FUNDACION	1	1	2
205	PAL ROBOTICS SL		2	2
206	UNIVERSIDAD DE SALAMANCA		2	2
207	PARC SANITARI SANT JOAN DE DEU	1	1	2
208	AGROBIO SL		2	2
209	AGENCIA DE MEDIO AMBIENTE Y AGUA DE ANDALUCIA		2	2
210	GRUPO ANTOLIN-INGENIERIA SA		2	2
211	FUNDACION CETEMMSA		2	2
212	CETAQUA, CENTRO TECNOLÓGICO DEL AGUA, FUNDACIÓN PRIVADA		2	2
213	SENSING & CONTROL SYSTEMS SL	1	1	2
214	UNIVERSIDAD PABLO DE OLAVIDE	1	1	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
215	FUNDACIO CENTRE DE RECERCA EN SALUT INTERNATIONAL DE BARCELONA	2		2
216	ASSOCIACION TETUAN VALLEY		2	2
217	BAX & WILLEMS	1	1	2
218	UNIVERSIDAD PONTIFICIA COMILLAS		2	2
219	SERVIZO GALEGO DE SAUDE		2	2
220	FUNDACIO INSTITUT DE BIOENGINYERIA DE CATALUNYA	1	1	2
221	SOCIB - CONSORCIO PARA EL DISEÑO, CONSTRUCCION, EQUIPAMIENTO Y EXPLOTACION DEL SISTEMA DE OBSERVACION COSTERO DE LAS ILLES BALEARS		2	2
222	UNIVERSIDADE DE SANTIAGO DE COMPOSTELA		2	2
223	SOCIEDAD PARA EL DESARROLLO REGIONAL DE CANTABRIA SA		2	2
224	CONSORCIO PARA LA CONSTRUCCION, EQUIPAMIENTO Y EXPLOTACION DEL LABORATORIO DE LUZ DE SINCROTRON		2	2
225	FUNDACION PARA EL FOMENTO EN ASTURIAS DE LA INVESTIGACION CIENTIFICA APLICADA Y TECNOLOGIA	1	1	2
226	CREARA CONSULTORES SL	1	1	2
227	SOCIEDAD PUBLICA GESTION AMBIENTAL IHOBE S.A.		2	2
228	DATAPIXEL SL		2	2
229	FUNDACION PARA LA INVESTIGACION DEL HOSPITAL UNIVERSITARIO LA FE DE LA COMUNIDAD VALENCIANA	1	1	2
230	DRAGADOS SA		2	2
231	SOLUTEX GC SL	1	1	2
232	INGENIERIA Y ECONOMIA DEL TRANSPORTE S.A.		2	2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
233	FUNDACION PARA LA PROMOCION DE LA INNOVACION, INVESTIGACION Y DESARROLLO TECNOLÓGICO EN LA INDUSTRIA DE AUTOMOCION DE GALICIA	1	1	2
234	EMTE S.L.U.		2	2
235	INSTITUTO TECNOLÓGICO DE CANARIAS, S.A.	1	1	2

6.26.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	38
2	UNIVERSIDAD POMPEU FABRA	15
3	FUNDACIO INSTITUT DE CIENCIES FOTONIQUES	10
4	UNIVERSITAT AUTONOMA DE BARCELONA	9
5	UNIVERSIDAD DEL PAIS VASCO/ EUSKAL HERRIKO UNIBERTSITATEA	9
6	FUNDACION TECNALIA RESEARCH & INNOVATION	8
7	UNIVERSITAT DE BARCELONA	8
8	UNIVERSITAT POLITECNICA DE CATALUNYA	7
9	FUNDACIO CENTRE DE REGULACIO GENOMICA	7
10	ATOS SPAIN SA	6
11	UNIVERSITAT ROVIRA I VIRGILI	6
12	FUNDACIO PRIVADA INSTITUT CATALA D'INVESTIGACIO QUIMICA	6
13	UNIVERSIDAD POLITECNICA DE MADRID	5
14	BCBL BASQUE CENTER ON COGNITION BRAIN AND LANGUAGE	5
15	BARCELONA SUPERCOMPUTING CENTER - CENTRO NACIONAL DE SUPERCOMPUTACION	4
16	UNIVERSIDAD DE ZARAGOZA	4

Rank	Organisation	Projects as Coordinator
17	UNIVERSIDAD DE GRANADA	4
18	UNIVERSIDAD AUTONOMA DE MADRID	4
19	UNIVERSITAT DE GIRONA	4
20	CENTRE INTERNACIONAL DE METODES NUMERICS EN ENGINYERIA	4
21	ASOCIACION CENTRO DE INVESTIGACION COOPERATIVA EN BIOMATERIALES- CIC biomaGUNE	4
22	UNIVERSIDAD CARLOS III DE MADRID	3
23	UNIVERSITAT DE VALENCIA	3
24	UNIVERSIDAD DE SANTIAGO DE COMPOSTELA	3
25	ACONDICIONAMIENTO TARRASENSE ASSOCIACION	3
26	CENTRE TECNOLOGIC DE TELECOMUNICACIONS DE CATALUNYA	3
27	UNIVERSIDAD DE CASTILLA - LA MANCHA	3
28	FUNDACIO PRIVADA ASCAMM	3
29	CENTRO DE INVESTIGACION ECOLOGICA YAPLICACIONES FORESTALES	3
30	UNIVERSIDAD REY JUAN CARLOS	3
31	UNIVERSITAT POLITECNICA DE VALENCIA	2
32	ACCIONA INFRAESTRUCTURAS S.A.	2
33	UNIVERSIDAD DE SEVILLA	2
34	UNIVERSIDAD DE CANTABRIA	2
35	UNIVERSIDAD COMPLUTENSE DE MADRID	2
36	FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS	2
37	UNIVERSIDAD DE MALAGA	2
38	UNIVERSIDAD DE LLEIDA	2
39	FUNDACION CENTRO NACIONAL DE INVESTIGACIONES CARDIOVASCULARES CARLOS III	2
40	PILDO CONSULTING SL	2
41	UNIVERSIDAD DE MURCIA	2

Rank	Organisation	Projects as Coordinator
42	FUNDACION TEKNIKER	2
43	FUNDACIO CENTRE DE RECERCA EN EPIDEMIOLOGIA AMBIENTAL - CREAL	2
44	ARQUIMEA INGENIERIA S.L	2
45	FUNDACIO PRIVADA INSTITUT D'INVESTIGACIO ONCOLOGICA DE VALL-HEBRON	2
46	ASOCIACION CENTRO DE INVESTIGACION COOPERATIVA EN BIOCENCIAS	2
47	UNIVERSIDAD MIGUEL HERNANDEZ DE ELCHE	2
48	FUNDACION PARA EL CONOCIMIENTO MADRIMASD	2
49	SOLINTEL M&P SL	2
50	INSTITUT BARCELONA D ESTUDIS INTERNACIONALS, FUNDACIO PRIVADA	2
51	UNIVERSIDAD DE LA IGLESIA DE DEUSTO	2
52	FUNDACIO INSTITUT DE RECERCA BIOMEDICA (IRB BARCELONA)	2
53	UNIVERSIDAD DE LA LAGUNA	2
54	FUNDACIO PRIVADA INSTITUT CATALA DE PALEOECOLOGIA HUMANA I EVOLUCIO SOCIAL	2
55	INSTITUTO DE ASTROFISICA DE CANARIAS	2
56	ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE	2
57	CENTRE DE RECERCA EN AGRIGENOMICA CSIC- IRTA-UAB-UB	2
58	FUNDACIO BARCELONA MEDIA	2
59	FUNDACIO INSTITUT CATALA DE RECERCA DE L'AIGUA	2
60	FUNDACIO CENTRE DE RECERCA EN SALUT INTERNATIONAL DE BARCELONA	2
61	FUNDACION PARA LA INVESTIGACION MEDICA APLICADA FIMA	2
62	INSTITUTO DE SALUD CARLOS III	1
63	INSTITUTO NACIONAL DE INVESTIGACION Y TECNOLOGIA AGRARIA Y ALIMENTARIA	1

Rank	Organisation	Projects as Coordinator
64	FUNDACION CIDETEC	1
65	FUNDACIO PRIVADA I2CAT, INTERNET I INNOVACIO DIGITAL A CATALUNYA	1
66	CONSORCI INSTITUT D'INVESTIGACIONS BIOMEDIQUES AUGUST PI I SUNYER	1
67	LA PALMA RESEARCH CENTRE FOR FUTURE STUDIES SL	1
68	ZABALA INNOVATION CONSULTING, S.A.	1
69	UNIVERSIDAD DE NAVARRA	1
70	IDIADA AUTOMOTIVE TECHNOLOGY SA	1
71	FUNDACION CARTIF	1
72	FUNDACION CENER-CIEMAT	1
73	UNIVERSIDAD DE CORDOBA	1
74	BC3 BASQUE CENTRE FOR CLIMATE CHANGE - KLIMA ALDAKETA IKERGA	1
75	UNIVERSIDAD DE VALLADOLID	1
76	FUNDACIO INSTITUT DE RECERCA DE L'ENERGIA DE CATALUNYA	1
77	MINISTERIO DE ECONOMIA Y COMPETITIVIDAD	1
78	UNIVERSIDAD DE ALICANTE	1
79	INSTITUTO DE FISICA DE ALTAS ENERGIAS	1
80	AYUNTAMIENTO DE BILBAO	1
81	INSTITUTO TECNOLOGICO DE ARAGON	1
82	STARLAB BARCELONA SL	1
83	FUNDACIO PER A LA UNIVERSITAT OBERTA DE CATALUNYA	1
84	NANOIMMUNOTECH SL	1
85	ETRA INVESTIGACION Y DESARROLLO SA	1
86	MONDRAGON CORPORACION COOPERATIVA SCOOP	1
87	SOCIEDAD PARA EL FOMENTO DE LA INNOVACION TECNOLOGICA S.L. - INNOVATEC	1
88	AGENCIA DE QUALITAT I AVALUACIO SANITARIES DE CATALUNYA	1

Rank	Organisation	Projects as Coordinator
89	GEONUMERICS SL	1
90	GMV AEROSPACE AND DEFENCE SA UNIPERSONAL	1
91	ROBOTNIK AUTOMATION SLL	1
92	INMARK ESTUDIOS Y ESTRATEGIAS SA	1
93	EUROPEAN UNION SATELLITE CENTRE	1
94	INSTITUTO ANDALUZ DE TECNOLOGIA.	1
95	INSTITUTO DE FOMENTO DE LA REGION DE MURCIA	1
96	UNIVERSIDAD POLITECNICA DE CARTAGENA	1
97	WIND INERTIA TECHNOLOGIES S.L	1
98	ADAPTIVE PREDICTIVE EXPERT CONTROL ADEX SL	1
99	INSTITUT D'ESTUDIS ESPACIALS DE CATALUNYA FUNDACION	1
100	Graphenea S.A.	1
101	UNIVERSIDAD PUBLICA DE NAVARRA	1
102	EVERIS SPAIN SL	1
103	ABENGOA RESEARCH SL	1
104	FUNDACIO PRIVADA BARCELONA DIGITAL CENTRE TECNOLOGIC	1
105	DRAGE & MATE INTERNATIONAL SL	1
106	INSTITUTO VALENCIANO DE LA COMPETITIVIDAD EMPRESARIAL	1
107	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	1
108	Midatech Biogune	1
109	FUNDACION PRODINTEC	1
110	FUNDACION IMDEA AGUA	1
111	FUNDACIO INSTITUT D'INVESTIGACIO BIOMEDICA DE BELLVITGE	1
112	BCAM - BASQUE CENTER FOR APPLIED MATHEMATICS ASOCIACION	1
113	FUNDACION IMDEA NANOCIENCIA	1

Rank	Organisation	Projects as Coordinator
114	BIT&BRAIN TECHNOLOGIES SL	1
115	FUNDACIO CTM CENTRE TECNOLOGIC	1
116	BRAINSTORM MULTIMEDIA S.L.	1
117	Asociacion - Centro de Investigacion Cooperativa en Nanociencias - CIC NANOGUNE	1
118	CENTRO DE INVESTIGACION COOPERATIVA DE ENERGÍAS ALTERNATIVAS FUNDACION	1
119	PARC SANITARI SANT JOAN DE DEU	1
120	SENSING & CONTROL SYSTEMS SL	1
121	UNIVERSIDAD PABLO DE OLAVIDE	1
122	BAX & WILLEMS	1
123	FUNDACIO INSTITUT DE BIOENGINYERIA DE CATALUNYA	1
124	FUNDACION PARA EL FOMENTO EN ASTURIAS DE LA INVESTIGACION CIENTIFICA APLICADA Y TECNOLOGIA	1
125	CREARA CONSULTORES SL	1
126	FUNDACION PARA LA INVESTIGACION DEL HOSPITAL UNIVERSITARIO LA FE DE LA COMUNIDAD VALENCIANA	1
127	SOLUTEX GC SL	1
128	FUNDACION PARA LA PROMOCION DE LA INNOVACION, INVESTIGACION Y DESARROLLO TECNOLÓGICO EN LA INDUSTRIA DE AUTOMOCION DE GALICIA	1
129	INSTITUTO TECNOLÓGICO DE CANARIAS, S.A.	1
130	ALESTIS CONSULTING SL	1
131	PENTABIOL SL	1
132	Centre for International Information and Documentation in Barcelona	1
133	CONSORCIO MAR PARC DE SALUT DE BARCELONA	1
134	ALGAENERGY SA	1
135	CONTACTICA S.L.	1
136	SEVEN SOLUTIONS SL	1

Rank	Organisation	Projects as Coordinator
137	COTTON HIGH TECH SL	1
138	TRATAMIENTO SUPERFICIAL ROBOTIZADO, SL	1
139	CUBENUBE SL	1
140	CYSNERGY SL	1
141	DAS PHOTONICS SL	1
142	DATACENTRIC PDM SA	1
143	LENZ INSTRUMENTS SL	1
144	NEWMUSICNOW SL	1
145	DESARROLLO Y GESTION INDUSTRIAL Y DEL MEDIO AMBIENTE SA	1
146	DESCUBRE - FUNDACION ANDALUZA PARA LA DIVULGACION DE LA INNOVACION Y EL CONOCIMIENTO	1
147	SEAPLACE SL	1
148	DEXMA SENSORS SL	1
149	DHL EXEL SUPPLY CHAIN SPAIN SL	1
150	TERRAIN TECHNOLOGIES SL	1
151	DIPUTACION DE GERONA	1
152	CHIMIGRAF IBERICA SL	1
153	ADN CONTEXT - AWARE MOBILE SOLUTIONS SL	1
154	EASY CODE SOFTWARE SL	1
155	LABORATORIOS ALPHA SAN IGNACIO PHARMA S.L. - ALPHASIP	1
156	ECOALF SL	1
157	MEDTEP ONLINE SL	1
158	Efecto Global, S.L.	1
159	NESPLORA NEUROSCIENCE SUPPORT SYSTEMS SL	1
160	ELECTRONICA SALTO SL	1
161	PREFABRICADOS LUFORT SLU	1
162	PULVERIZADORES FEDE SL	1
163	S2 GRUPO DE INNOVACION EN PROCESOS ORGANIZATIVOS SL	1

Rank	Organisation	Projects as Coordinator
164	AGROINDUSTRIAL KIMITEC SL	1
165	ENAIR ENERGY SL	1
166	SOLAR MEMS TECHNOLOGIES SL	1
167	ENRY S PLEX SL	1
168	CALVO IZQUIERDO SL	1
169	UNIMETRIK SA	1
170	EPIC POWER CONVERTERS SL	1
171	CIDQO 2012 SL	1
172	ESCIENCIA EVENTOS CIENTIFICOS SL	1
173	ESI MOBILE SOLUTIONS SL - GENAKER	1
174	ESTEYCO SAP	1
175	INSULCLOUD	1
176	AD TELECOM SL	1
177	ISARDSAT SL	1
178	KNOWLEDGE DEVELOPMENT FOR POF SL	1
179	LABAQUA SA	1
180	LIGHT PRESCRIPTIONS INNOVATORS EUROPE SL	1
181	Ludan Renewable Energy España S.L.	1
182	FARSENS, S.L	1
183	MENUTERRANEUS PLAN AND SAVE SL	1
184	MILEYENDA ENTERTAINMENT SL	1
185	BIO-INREN SL	1
186	NOMMON SOLUTIONS AND TECHNOLOGIES SL	1
187	FERTIBERIA SA	1
188	ONYX SOLAR ENERGY S.L	1
189	FINA BIOTECH S.L.	1
190	FLUBETECH S.L.	1
191	PHOTONIC SENSORS AND ALGORITHMS SL	1
192	PLAYFILM SL	1
193	FRACTUS SA	1

Rank	Organisation	Projects as Coordinator
194	FRESMAK SA	1
195	QUANTITAS ENERGY SL	1
196	RAMAN HEALTH TECHNOLOGIES SL	1
197	Research, Technology Development and Innovation, S.L.	1
198	FUNDACIO BALEAR D'INNOVACIO I TECNOLOGIA	1
199	SAPA OPERACIONES, S.L.	1
200	SENSE4CARE SL	1
201	APRIA SYSTEMS S.L.	1
202	SIGMA TECHNOLOGIES S.L.	1
203	AQUASONIC SL	1
204	SOCIEDAD PARA LA TRANSFORMACION COMPETITIVA - ERLDAKETA LEHIAKORRERAKO SOZETATEA SA	1
205	STRUCTURAL RESEARCH, S.L.	1
206	SYNTHELAST SA	1
207	ARTIFICIAL INTELLIGENCE TECHNIQUES SL	1
208	ARTINVET INNOVATIVE THERAPIES SL	1
209	TECNOLOGIAS AVANZADAS INSPIRALIA SL	1
210	FUNDACIO INSTITUT INVESTIGACIO SANITARIA VIRGILI	1
211	CAMELINA COMPANY ESPANA S.L.	1
212	FUNDACIÓ MARKETS, ORGANIZATIONS AND VOTES IN ECONOMICS	1
213	AEORUM ESPANA S.L.	1
214	AIMPLAS - ASOCIACION DE INVESTIGACION DE MATERIALES PLASTICOS Y CONEXAS	1
215	CHIP IDEAS ELECTRONICS SL	1
216	FUNDACIO SALUT I ENVELLIMENT	1
217	FUNDACIO TICSALUT	1
218	VENTER PHARMA S.L.	1
219	XEROLUTIONS SL	1
220	INSTITUTO ARAGONES DE CIENCIAS DE LA SALUD	1

Rank	Organisation	Projects as Coordinator
221	ABRO BIOTEC SL	1
222	AGENCIA DE INNOVACION Y DESARROLLO DE ANDALUCIA	1
223	AGENCIA PER A LA COMPETITIVITAT DE LA EMPRESA	1
224	INTEGRATED MICROSYSTEMS FOR QUALITYOF LIFE, SOCIEDAD LIMITADA	1
225	IRIDEON SL	1
226	FUNDACION DE LA COMUNIDAD VALENCIANA CENTRO DE INVESTIGACION PRINCIPEFELIPE	1
227	ITESTIT SL	1
228	IXION INDUSTRY AND AEROSPACE SL	1
229	JARDINERIA Y VIVEROS LA NORIA SL	1
230	FUNDACION DONOSTIA INTERNATIONAL PHYSICS CENTER	1
231	LABORATORIO CIFGA SA	1
232	LEGORIZA S.R.L.	1
233	FUNDACION HOSPITAL DE MADRID	1
234	LIGHTBEE SL	1
235	FUNDACION IMDEA MATERIALES	1
236	LIVING SURF SL	1
237	LUNTARIUM SL	1
238	M2M CLOUD FACTORY SL	1
239	FUNDACION INSTITUTO DE INVESTIGACION INNAXIS	1
240	BIKO2 2006 S.L.	1
241	MEDICAL DEV SL	1
242	MERAK SL TELECOMUNICACIONES I SISTEMES	1
243	BIOFACTORIA NATURAE ET SALUS	1
244	1D3A ANALOGICO Y DIGITAL SL	1
245	NEW MILLENIUM SPORTS SL	1
246	ACELLERA LABS SL	1
247	NOUS PARQUINGS URBANS SL	1

Rank	Organisation	Projects as Coordinator
248	FUNDACION PUBLICA GALEGA DE MEDICINA XENOMICA	1
249	OCUPHARM DIAGNOSTICS SL	1
250	BIOLAN MICROBIOSENSORES S.L.	1
251	AUTOMATITZACIO DE PROCESSOS I MEDIAMBIENT SL	1
252	FUSIO D'ARTS TECHNOLOGY SL	1
253	BIOTICA BIOQUIMICA ANALITICA SL	1
254	GEKO NAVSAT SL	1
255	GENERAL EQUIPMENT FOR MEDICAL IMAGING SA	1
256	PRODUCTOS AGROVIN SA	1
257	QHACESHQY	1
258	GLOBAL WAMALA SL	1
259	QUERCUS TECHNOLOGIES SL	1
260	GNANOMAT SL	1
261	GNOTO MARKETING AND SALES SL	1
262	Biotmicrogen S.L.	1
263	SCILING SL	1
264	GREEN BUILDING COUNCIL-ESPANA CONSEJO PARA LA EDIFICACION SOSTENIBLE-ESPANA	1
265	SENSIA SOLUTIONS SL	1
266	GRUPO TECNICO RIVI	1
267	GTZ MICROLAB DETECT SL	1
268	SISTELBANDA SA	1
269	SISTEMAS VIRTUALES DE APRENDIZAJE, S.L.	1
270	HIDROMECHANICA J. BASTAN SL	1
271	HIDRONAV TECHNOLOGIES S.L.	1
272	SOCIEDAD DE FOMENTO AGRICOLA CASTELLONENSE, S.A.	1
273	HIPERBARIC SA	1
274	HITA TECHNOLOGY OF PLASTIC SYSTEMS SL	1

Rank	Organisation	Projects as Coordinator
275	HOLDING ASSESSORIA I LIDERATGE SL	1
276	BRAVOSOLUTION ESPANA SA	1
277	SOLARBOX SOLAR SOLUTIONS SL	1
278	BRIDGE MEDIATECH SL	1
279	HORNOS Y METALES SA	1
280	BSH ELECTRODOMESTICOS ESPANA SA	1
281	IBERDROLA DISTRIBUCION ELECTRICA, S.A.	1
282	SONICAT SYSTEMS SL	1
283	BULTACO MOTORS SL	1
284	IBERICA DEL ESPACIO SA	1
285	IBERITAL DE RECAMBIOS S.A.	1
286	IBERPOTASH SA	1
287	ICAR VISION SYSTEMS S.L.	1
288	TALAIA NETWORKS SL	1
289	TANIWA SOLUCIONES SL	1
290	I-DEALS INNOVATION & TECHNOLOGY VENTURING SERVICES SL	1
291	AYESA ADVANCED TECHNOLOGIES SA	1
292	TECNOLOGIAS DIM SL	1
293	TECSELOR SL	1
294	IE UNIVERSIDAD	1
295	TERRASOLUM S.L.	1
296	ILERIMPLANT, S.L.	1
297	TORUS SOFTWARE SOLUTIONS S.L.	1
298	ILINE MICROSYSTEMS S.L.	1
299	CANVAX BIOTECH SL	1
300	UNIONS AGRARIAS UPA	1
301	INDEMESA SL	1
302	CENTRE D ESTUDIS DEMOGRAFICS	1
303	INDUSTRIAS TERMOPLASTICAS VALENCIANAS, S.A.	1

Rank	Organisation	Projects as Coordinator
304	INFAIMON S.L.	1
305	INFANTIUM SL	1
306	INGELIA SL	1
307	INGENIA-CAT S.L.	1
308	Centro Nacional de Tecnología y Seguridad Alimentaria (CNTA) - Laboratorio del Ebro	1
309	INGENIATRICS TECNOLOGIAS S.L.	1
310	ALBYN MEDICAL, S.L.	1
311	INGENIERIA Y TECNICAS DE MONTAJES LOINTEK SL	1
312	INNOVACIO I RECERCA INDUSTRIAL I SOSTENIBLE SL	1
313	URBANA DE EXTERIORES SL	1
314	INSTANT SPORT SL	1
315	VIVA DEVELOPMENTS SL	1
316	VOCTRO LABS SL	1
317	2 VEGAN NATURAL MACHINES S.L.	1
318	WORLDSENSING S.L.N.E.	1
319	ZERO 2 INFINITY SL	1
320	ACORDE TECHNOLOGIES S.A.	1
321	ZEULAB SL	1

6.27 Sweden

6.27.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	KUNGLIGA TEKNISKA HOEGSKOLAN	4,844,174	16,583,410	21,427,584
2	LUNDS UNIVERSITET	9,508,671	7,922,584	17,431,256
3	CHALMERS TEKNISKA HOEGSKOLA AB	3,798,634	12,121,635	15,920,269
4	KAROLINSKA INSTITUTET	2,759,683	12,185,005	14,944,687
5	UPPSALA UNIVERSITET	6,284,467	8,185,191	14,469,658
6	SWEREA MEFOS AB		8,010,650	8,010,650
7	LINKOPINGS UNIVERSITET	702,819	6,891,970	7,594,789
8	LULEA TEKNISKA UNIVERSITET	3,371,909	3,882,915	7,254,824
9	SP SVERIGES TEKNISKA FORSKNINGINSTITUT AB	2,168,826	4,194,617	6,363,444
10	SEKAB E-TECHNOLOGY AB		4,411,596	4,411,596
11	ERICSSON AB	1,237,763	3,038,862	4,276,624
12	VETENSKAPSRÅDET - SWEDISH RESEARCH COUNCIL		4,174,722	4,174,722
13	GOETEBORGS UNIVERSITET	1,277,000	2,786,347	4,063,348
14	STOCKHOLMS UNIVERSITET	359,714	3,506,167	3,865,881
15	KARLSTADS UNIVERSITET		3,730,264	3,730,264
16	SVERIGES LANTBRUKSUNIVERSITET	615,107	3,108,039	3,723,146
17	STOCKHOLMS STAD	3,253,448	151,500	3,404,948
18	SVERIGES METEOROLOGISKA OCH HYDROLOGISKA INSTITUT		3,150,878	3,150,878
19	STATENS ENERGIMYNDIGHET		2,964,108	2,964,108
20	TOTALFORSVARETS FORSKNINGINSTITUT	1,271,578	1,645,229	2,916,806
21	VOLVO TECHNOLOGY AB		2,847,262	2,847,262
22	FORSKNINGSRÅDET FÖR MILJÖ, AREELLA NÄRINGAR OCH SAMHÄLLSBYGGGANDE		2,588,982	2,588,982

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
23	VOLVO PERSONVAGNAR AB		2,299,315	2,299,315
24	ACREO SWEDISH ICT AB		2,206,615	2,206,615
25	CINNOBER FINANCIAL TECHNOLOGY AB	2,203,740		2,203,740
26	DOREMIR MUSIC RESEARCH AB	2,086,263		2,086,263
27	ABB AB	1,054,747	971,363	2,026,110
28	KIRUNA WAGON AB		2,000,452	2,000,452
29	SICS Swedish ICT AB		1,976,642	1,976,642
30	OREBRO UNIVERSITY	1,260,660	642,743	1,903,403
31	SILEX MICROSYSTEMS AB	1,858,000		1,858,000
32	UMEA UNIVERSITET	578,438	1,161,541	1,739,979
33	VATTENFALL ELDISTRIBUTION AB		1,678,323	1,678,323
34	ARCAM AB	1,648,035		1,648,035
35	MANTEX AB	1,634,885		1,634,885
36	SKANSKA SVERIGE AB		1,569,758	1,569,758
37	VATTENFALL AB		1,513,832	1,513,832
38	REHAB STATION STOCKHOLM AKTIEBOLAG		1,511,125	1,511,125
39	SWEREA IVF AB		1,477,473	1,477,473
40	VOLUMENTAL AB	1,460,900		1,460,900
41	STOCKHOLMS LAENS LANDSTING		1,451,217	1,451,217
42	STIFTELSEN THE STOCKHOLM ENVIRONMENT INSTITUTE		1,403,203	1,403,203
43	VEOLIA WATER TECHNOLOGIES AB		1,086,234	1,086,234
44	ALFA LAVAL TUMBA AB		1,077,746	1,077,746
45	TRAFIKVERKET - TRV		1,051,403	1,051,403
46	AIREC AB	1,029,544		1,029,544
47	VIKTORIA SWEDISH ICT AB		950,563	950,563
48	ECAPS AB		933,750	933,750

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
49	BLEKINGE TEKNISKA HOGSKOLA		893,125	893,125
50	STATENS VAG- OCH TRANSPORTFORSKNINGSINSTITUT		876,538	876,538

6.27.2 Number of winning projects as success factor

Rank	Organisation	Project s as Coordi nator	Projects as Partner	Total
1	KUNGLIGA TEKNISKA HOEGSKOLAN	7	37	44
2	KAROLINSKA INSTITUTET	6	29	35
3	CHALMERS TEKNISKA HOEGSKOLA AB	7	27	34
4	LUNDS UNIVERSITET	8	23	31
5	UPPSALA UNIVERSITET	5	22	27
6	LINKOPINGS UNIVERSITET	2	16	18
7	GOETEBORGS UNIVERSITET	7	10	17
8	SP SVERIGES TEKNISKA FORSKNINGSINSTITUT AB	3	12	15
9	STOCKHOLMS UNIVERSITET	2	11	13
10	LULEA TEKNISKA UNIVERSITET	4	9	13
11	SVERIGES LANTBRUKSUNIVERSITET	2	9	11
12	KARLSTADS UNIVERSITET		7	7
13	ACREO SWEDISH ICT AB		7	7
14	ERICSSON AB	1	5	6
15	SVERIGES METEOROLOGISKA OCH HYDROLOGISKA INSTITUT		6	6
16	SWEREA IVF AB		5	5
17	UMEA UNIVERSITET	1	4	5
18	TOTALFORSVARETS FORSKNINGSINSTITUT	1	4	5
19	VOLVO TECHNOLOGY AB		4	4
20	MALMOE HOEGSKOLA (MALMOE UNIVERSITY)	1	3	4

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Project s as Coordi nator	Projects as Partner	Total
21	SICS Swedish ICT AB		3	3
22	VOLVO PERSONVAGNAR AB		3	3
23	STATENS VAG- OCH TRANSPORTFORSKNINGSINSTITUT		3	3
24	EUROPEAN SPALLATION SOURCE ESS AB		3	3
25	VETENSKAPSRADET - SWEDISH RESEARCH COUNCIL		3	3
26	FORSKNINGSRÅDET FÖR MILJÖ, AREELLA NÄRINGAR OCH SAMHÄLLSBYGGGANDE		3	3
27	STATENS ENERGIMYNDIGHET		3	3
28	ABB AB	1	2	3
29	STIFTELSEN THE STOCKHOLM ENVIRONMENT INSTITUTE		3	3
30	IVL SVENSKA MILJÖINSTITUTET AB		3	3
31	OREBRO UNIVERSITY	1	2	3
32	SVENSKA NATURSKYDDSFÖRENINGEN I		2	2
33	VERKET FÖR INNOVATIONSSYSTEM		2	2
34	Värmlands läns landsting		2	2
35	INTERNATIONAL FEDERATION OF ORGANIC AGRICULTURE MOVEMENTS EUROPEAN UNION REGIONAL GROUP	1	1	2
36	STOCKHOLMS STAD	1	1	2
37	ENERGIKONTOR SYDOST AB		2	2
38	SWEREA SICOMP AB		2	2
39	KAIROS FUTURE AKTIEBOLAG		2	2
40	VATTENFALL AB		2	2
41	AB SANDVIK COROMANT		2	2
42	Ekonomiska föreningen PhotonicSweden		2	2
43	NATURVARDSVERKET		2	2
44	SVENSK KARNBRANSLEHANTERING AB	1	1	2
45	CBI Betonginstitutet AB		2	2

Rank	Organisation	Project s as Coordi nator	Projects as Partner	Total
46	SWEREA MEFOS AB		2	2
47	Permanova Lasersystem AB		2	2
48	TRAFIKVERKET - TRV		2	2
49	FORSKINGSRADET FOR HALSA ARBETSLIV OCH VALFARD		2	2
50	VASTRA GOTALANDS LANS LANDSTING		2	2
51	SSAB EMEA AB		2	2
52	VATTENFALL ELDISTRIBUTION AB		2	2
53	EISCAT SCIENTIFIC ASSOCIATION		2	2
54	HOEGSKOLAN I BORAS	1	1	2
55	GKN AEROSPACE SWEDEN AB		2	2
56	VIKTORIA SWEDISH ICT AB		2	2

6.27.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	LUNDS UNIVERSITET	8
2	KUNGLIGA TEKNISKA HOEGSKOLAN	7
3	CHALMERS TEKNISKA HOEGSKOLA AB	7
4	GOETEBORGS UNIVERSITET	7
5	KAROLINSKA INSTITUTET	6
6	UPPSALA UNIVERSITET	5
7	LULEA TEKNISKA UNIVERSITET	4
8	SP SVERIGES TEKNISKA FORSKNINGSINSTITUT AB	3
9	LINKOPINGS UNIVERSITET	2
10	STOCKHOLMS UNIVERSITET	2
11	SVERIGES LANTBRUKSUNIVERSITET	2
12	ERICSSON AB	1
13	UMEA UNIVERSITET	1

Rank	Organisation	Projects as Coordinator
14	TOTALFORSVARETS FORSKNING SINSTITUT	1
15	MALMOE HOEGSKOLA (MALMOE UNIVERSITY)	1
16	ABB AB	1
17	OREBRO UNIVERSITY	1
18	INTERNATIONAL FEDERATION OF ORGANIC AGRICULTURE MOVEMENTS EUROPEAN UNION REGIONAL GROUP	1
19	STOCKHOLMS STAD	1
20	SVENSK KARNBRANSLEHANTERING AB	1
21	HOEGSKOLAN I BORAS	1
22	FERROAMP ELEKTRONIK AB	1
23	FINEPART SWEDEN AB	1
24	PRISMATIC SENSORS AB	1
25	SILEX MICROSYSTEMS AB	1
26	FUNKA NU AB	1
27	BIOVICA INTERNATIONAL AB	1
28	PP-POLYMER AB	1
29	SENZIME AB	1
30	SOLVATTEN AB	1
31	IBC ROBOTICS AB	1
32	IGNITIA AB	1
33	INCLOSE GROUP AB	1
34	INNVENTIA AB	1
35	TIME CRITICAL NETWORKS AB	1
36	CINNOBER FINANCIAL TECHNOLOGY AB	1
37	CINSIDE AB	1
38	CLEANERGY AB	1
39	SALIXENERGI EUROPA AB	1
40	AIREC AB	1
41	LINNEUNIVERSITETET	1
42	STARCOUNTER AB	1

Rank	Organisation	Projects as Coordinator
43	MANTEX AB	1
44	Denator AB	1
45	MD BIOMEDICAL AB	1
46	DOREMIR MUSIC RESEARCH AB	1
47	VIBROSENSE DYNAMICS AB	1
48	VOLUMENTAL AB	1
49	CLIMATEWELL AB	1
50	ARCAM AB	1
51	WATTY AB	1
52	BIOINVENT INTERNATIONAL AB	1
53	EKOMARINE PAINT AB	1
54	Tillväxtverket	1
55	Nordic Ground Support Equipment AB	1
56	AVANTHERM AB	1
57	Enza Biotech AB	1
58	PARANS SOLAR LIGHTNING AB	1
59	BioArctic Neuroscience AB	1
60	WESTINGHOUSE ELECTRIC SWEDEN AB	1
61	XVIVO PERFUSION AKTIEBOLAG	1

6.28 United Kingdom

6.28.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERSITY COLLEGE LONDON	29,580,023	20,348,107	49,928,130
2	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF CAMBRIDGE	27,818,840	16,818,844	44,637,683
3	IMPERIAL COLLEGE OF SCIENCE TECHNOLOGY AND MEDICINE	23,885,890	19,880,950	43,766,840
4	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD	25,248,560	15,469,795	40,718,354
5	THE UNIVERSITY OF EDINBURGH	15,051,836	12,744,375	27,796,211
6	UNITED KINGDOM ATOMIC ENERGY AUTHORITY		27,479,945	27,479,945
7	UNIVERSITY OF BRISTOL	18,696,634	8,031,309	26,727,944
8	UNIVERSITY OF SOUTHAMPTON	15,588,806	8,149,162	23,737,968
9	THE UNIVERSITY OF WARWICK	13,937,493	4,501,470	18,438,963
10	UNIVERSITY OF GLASGOW	9,330,426	7,243,422	16,573,848
11	UNIVERSITY OF LEEDS	9,601,549	6,829,958	16,431,507
12	THE UNIVERSITY OF MANCHESTER	7,184,318	8,118,713	15,303,031
13	THE UNIVERSITY OF BIRMINGHAM	9,927,451	5,364,447	15,291,898
14	THE UNIVERSITY OF SHEFFIELD	9,830,783	4,867,540	14,698,323
15	THE UNIVERSITY OF NOTTINGHAM	6,763,785	6,156,608	12,920,394
16	CARDIFF UNIVERSITY	9,206,989	3,318,119	12,525,107

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
17	UNIVERSITY OF NEWCASTLE UPON TYNE	5,840,996	6,597,525	12,438,521
18	THE UNIVERSITY OF EXETER	5,881,069	6,268,462	12,149,531
19	NATURAL ENVIRONMENT RESEARCH COUNCIL	3,233,745	8,536,446	11,770,191
20	KING'S COLLEGE LONDON	4,311,637	7,055,616	11,367,253
21	UNIVERSITY OF BATH	8,785,317	2,484,155	11,269,471
22	UNIVERSITY OF SURREY	2,534,336	5,896,899	8,431,234
23	QUEEN MARY UNIVERSITY OF LONDON	5,105,513	2,908,163	8,013,676
24	THE QUEEN'S UNIVERSITY OF BELFAST	4,568,719	3,108,569	7,677,288
25	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE	5,170,215	2,448,031	7,618,247
26	UNIVERSITY OF SUSSEX	3,923,295	3,490,463	7,413,758
27	UNIVERSITY OF DUNDEE	4,569,466	2,525,674	7,095,140
28	SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	3,146,865	3,539,327	6,686,192
29	NEC EUROPE LTD		5,942,510	5,942,510
30	THE UNIVERSITY OF READING	1,729,862	3,960,986	5,690,848
31	MET OFFICE	2,518,219	3,114,476	5,632,695
32	UNIVERSITY OF YORK	2,237,487	3,376,256	5,613,743
33	LOUGHBOROUGH UNIVERSITY	4,003,478	1,300,880	5,304,358
34	EUROPEAN CENTRE FOR MEDIUM-RANGE WEATHER FORECASTS	1,190,000	3,943,158	5,133,158
35	CRANFIELD UNIVERSITY	1,231,226	3,500,410	4,731,636
36	LONDON SCHOOL OF HYGIENE AND TROPICAL MEDICINE	1,771,732	2,936,129	4,707,861
37	GREEN MARINE(UK)LTD		4,645,206	4,645,206
38	Nottingham City Council		4,539,601	4,539,601

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
39	UNIVERSITY OF STRATHCLYDE	378,910	4,067,141	4,446,051
40	SIEMENS PUBLIC LIMITED COMPANY		4,189,725	4,189,725
41	THE UNIVERSITY OF LIVERPOOL	2,554,864	1,548,509	4,103,373
42	ASTON UNIVERSITY	2,553,737	1,547,731	4,101,468
43	HERIOT-WATT UNIVERSITY	1,854,496	2,165,528	4,020,023
44	LANCASTER UNIVERSITY	3,181,847	819,864	4,001,711
45	THE SECRETARY OF STATE FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS		3,875,589	3,875,589
46	THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS	3,217,523	618,188	3,835,712
47	Department of Health		3,615,760	3,615,760
48	The Department Of Energy and Climate Change	3,546,268		3,546,268
49	UNIVERSITY OF PLYMOUTH	1,099,677	2,436,470	3,536,147
50	THE UNIVERSITY COURT OF THE UNIVERSITY OF ABERDEEN	456,744	3,058,274	3,515,018

6.28.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD	68	40	108
2	UNIVERSITY COLLEGE LONDON	47	47	94
3	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF CAMBRIDGE	54	36	90
4	IMPERIAL COLLEGE OF SCIENCE TECHNOLOGY AND MEDICINE	45	40	85
5	THE UNIVERSITY OF EDINBURGH	31	29	60

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
6	THE UNIVERSITY OF BIRMINGHAM	29	16	45
7	UNIVERSITY OF BRISTOL	24	19	43
8	THE UNIVERSITY OF SHEFFIELD	21	18	39
9	THE UNIVERSITY OF MANCHESTER	15	21	36
10	UNIVERSITY OF GLASGOW	16	17	33
11	UNIVERSITY OF LEEDS	16	17	33
12	THE UNIVERSITY OF WARWICK	21	12	33
13	THE UNIVERSITY OF NOTTINGHAM	12	20	32
14	UNIVERSITY OF SOUTHAMPTON	12	19	31
15	KING'S COLLEGE LONDON	13	17	30
16	UNIVERSITY OF NEWCASTLE UPON TYNE	12	16	28
17	THE UNIVERSITY OF EXETER	11	17	28
18	QUEEN MARY UNIVERSITY OF LONDON	16	9	25
19	THE QUEEN'S UNIVERSITY OF BELFAST	11	10	21
20	CARDIFF UNIVERSITY	10	11	21
21	UNIVERSITY OF SURREY	5	15	20
22	SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	2	18	20
23	NATURAL ENVIRONMENT RESEARCH COUNCIL	5	15	20
24	ASTON UNIVERSITY	15	4	19
25	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE	7	11	18
26	UNIVERSITY OF STRATHCLYDE	2	14	16
27	UNIVERSITY OF YORK	10	6	16
28	UNIVERSITY OF PLYMOUTH	6	9	15
29	UNIVERSITY OF DURHAM	6	7	13

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
30	UNIVERSITY OF SUSSEX	6	7	13
31	UNIVERSITY OF BATH	8	5	13
32	UNIVERSITY OF LEICESTER	3	10	13
33	MEDICAL RESEARCH COUNCIL	9	4	13
34	THE UNIVERSITY OF READING	3	9	12
35	CRANFIELD UNIVERSITY	2	10	12
36	UNIVERSITY OF DUNDEE	7	5	12
37	UNIVERSITY OF EAST ANGLIA	7	5	12
38	LOUGHBOROUGH UNIVERSITY	4	8	12
39	THE SECRETARY OF STATE FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS		12	12
40	THE UNIVERSITY OF LIVERPOOL	4	8	12
41	THE UNIVERSITY COURT OF THE UNIVERSITY OF ABERDEEN	3	8	11
42	NEC EUROPE LTD		10	10
43	THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS	8	2	10
44	BRUNEL UNIVERSITY LONDON	4	6	10
45	THE OPEN UNIVERSITY	3	6	9
46	HERIOT-WATT UNIVERSITY	4	5	9
47	EUROPEAN CENTRE FOR MEDIUM-RANGE WEATHER FORECASTS	1	8	9
48	LONDON SCHOOL OF HYGIENE AND TROPICAL MEDICINE	2	7	9
49	ROYAL HOLLOWAY AND BEDFORD NEW COLLEGE	5	3	8
50	UNIVERSITY OF ULSTER ROYAL CHARTER	2	6	8
51	UNIVERSITY OF KENT	3	5	8
52	MET OFFICE	2	6	8
53	THE MANCHESTER METROPOLITAN UNIVERSITY	2	5	7

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
54	TWI LIMITED	3	4	7
55	TRUST-IT SERVICES LTD	2	5	7
56	Department of Health		7	7
57	UNIVERSITY OF BRIGHTON	1	6	7
58	LANCASTER UNIVERSITY	5	2	7
59	THE UNIVERSITY OF HERTFORDSHIRE HIGHER EDUCATION CORPORATION	1	4	5
60	DE MONTFORT UNIVERSITY	2	3	5
61	GENOME RESEARCH LIMITED	1	4	5
62	SWANSEA UNIVERSITY	3	2	5
63	NATURAL HISTORY MUSEUM	4	1	5
64	CANCER RESEARCH UK	4	1	5
65	PlayGen Ltd		5	5
66	THE UNIVERSITY OF WESTMINSTER LBG		4	4
67	NATIONAL NUCLEAR LABORATORY LIMITED		4	4
68	BRITISH TELECOMMUNICATIONS PUBLIC LIMITED COMPANY		4	4
69	BANGOR UNIVERSITY	2	2	4
70	THE UNIVERSITY OF HUDDERSFIELD	1	3	4
71	NPL MANAGEMENT LIMITED		4	4
72	TRL LIMITED		4	4
73	ORTELIO LTD		4	4
74	UNIVERSITY OF ESSEX	1	3	4
75	UNIVERSITY OF KEELE	2	2	4
76	F6S NETWORK LIMITED		4	4
77	UNIVERSITY OF LINCOLN	1	3	4
78	THE UNIVERSITY OF STIRLING	1	3	4

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
79	BIRKBECK COLLEGE - UNIVERSITY OF LONDON	2	2	4
80	TRANSPORT FOR LONDON*TFL		4	4
81	THE BABRAHAM INSTITUTE	3	1	4
82	BMT GROUP LTD	2	2	4
83	BIRMINGHAM CITY COUNCIL	1	3	4
84	LIVERPOOL JOHN MOORES UNIVERSITY	3	1	4
85	THE NOTTINGHAM TRENT UNIVERSITY		4	4
86	UNIVERSITY OF HULL		4	4
87	THE ROYAL VETERINARY COLLEGE	1	3	4
88	The Technology Strategy Board		4	4
89	UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL	1	3	4
90	RICARDO UK LIMITED		4	4
91	VECTOS (SOUTH) LIMITED		4	4
92	EXIS INNOVATION LTD		3	3
93	Silvaco Europe Ltd		3	3
94	ABERYSTWYTH UNIVERSITY	2	1	3
95	INSTITUTE OF CANCER RESEARCH - ROYAL CANCER HOSPITAL	2	1	3
96	THE SCOTTISH ASSOCIATION FOR MARINESCIENCE LBG	2	1	3
97	INSTITUTE OF OCCUPATIONAL MEDICINE		3	3
98	UNIVERSITY OF CENTRAL LANCASHIRE	1	2	3
99	INTERDIGITAL EUROPE LTD		3	3
100	SAMSUNG ELECTRONICS (UK) LIMITED	1	2	3
101	INTRINSIQ MATERIALS LIMITED		3	3

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
102	THE JAMES HUTTON INSTITUTE		3	3
103	JOHNSON MATTHEY PLC		3	3
104	EUCLID NETWORK		3	3
105	KNOWLEDGE TRANSFER NETWORK LIMITED		3	3
106	Flexiant Limited		3	3
107	LLOYD'S REGISTER EMEA IPS		3	3
108	UNIVERSITY OF GREENWICH		3	3
109	MARINE SCOTLAND		3	3
110	ROLLS-ROYCE PLC		3	3
111	MAXELER TECHNOLOGIES LIMITED		3	3
112	SCOTTISH ENTERPRISE	1	2	3
113	NESTA LBG	1	2	3
114	C-TECH INNOVATION LIMITED		3	3
115	OPEN DATA INSTITUTE LBG		3	3
116	BOURNEMOUTH UNIVERSITY	3		3
117	OPEN KNOWLEDGE FOUNDATION LBG		3	3
118	AIRBUS DEFENCE AND SPACE LTD		3	3
119	OPTIMAT LIMITED		3	3
120	EUROPEAN THERMODYNAMICS LIMITED		3	3
121	CLOUD SECURITY ALLIANCE (EUROPE) LBG		3	3
122	ANGLIA RUSKIN UNIVERSITY HIGHER EDUCATION CORPORATION	3		3
123	COVENTRY UNIVERSITY	1	2	3
124	UK Space Agency		3	3
125	PLYMOUTH MARINE LABORATORY		3	3

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
126	GEANT LIMITED	1	2	3
127	POLICE AND CRIME COMMISSIONER FOR WEST YORKSHIRE	1	2	3
128	GLAXOSMITHKLINE RESEARCH AND DEVELOPMENT LTD.		3	3
129	PROPRS Ltd.		3	3
130	SEASCAPE CONSULTANTS LTD		3	3
131	ARM LIMITED		2	2
132	Nottingham City Council		2	2
133	E4TECH (UK) LTD		2	2
134	BUILDING RESEARCH ESTABLISHMENT LTD		2	2
135	FLEXENABLE LIMITED		2	2
136	BLUE LOBSTER IT LIMITED		2	2
137	Green Biologics Ltd.	1	1	2
138	IXSCIENT LIMITED		2	2
139	ELEMENT MATERIALS TECHNOLOGY HITCHIN LIMITED		2	2
140	PROGRESSIVE FARMING TRUST LTD LBG		2	2
141	CLINICAGENO LIMITED		2	2
142	LONDON BUSINESS SCHOOL	2		2
143	UNILEVER U.K. CENTRAL RESOURCES LIMITED		2	2
144	R.U.Robots Limited		2	2
145	OXFORD BROOKES UNIVERSITY		2	2
146	RADIOACTIVE WASTE MANAGEMENT LIMITED		2	2
147	PILDO LABS WESSEX LTD	1	1	2
148	RAIL SAFETY AND STANDARDS BOARD LIMITED		2	2
149	JOHN INNES CENTRE	2		2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
150	MARINE BIOLOGICAL ASSOCIATION OF THE UNITED KINGDOM	1	1	2
151	AIRBUSGROUP LIMITED		2	2
152	RINICOM LIMITED	1	1	2
153	THE UNIVERSITY OF SALFORD		2	2
154	JISC COLLECTIONS AND JANET LIMITED		2	2
155	EXUS SOFTWARE LTD		2	2
156	ROLLS-ROYCE POWER ENGINEERING PLC		2	2
157	FORESTRY COMMISSION RESEARCH AGENCY		2	2
158	ROYAL BOTANIC GARDENS KEW	2		2
159	AQUATERA LIMITED		2	2
160	MAST CARBON INTERNATIONAL LTD		2	2
161	INTEGRATED ENVIRONMENTAL SOLUTIONS LIMITED	1	1	2
162	JISC LBG		2	2
163	AvantiCell Science Ltd	1	1	2
164	SEAGATE SYSTEMS UK LIMITED		2	2
165	UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION	2		2
166	HW COMMUNICATIONS LIMITED		2	2
167	THE ROYAL COLLEGE OF ART		2	2
168	AVANTI COMMUNICATIONS LTD		2	2
169	THE SAINSBURY LABORATORY	2		2
170	WOC - WORLD OCEAN LIMITED		2	2
171	THE SHADOW ROBOT COMPANY LIMITED		2	2

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
172	SOLAR TRADE ASSOCIATION LIMITED		2	2
173	NETCOMPOSITES LIMITED		2	2
174	SPOREGEN LIMITED		2	2
175	NETWORK RAIL INFRASTRUCTURE LIMITED	1	1	2
176	ST GEORGE'S HOSPITAL MEDICAL SCHOOL	1	1	2
177	AMEC FOSTER WHEELER NUCLEAR UK LIMITED	1	1	2
178	Surrey Satellite Technology Limited		2	2
179	ANDOR TECHNOLOGY LIMITED		2	2
180	M-SOLV LTD		2	2
181	INSTITUTE FOR EUROPEAN ENVIRONMENTAL POLICY, LONDON	1	1	2
182	TATA STEEL UK LIMITED		2	2
183	BRISTOL CITY COUNCIL		2	2
184	THALES UK LIMITED		2	2
185	KINGSTON UNIVERSITY HIGHER EDUCATION CORPORATION		2	2
186	BAE Systems (Operations) Ltd		2	2
187	KIWI POWER LTD	1	1	2
188	THE BOARD OF TRUSTEES OF THE TATE GALLERY		2	2
189	FUJITSU LABORATORIES OF EUROPE LIMITED		2	2
190	THE BRITISH LIBRARY BOARD	1	1	2
191	Optocap Ltd		2	2
192	AGRIFOOD AND BIOSCIENCES INSTITUTE	1	1	2
193	UNIVERSITY OF EAST LONDON	1	1	2
194	THE CITY UNIVERSITY	2		2

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
195	UNIVERSITY OF GLOUCESTERSHIRE		2	2
196	THE ENERGY SAVING TRUST LTD BY GUARANTEE		2	2
197	BEATSON INSTITUTE FOR CANCER RESEARCH LBG	2		2
198	THE GLASGOW CALEDONIAN UNIVERSITY	1	1	2
199	ASSOCIATION OF COMMONWEALTH UNIVERSITIES		2	2
200	Centre for Process Innovation Limited		2	2
201	UNIVERSITY OF NORTHUMBRIA AT NEWCASTLE.		2	2
202	DELCAM LTD		2	2
203	UNIVERSITY OF TEESSIDE	1	1	2
204	CLIMATE BONDS INITIATIVE		2	2
205	THE PIRBRIGHT INSTITUTE LBG		2	2
206	IMPASARA Limited		2	2
207	SHEFFIELD HALLAM UNIVERSITY		2	2
208	Oxitec Limited		2	2
209	Nanoforce Technology Limited		2	2

6.28.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD	68
2	THE CHANCELLOR, MASTERS AND SCHOLARS OF THE UNIVERSITY OF CAMBRIDGE	54
3	UNIVERSITY COLLEGE LONDON	47

Rank	Organisation	Projects as Coordinator
4	IMPERIAL COLLEGE OF SCIENCE TECHNOLOGY AND MEDICINE	45
5	THE UNIVERSITY OF EDINBURGH	31
6	THE UNIVERSITY OF BIRMINGHAM	29
7	UNIVERSITY OF BRISTOL	24
8	THE UNIVERSITY OF SHEFFIELD	21
9	THE UNIVERSITY OF WARWICK	21
10	UNIVERSITY OF GLASGOW	16
11	UNIVERSITY OF LEEDS	16
12	QUEEN MARY UNIVERSITY OF LONDON	16
13	THE UNIVERSITY OF MANCHESTER	15
14	ASTON UNIVERSITY	15
15	KING'S COLLEGE LONDON	13
16	THE UNIVERSITY OF NOTTINGHAM	12
17	UNIVERSITY OF SOUTHAMPTON	12
18	UNIVERSITY OF NEWCASTLE UPON TYNE	12
19	THE UNIVERSITY OF EXETER	11
20	THE QUEEN'S UNIVERSITY OF BELFAST	11
21	CARDIFF UNIVERSITY	10
22	UNIVERSITY OF YORK	10
23	MEDICAL RESEARCH COUNCIL	9
24	UNIVERSITY OF BATH	8
25	THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS	8
26	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE	7
27	UNIVERSITY OF DUNDEE	7
28	UNIVERSITY OF EAST ANGLIA	7
29	UNIVERSITY OF PLYMOUTH	6
30	UNIVERSITY OF DURHAM	6
31	UNIVERSITY OF SUSSEX	6

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
32	UNIVERSITY OF SURREY	5
33	NATURAL ENVIRONMENT RESEARCH COUNCIL	5
34	ROYAL HOLLOWAY AND BEDFORD NEW COLLEGE	5
35	LANCASTER UNIVERSITY	5
36	LOUGHBOROUGH UNIVERSITY	4
37	THE UNIVERSITY OF LIVERPOOL	4
38	BRUNEL UNIVERSITY LONDON	4
39	HERIOT-WATT UNIVERSITY	4
40	NATURAL HISTORY MUSEUM	4
41	CANCER RESEARCH UK	4
42	UNIVERSITY OF LEICESTER	3
43	THE UNIVERSITY OF READING	3
44	THE UNIVERSITY COURT OF THE UNIVERSITY OF ABERDEEN	3
45	THE OPEN UNIVERSITY	3
46	UNIVERSITY OF KENT	3
47	TWI LIMITED	3
48	SWANSEA UNIVERSITY	3
49	THE BABRAHAM INSTITUTE	3
50	LIVERPOOL JOHN MOORES UNIVERSITY	3
51	BOURNEMOUTH UNIVERSITY	3
52	ANGLIA RUSKIN UNIVERSITY HIGHER EDUCATION CORPORATION	3
53	SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	2
54	UNIVERSITY OF STRATHCLYDE	2
55	CRANFIELD UNIVERSITY	2
56	LONDON SCHOOL OF HYGIENE AND TROPICAL MEDICINE	2
57	UNIVERSITY OF ULSTER ROYAL CHARTER	2
58	MET OFFICE	2
59	THE MANCHESTER METROPOLITAN UNIVERSITY	2
60	TRUST-IT SERVICES LTD	2

Rank	Organisation	Projects as Coordinator
61	DE MONTFORT UNIVERSITY	2
62	BANGOR UNIVERSITY	2
63	UNIVERSITY OF KEELE	2
64	BIRKBECK COLLEGE - UNIVERSITY OF LONDON	2
65	BMT GROUP LTD	2
66	ABERYSTWYTH UNIVERSITY	2
67	INSTITUTE OF CANCER RESEARCH - ROYAL CANCER HOSPITAL	2
68	THE SCOTTISH ASSOCIATION FOR MARINESCIENCE LBG	2
69	LONDON BUSINESS SCHOOL	2
70	JOHN INNES CENTRE	2
71	ROYAL BOTANIC GARDENS KEW	2
72	UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION	2
73	THE SAINSBURY LABORATORY	2
74	THE CITY UNIVERSITY	2
75	BEATSON INSTITUTE FOR CANCER RESEARCH LBG	2
76	EUROPEAN CENTRE FOR MEDIUM-RANGE WEATHER FORECASTS	1
77	UNIVERSITY OF BRIGHTON	1
78	THE UNIVERSITY OF HERTFORDSHIRE HIGHER EDUCATION CORPORATION	1
79	GENOME RESEARCH LIMITED	1
80	THE UNIVERSITY OF HUDDERSFIELD	1
81	UNIVERSITY OF ESSEX	1
82	UNIVERSITY OF LINCOLN	1
83	THE UNIVERSITY OF STIRLING	1
84	BIRMINGHAM CITY COUNCIL	1
85	THE ROYAL VETERINARY COLLEGE	1
86	UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL	1
87	UNIVERSITY OF CENTRAL LANCASHIRE	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
88	SAMSUNG ELECTRONICS (UK) LIMITED	1
89	SCOTTISH ENTERPRISE	1
90	NESTA LBG	1
91	COVENTRY UNIVERSITY	1
92	GEANT LIMITED	1
93	POLICE AND CRIME COMMISSIONER FOR WEST YORKSHIRE	1
94	Green Biologics Ltd.	1
95	PILDO LABS WESSEX LTD	1
96	MARINE BIOLOGICAL ASSOCIATION OF THE UNITED KINGDOM	1
97	RINICOM LIMITED	1
98	INTEGRATED ENVIRONMENTAL SOLUTIONS LIMITED	1
99	AvantiCell Science Ltd	1
100	NETWORK RAIL INFRASTRUCTURE LIMITED	1
101	ST GEORGE'S HOSPITAL MEDICAL SCHOOL	1
102	AMEC FOSTER WHEELER NUCLEAR UK LIMITED	1
103	INSTITUTE FOR EUROPEAN ENVIRONMENTAL POLICY, LONDON	1
104	KIWI POWER LTD	1
105	THE BRITISH LIBRARY BOARD	1
106	AGRIFOOD AND BIOSCIENCES INSTITUTE	1
107	UNIVERSITY OF EAST LONDON	1
108	THE GLASGOW CALEDONIAN UNIVERSITY	1
109	UNIVERSITY OF TEESSIDE	1
110	BRITEST LBG	1
111	FLEXION MOBILE LIMITED	1
112	CRITICAL PHARMACEUTICALS LIMITED	1
113	THE FRANCIS CRICK INSTITUTE LIMITED	1
114	VASCULAR FLOW TECHNOLOGIES LIMITED	1
115	FORWARD COMPOSITES LIMITED	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
116	FRIPP DESIGN LIMITED	1
117	FRUITION PO LIMITED	1
118	G.M.S. GLOBAL MARITIME SERVICES LIMITED	1
119	SIME DIAGNOSTICS LIMITED	1
120	ENERGYPRO LIMITED	1
121	EXPERT TOOLING & AUTOMATION LIMITED	1
122	GR8 ENGINEERING LTD	1
123	CUTTING & WEAR RESISTANT DEVELOPMENTS LIMITED	1
124	Greater London Enterprise Limited	1
125	GUIDANCE NAVIGATION HOLDINGS LTD	1
126	G-VOLUTION PLC	1
127	HANOVIA LIMITED	1
128	ACCELERATED MEDICAL DIAGNOSTICS LTD	1
129	EXEMPLAS HOLDING LIMITED	1
130	2M Engineering Limited	1
131	AURIPLEX LIMITED	1
132	IBEX INNOVATIONS LTD	1
133	IMPACT LABORATORIES LIMITED	1
134	ACCENTUS MEDICAL LIMITED	1
135	INDUSTRIAL PHYCOLOGY LIMITED	1
136	INDUSTRIAL TOMOGRAPHY SYSTEMS PLC	1
137	INLECOM Systems Ltd	1
138	INSPECTION TECHNOLOGIES LTD	1
139	CALCIVIS LIMITED	1
140	SKYMARK PACKAGING INTERNATIONAL LIMITED	1
141	SPEAKERBUS TECHNOLOGY LIMITED	1
142	INTERNATIONAL MOISTURE ANALYSERS LIMITED	1
143	SURREY AND BORDERS PARTNERSHIP NHS FOUNDATION TRUST	1
144	INVEST NORTHERN IRELAND	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
145	IXARIS SYSTEMS LTD	1
146	JAMES ROBINSON FIBRES LIMITED	1
147	JARILO LIMITED	1
148	ENVIRONMENTAL TECHNOLOGY EVOLUTION LTD	1
149	THE WELLCOME TRUST LIMITED	1
150	ABCODIA LIMITED	1
151	Kite Innovation (Europe) Limited	1
152	CARDIOCITY LIMITED	1
153	CARROLL & MEYNELL TRANSFORMERS LIMITED	1
154	TUTORFAIR LIMITED	1
155	KR TRAUMA SUPPORT LTD	1
156	ULTROMEX LTD	1
157	KRYSIUM TECHNOLOGIES LIMITED	1
158	CASCODA LIMITED	1
159	ARTAIC LTD	1
160	ATC GROUP LIMITED	1
161	LIBRALATO LTD	1
162	FILTON SYSTEMS ENGINEERING LTD	1
163	VALUECHAIN.COM ENTERPRISES LTD	1
164	VIRTUS PROJECTS LIMITED	1
165	BRISTOL NATURAL HISTORY CONSORTIUM	1
166	Q-BOT LIMITED	1
167	ACEDAG SCIENTIFIC LIMITED	1
168	LONDON SOUTH BANK UNIVERSITY	1
169	RAYGEN RESOURCES LTD	1
170	RECYCLING TECHNOLOGIES LTD.	1
171	LUCIDEON LIMITED	1
172	LUMEN RESEARCH LIMITED	1
173	RINICARE LIMITED	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
174	MAGNETIC SYSTEMS TECHNOLOGY LIMITED	1
175	CYDAR LIMITED	1
176	ROTHAMSTED RESEARCH LIMITED	1
177	SeeQuestor Limited	1
178	ADVANCED BIOPROCESS DEVELOPMENT LIMITED	1
179	MERCK CHEMICALS LTD	1
180	WARDELL ARMSTRONG LLP	1
181	MINERVA HEALTH & CARE COMMUNICATIONS LTD	1
182	MOREDUN RESEARCH INSTITUTE	1
183	DIGITAL LIFE SCIENCES LTD	1
184	TEKNISOLAR LTD	1
185	NALIA SYSTEMS LIMITED	1
186	DRESSFORMER LTD	1
187	DW International Ltd	1
188	The Department Of Energy and Climate Change	1
189	ADVANCED INNOVATIVE ENGINEERING (UK) LIMITED	1
190	BIC INNOVATION LTD	1
191	BLUEMORPH TECHNOLOGIES LTD	1
192	THE MANUFACTURING TECHNOLOGY CENTRE LIMITED LBG	1
193	THE MUDLARK PRODUCTION COMPANY LIMITED	1
194	NEXEN LIFT TRUCKS LIMITED	1
195	THE ROBERT GORDON UNIVERSITY	1
196	BECKETT RANKINE LIMITED	1
197	THE SEVERN PARTNERSHIP LIMITED	1
198	THE SMART ACTUATOR COMPANY LTD	1
199	NORTH COURT FRUIT FARM	1
200	THE TECHNOLOGY RESEARCH CENTRE LIMITED	1
201	EMSc (UK) Ltd	1
202	NOVA INNOVATION LTD	1

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Projects as Coordinator
203	COBALT LIGHT SYSTEMS LIMITED	1
204	ALTERIX LTD	1
205	ENSYGNIA LIMITED	1
206	OAKDENE HOLLINS LIMITED	1
207	OCADO GROUP PLC	1
208	THINGS3D LIMITED	1
209	OVERVIEW LIMITED	1
210	OXFORD COMPUTER CONSULTANTS LIMITED	1
211	P1VITAL LIMITED	1
212	PERA CONSULTING (UK) LIMITED	1
213	Bedfont Scientific Limited	1
214	PERSPECTUM DIAGNOSTICS LTD	1
215	BRAINOMIX LIMITED	1
216	PHASOR SOLUTIONS LIMITED	1
217	FACE RECORDING AND MEASUREMENT SYSTEMS LTD	1
218	PHOENIX PHOTONICS LIMITED	1
219	FENNACO LTD	1
220	Consortium of European Research Libraries	1
221	ATTOMARKER LIMITED	1
222	COVENTRY UNIVERSITY ENTERPRISES LIMITED	1
223	POWER STABILISATION LIMITED	1
224	VISOLIS TECHNOLOGIES LTD	1
225	PRECISION VARIONIC INTERNATIONAL LIMITED	1
226	PROAXSIS LTD	1
227	MGSO4 LTD	1
228	MICHELL INSTRUMENTS LIMITED	1
229	WOODROW SCIENTIFIC LIMITED	1

6.29 Israel

6.29.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	WEIZMANN INSTITUTE OF SCIENCE	17,772,548	4,201,359	21,973,907
2	TEL AVIV UNIVERSITY	13,397,573	1,660,965	15,058,538
3	THE HEBREW UNIVERSITY OF JERUSALEM	11,617,766	2,074,985	13,692,751
4	TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY	6,912,306	4,666,342	11,578,648
5	IBM ISRAEL - SCIENCE AND TECHNOLOGY LTD		7,248,953	7,248,953
6	BAR ILAN UNIVERSITY	3,655,728	1,033,898	4,689,625
7	BEN-GURION UNIVERSITY OF THE NEGEV	1,888,385	2,615,039	4,503,424
8	DYADIC SECURITY LTD	2,017,750		2,017,750
9	ISRAEL AEROSPACE INDUSTRIES LTD.		2,013,899	2,013,899
10	ALCATEL-LUCENT ISRAEL LTD		2,012,563	2,012,563
11	ACE APPLIED COGNITIVE ENGINEERING LTD	1,866,813		1,866,813
12	MATIMOP, ISRAELI INDUSTRY CENTER FOR RESEARCH & DEVELOPMENT	683,250	906,760	1,590,010
13	ORBOTECH LTD		1,265,215	1,265,215
14	CLOUDIUS SYSTEMS		1,098,881	1,098,881
15	YAD VASHEM THE HOLOCAUST MARTYRS AND HEROES REMEMBRANCE AUTHORITY		1,031,566	1,031,566
16	COMPEDIA SOFTWARE & HARDWARE DEVELOPMENT LTD		926,250	926,250
17	EMZA VISUAL SENSE LTD		891,975	891,975
18	BRIGHTWAY VISION LTD		761,448	761,448

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
19	MEDICAL RESEARCH INFRASTRUCTURE DEVELOPMENT AND HEALTH SERVICES FUND BY THE SHEBA MEDICAL CENTER		750,014	750,014
20	ETHERNITY NETWORKS LTD		709,375	709,375
21	THE AGRICULTURAL RESEARCH ORGANISATION OF ISRAEL - THE VOLCANI CENTRE		679,688	679,688
22	MOBIT TELECOM LTD	672,875		672,875
23	UNIVERSITY OF HAIFA	260,674	370,467	631,141
24	ARTEEVO TECHNOLOGIES LTD		627,402	627,402
25	RED HAT ISRAEL LTD		615,000	615,000
26	ALVARION TECHNOLOGIES LTD		596,250	596,250
27	MELLANOX TECHNOLOGIES LTD - MLNX		557,500	557,500
28	G-STAT LTD		547,500	547,500
29	MINISTRY OF HEALTH		539,594	539,594
30	The Gertner Institute for Epidemiology & Health Policy Research, Ltd		532,875	532,875
31	MACCABI HEALTHCARE SERVICES		531,875	531,875
32	CEVA D.S.P. LTD	505,750		505,750
33	C.M.T. MEDICAL TECHNOLOGIES LTD		490,000	490,000
34	WEFI LTD		473,000	473,000
35	THE OPEN UNIVERSITY*		465,743	465,743
36	M T R S 3 SOLUTIONS AND SERVICES LTD		422,250	422,250
37	NanoVation-GS		407,394	407,394
38	ELBIT SYSTEMS LTD		403,750	403,750
39	SIKLU COMMUNICATION LTD		401,000	401,000
40	ISRA-TEAM 98 LTD		361,519	361,519
41	ASSOCIATION ECO OCEAN		349,635	349,635
42	WINZSOFT (ISRAEL) LTD		323,625	323,625

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
43	ISRAEL OCEANOGRAPHIC AND LIMNOLOGICAL RESEARCH LIMITED		307,896	307,896
44	CG SMARTECH LTD		294,125	294,125
45	NOVO DR LTD		280,000	280,000
46	MINISTRY OF PUBLIC SECURITY		266,562	266,562
47	ELTA SYSTEMS LTD		266,018	266,018
48	E.W.R.E. LTD		261,356	261,356
49	OPTIMATA LTD		260,301	260,301
50	HADASSAH MEDICAL ORGANIZATION		260,301	260,301

6.29.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	WEIZMANN INSTITUTE OF SCIENCE	17	11	28
2	TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY	13	12	25
3	TEL AVIV UNIVERSITY	13	7	20
4	THE HEBREW UNIVERSITY OF JERUSALEM	12	8	20
5	BAR ILAN UNIVERSITY	8	4	12
6	BEN-GURION UNIVERSITY OF THE NEGEV	2	9	11
7	MATIMOP, ISRAELI INDUSTRY CENTER FOR RESEARCH & DEVELOPMENT	1	10	11
8	IBM ISRAEL - SCIENCE AND TECHNOLOGY LTD		9	9
9	MINISTRY OF HEALTH		4	4
10	MEDICAL RESEARCH INFRASTRUCTURE DEVELOPMENT AND HEALTH SERVICES FUND BY THE SHEBA MEDICAL CENTER		3	3
11	UNIVERSITY OF HAIFA	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
12	ALCATEL-LUCENT ISRAEL LTD		3	3
13	ISRAEL OCEANOGRAPHIC AND LIMNOLOGICAL RESEARCH LIMITED		3	3
14	ORBOTECH LTD		2	2
15	ISRAEL AEROSPACE INDUSTRIES LTD.		2	2
16	THE OPEN UNIVERSITY*		2	2
17	EMZA VISUAL SENSE LTD		2	2
18	MACHBA - INTERUNIVERSITY COMPUTATION CENTER		2	2

6.29.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	WEIZMANN INSTITUTE OF SCIENCE	17
2	TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY	13
3	TEL AVIV UNIVERSITY	13
4	THE HEBREW UNIVERSITY OF JERUSALEM	12
5	BAR ILAN UNIVERSITY	8
6	BEN-GURION UNIVERSITY OF THE NEGEV	2
7	MATIMOP, ISRAELI INDUSTRY CENTER FOR RESEARCH & DEVELOPMENT	1
8	UNIVERSITY OF HAIFA	1
9	OXITONE MEDICAL LTD	1
10	ROTEC - REVERSE OSMOSIS TECHNOLOGIES LTD	1
11	DYADIC SECURITY LTD	1
12	MOBIUS PROTECTION SYSTEMS LTD	1
13	QNERGY ACS LTD	1
14	GALCON BAKARIM AGRICULTURAL COOPERATIVE SOCIETY LTD	1
15	CEVA D.S.P. LTD	1

Rank	Organisation	Projects as Coordinator
16	ACE APPLIED COGNITIVE ENGINEERING LTD	1
17	MOBIT TELECOM LTD	1
18	OOVAL VALVES LTD	1
19	ISRAEL NATIONAL MUSEUM OF SCIENCE, TECHNOLOGY AND SPACE DANIEL AND MATILDE RECANATI CENTER	1
20	ITAMAR MEDICAL LTD	1
21	VULCAN AUTOMOTIVE INDUSTRIES LTD	1
22	AQUA SOLUTIONS LTD	1
23	ACCELLTA LTD	1

6.30 Norway

6.30.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	UNIVERSITETET I BERGEN	8,270,946	4,061,678	12,332,623
2	STIFTELSEN SINTEF	6,345,696	4,819,298	11,164,993
3	UNIVERSITETET I OSLO	7,701,750	2,364,978	10,066,728
4	NORGES TEKNISK-NATURVITENSKAPELIGE UNIVERSITET NTNU	4,422,272	3,552,672	7,974,944
5	SIMULA RESEARCH LABORATORY AS	5,759,040	825,508	6,584,548
6	SIEMENS AS		5,464,725	5,464,725
7	NORGES FORSKNINGSRAD		5,042,854	5,042,854
8	Stavanger kommune		3,343,703	3,343,703
9	NORGES MILJO-OG BIOVITENSKAPLIGE UNIVERSITET	2,950,969		2,950,969
10	SINTEF ENERGI AS	2,626,575		2,626,575
11	INSTITUTT FOR FREDSFORSKNING STIFTELSE	1,996,945		1,996,945
12	UNIVERSITETET I TROMSOE	716,483	1,084,402	1,800,886
13	OSLO UNIVERSITETSSYKEHUS HF		1,789,724	1,789,724
14	NORSK MARINTEKNISK FORSKNINGSinstitutT AS	1,779,500		1,779,500
15	HAVFORSKNINGSINSTITUTTET		1,695,355	1,695,355
16	METEOROLOGISK INSTITUTT		1,576,993	1,576,993
17	SMART INNOVATION OSTFOLD AS		1,512,500	1,512,500
18	TRANSPORTOKONOMISK INSTITUTT	860,318	628,155	1,488,473
19	UNIVERSITETET I STAVANGER		1,475,006	1,475,006
20	HOGSKOLEN I OSLO OG AKERSHUS	878,670	513,393	1,392,063

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
21	LYSE ENERGI AS		1,313,011	1,313,011
22	ROGALAND FYLKESKOMMUNE		1,312,038	1,312,038
23	STIFTELSEN NORSK INSTITUTT FOR NATURFORSKNING NINA		1,197,636	1,197,636
24	NORSK INSTITUTT FOR LUFTFORSKNING		1,119,138	1,119,138
25	AUTRONICA FIRE AND SECURITY AS		1,075,375	1,075,375
26	NORSK INSTITUTT FOR VANNFORSKNING		968,960	968,960
27	CELERWAY COMMUNICATION AS		925,095	925,095
28	UNINETT SIGMA2 AS		898,408	898,408
29	INTERNATIONAL RESEARCH INSTITUTE OFSTAVANGER AS		851,409	851,409
30	STIFTELSEN NANSEN SENTER FOR MILJOOG FJERNMALING	377,068	456,162	833,230
31	KOMMUNAL- OG MODERNISERINGSDEPARTEMENTET		814,500	814,500
32	UNIVERSITETET I AGDER		811,935	811,935
33	NTNU Samfunnsforskning AS	774,320		774,320
34	Schneider Electric Norge AS	771,750		771,750
35	CYBERNETICA AS		714,013	714,013
36	Ceramic Powder Technology AS		703,921	703,921
37	KONGSBERG MARITIME AS		644,438	644,438
38	EVRY NORGE AS		644,000	644,000
39	NASJONALT FOLKEHELSEINSTITUTT		640,238	640,238
40	ESMART SYSTEMS AS		640,041	640,041
41	ELKEM AS		610,398	610,398
42	Prototech AS		600,229	600,229
43	REACTIVE METAL PARTICLES AS		587,316	587,316
44	POWEL AS		502,250	502,250

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
45	ANSUR TECHNOLOGIES AS	490,000		490,000
46	FREDRIKSTAD ENERGI NETT AS		470,750	470,750
47	OSLO MEDTECH FORENING	463,750		463,750
48	DR TECHN OLAV OLSEN AS		462,000	462,000
49	TELENOR ASA		456,567	456,567
50	NORSK INSTITUTT FOR SKOG OG LANDSKAP		451,533	451,533

6.30.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	UNIVERSITETET I BERGEN	6	11	17
2	STIFTELSEN SINTEF	6	8	14
3	UNIVERSITETET I OSLO	7	7	14
4	NORGES FORSKNINGSRAD		14	14
5	NORGES TEKNISK-NATURVITENSKAPELIGE UNIVERSITET NTNU	5	8	13
6	HAVFORSKNINGSINSTITUTTET		6	6
7	UNIVERSITETET I TROMSOE	2	4	6
8	METEOROLOGISK INSTITUTT		6	6
9	SIMULA RESEARCH LABORATORY AS	3	2	5
10	NORSK INSTITUTT FOR LUFTFORSKNING		5	5
11	TELENOR ASA		4	4
12	NORSK INSTITUTT FOR VANNFORSKNING		4	4
13	TRANSPORTOKONOMISK INSTITUTT	1	2	3
14	STIFTELSEN NANSEN SENTER FOR MILJOOG FJERNMALING	1	2	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
15	OSLO UNIVERSITETSSYKEHUS HF		3	3
16	INTERNATIONAL RESEARCH INSTITUTE OFSTAVANGER AS		3	3
17	HOGSKOLEN I OSLO OG AKERSHUS	1	2	3
18	STATENS VEGVESEN VEGDIREKTORATET		2	2
19	SINTEF ENERGI AS	2		2
20	NASJONALT FOLKEHELSEINSTITUTT		2	2
21	KOMMUNAL- OG MODERNISERINGSDEPARTEMENTET		2	2
22	SINTEF PETROLEUM AS		2	2
23	KONGSBERG MARITIME AS		2	2
24	NORGES MILJO-OG BIOVITENSKAPLIGE UNIVERSITET	2		2
25	INTEGRATED DETECTOR ELECTRONICS AS	1	1	2
26	NORSK INSTITUTT FOR SKOG OG LANDSKAP		2	2
27	UNINETT SIGMA2 AS		2	2
28	CELERWAY COMMUNICATION AS		2	2
29	OSLO CENTER FOR SCIENCE IN SOCIETY		2	2
30	CHRISTIAN MICHESEN RESEARCH AS		2	2

6.30.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	UNIVERSITETET I OSLO	7
2	UNIVERSITETET I BERGEN	6
3	STIFTELSEN SINTEF	6
4	NORGES TEKNISK-NATURVITENSKAPELIGE UNIVERSITET NTNU	5

Rank	Organisation	Projects as Coordinator
5	SIMULA RESEARCH LABORATORY AS	3
6	UNIVERSITETET I TROMSOE	2
7	SINTEF ENERGI AS	2
8	NORGES MILJO-OG BIOVITENSKAPLIGE UNIVERSITET	2
9	TRANSPORTOKONOMISK INSTITUTT	1
10	STIFTELSEN NANSEN SENTER FOR MILJOOG FJERNMALING	1
11	HOGSKOLEN I OSLO OG AKERSHUS	1
12	INTEGRATED DETECTOR ELECTRONICS AS	1
13	Innovasjon Norge	1
14	SENSOVANN AS	1
15	INSTITUTT FOR FREDSFORSKNING STIFTELSE	1
16	STINGRAY MARINE SOLUTIONS AS	1
17	PLANKTONIC AS	1
18	LABRIDA AS	1
19	Schneider Electric Norge AS	1
20	MOBILETECH AS	1
21	NASJONALT KUNNSKAPSSENTER FOR HELSETJENESTEN	1
22	IDTEQ AS	1
23	PUBGENE AS	1
24	SENSOCURE AS	1
25	BIOVOTEC AS	1
26	ANSUR TECHNOLOGIES AS	1
27	NORSK MARINTEKNISK FORSKNINGSINSTITUTT AS	1
28	VOCA AS	1
29	CARDIACCS AS	1
30	NTNU Samfunnsforskning AS	1
31	HOSPITAL ORGANISER AS	1
32	OSLO MEDTECH FORENING	1

Rank	Organisation	Projects as Coordinator
33	PIQL AS	1

6.31 Switzerland

6.31.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	13,752,585	2,826,101	16,578,686
2	ECOLE POLYTECHNIQUE FEDERALE DE LAUSANNE	3,548,400	4,622,372	8,170,772
3	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	5,103,498	626,075	5,729,573
4	PAUL SCHERRER INSTITUT		874,387	874,387
5	UNIVERSITE DE GENEVE		713,524	713,524
6	ORGANISATION METEOROLOGIQUE MONDIALE	700,000		700,000
7	UNIVERSITAT BASEL		577,031	577,031
8	FACHHOCHSCHULE NORDWESTSCHWEIZ		569,163	569,163
9	AO-FORSCHUNGSINSTITUT DAVOS		530,454	530,454
10	SCHWEIZERISCHE RETTUNGSFLUGWACHT (REGA) STIFTUNG		298,125	298,125
11	THE WALT DISNEY COMPANY (SWITZERLAND) GMBH		265,227	265,227
12	LUDWIG INSTITUT FUR KREBSFORSCHUNG AG	258,500		258,500
13	MCM MCCOMBIE CHAPMAN MCKINLEY CONSULTING KOLLEKTIVGESELLSCHAFT		138,500	138,500
14	ASSOCIATION PLATEFORME POUR L INNOVATION		136,759	136,759
15	WORLD HEALTH ORGANIZATION		120,250	120,250
16	UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH		80,250	80,250

6.31.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	4	34	38
2	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	13	9	22
3	ECOLE POLYTECHNIQUE FEDERALE DE LAUSANNE	2	17	19
4	UNIVERSITAET BERN	2	8	10
5	UNIVERSITAET ZUERICH	1	9	10
6	UNIVERSITE DE GENEVE		10	10
7	PAUL SCHERRER INSTITUT		9	9
8	EIDGENOESSISCHE MATERIALPRUEFUNGS- UND FORSCHUNGSANSTALT		8	8
9	CSEM CENTRE SUISSE D'ELECTRONIQUE ET DE MICROTECHNIQUE SA - RECHERCHE ET DEVELOPPEMENT		8	8
10	VEREIN EURESEARCH	1	7	8
11	IBM RESEARCH GMBH		7	7
12	UNIVERSITAT BASEL		6	6
13	SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA (SUPSI)		6	6
14	HOSPICES CANTONAU CHUV		5	5
15	FACHHOCHSCHULE NORDWESTSCHWEIZ		5	5
16	EIDGENOESSISCHE ANSTALT FUER WASSERVERSORGUNG ABWASSERREINIGUNG UND GEWAESSERSCHUTZ		4	4
17	UNIVERSITE DE LAUSANNE		4	4
18	MARTEL GMBH	1	2	3
19	FORSCHUNGSINSTITUT FUR BIOLOGISCHENLANDBAU STIFTUNG		3	3

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
20	SIXSQ SARL		3	3
21	EIDGENOESSISCHE FORSCHUNGSANSTALT WSL		3	3
22	SCHWEIZERISCHER NATIONALFONDS ZUR FORDERUNG DER WISSENSCHAFTLICHEN FORSCHUNG		3	3
23	HAUTE ECOLE SPECIALISEE DE SUISSE OCCIDENTALE		3	3
24	TEMAS AG TECHNOLOGY AND MANAGEMENT		2	2
25	FEDERAL DEPARTMENT FOR ENVIRONMENT TRANSPORTS ENERGY AND COMMUNICATION		2	2
26	ALSTOM INSPECTION ROBOTICS AG		2	2
27	THE WALT DISNEY COMPANY (SWITZERLAND) GMBH		2	2
28	BUSH ENERGIE GMBH		2	2
29	NVISO SA		2	2
30	ALSTOM (SCHWEIZ) AG		2	2

6.31.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	13
2	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	4
3	ECOLE POLYTECHNIQUE FEDERALE DE LAUSANNE	2
4	UNIVERSITAET BERN	2
5	UNIVERSITAET ZUERICH	1
6	VEREIN EURESEARCH	1
7	MARTEL GMBH	1
8	LUDWIG INSTITUT FUR KREBSFORSCHUNG AG	1

Rank	Organisation	Projects as Coordinator
9	ORGANISATION METEOROLOGIQUE MONDIALE	1

6.32 Turkey

6.32.1 Amount of EC contribution (€) as success factor

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
1	KOC UNIVERSITY	3,904,542	44,505	3,949,048
2	TEPEBASI MUNICIPALITY		3,776,214	3,776,214
3	TURKIYE BILIMSEL VE TEKNOLOJIK ARASTIRMA KURUMU		2,391,326	2,391,326
4	PROMATEK DENIZCILIK TEKNOLOJILERI VE MUHENDISLIK COZUMLERI SANAYI VE TTICARET LIMITED SIRKETI	1,262,188		1,262,188
5	ISTANBUL TEKNİK UNIVERSITESI	513,000	388,033	901,033
6	ARCELIK A.S.		886,875	886,875
7	FLOTEKS PLASTİK SANAYI VE TİCARET AS	837,401		837,401
8	EKODENGE MUHENDISLIK MIMARLIK DANISMANLIK TİCARET ANONİM SİRKETİ		725,513	725,513
9	HEKSAGON MUHENDISLIK VE TASARIM AS		720,000	720,000
10	BOGAZICI UNIVERSITESI		643,613	643,613
11	MIDDLE EAST TECHNICAL UNIVERSITY	157,846	405,305	563,151
12	TURKIYE CIMENTO MUSTAHSILLERI BIRLIGI		542,500	542,500
13	MIKROSENS ELEKTRONİK SANAYI VE TİCARET AS		513,875	513,875
14	DEMİR CANER		447,125	447,125
15	AKG GAZBETON İŞLETMELERİ SANAYİ VETİCARETCARET AS		402,570	402,570
16	OLCSAN CAD TEKNOLOJILERI YAZILIM DONANIM DANISMANLIK SANAYI VE TİCARETANONİM SİRKETİ		384,169	384,169
17	Sabancı University	289,053	91,875	380,928

Who are the Champions in Horizon 2020 and what to learn from them

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
18	MINISTRY OF FOOD AGRICULTURE AND LIVESTOCK		380,686	380,686
19	AIRTIES KABLOSUZ ILETISIM SANAYI VEDIS TICARET ANONIM SIRKETI		314,998	314,998
20	Bilkent Üniversitesi	303,691		303,691
21	ENERGON ENERJİ VERİMLİLİĞİ DANIŞMANLIĞI HİZMETİ VE TICARET LIMITED SİRKETİ		302,346	302,346
22	TURKSAT UYDU HABERLEŞME VE KABLO TV İŞLETME AŞ		300,000	300,000
23	EA-TEK ULUSLARARASI ARASTIRMA GELİSTİRME MÜHENDİSLİK YAZILIM VE DANIŞMANLIK LIMITED SİRKETİ		251,875	251,875
24	OZYEĞİN ÜNİVERSİTESİ		217,500	217,500
25	Sampas Bilisim Ve İletişim Sistemleri Sanayi Ve Ticaret A.Ş.		212,625	212,625
26	ANADOLU UNIVERSITY		206,250	206,250
27	YAZILIM SANAYİCİLERİ DERNEĞİ		198,750	198,750
28	UNIVERSITY OF CUKUROVA		197,621	197,621
29	Ambulance and Emergency Physicians Association		192,750	192,750
30	NATIONAL MINISTRY OF EDUCATION		189,063	189,063
31	ELEKTRİK DAĞITIM HİZMETLERİ DERNEĞİ BAŞKANLIĞINA		180,625	180,625
32	HİSBİM BİLGİ VE İLETİŞİM TEKNOLOJİLERİ SANAYİ TICARET AŞ		180,250	180,250
33	AYDEM ELEKTRİK DAĞITIM ANONİM SİRKETİ		176,531	176,531
34	BOĞAZICI ULUSLARARASI EĞİTİM DANIŞMANLIK MERKEZİ VE TICARET LIMITED SİRKETİ		175,500	175,500
35	INTERMODAL TAŞIMACILIK VE LOJİSTİK ARASTIRMA DERNEĞİ		163,175	163,175
36	İSTANBUL ŞEHİR ÜNİVERSİTESİ	157,846		157,846

Rank	Organisation	Amounts as Coordinator (€)	Amounts as Partner(€)	Total
37	YILDIRIM BEYAZIT UNIVERSITESI	157,846		157,846
38	EGE UNIVERSITESI		146,475	146,475
39	ISTANBUL MEDIPOL UNIVERSITESI VAFKI	145,846		145,846
40	DOKUZ EYLUL UNIVERSITESI	145,846		145,846
41	TURKIYE CUMHURİYETİ DEVLET DEMİR YOLLARI İŞLETMESİ GENEL MÜDÜRLÜĞÜ		136,225	136,225
42	ISTANBUL TEKNOKENT ANONİM ŞİRKETİ		126,000	126,000
43	ULUSLARARASI GÜNEŞ ENERJİSİ TOPLULUĞU TÜRKİYE BÖLÜMÜ DERNEĞİ		120,273	120,273
44	ADANA METROPOLİTAN MUNICIPALITY		119,750	119,750
45	ÇEVRE DOSTU YEŞİL BİNALAR DERNEĞİ İKTİSADİ İŞLETMESİ		118,375	118,375
46	HATAY METROPOLİTAN MUNICIPALITY		107,500	107,500
47	ANKARA UNIVERSITESI	103,980		103,980
48	YEDİTEPE UNIVERSITY VAKIF		97,287	97,287
49	SERAMİK ARASTIRMA MERKEZİ A.Ş.		92,024	92,024
50	EPIGENETİKS GENETİK BİYOBİLGİ TEKNOLOJİLERİ A.Ş.		90,000	90,000

6.32.2 Number of winning projects as success factor

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
1	TÜRKİYE BİLİMSEL VE TEKNOLOJİK ARASTIRMA KURUMU		12	12
2	KOC UNIVERSITY	8	1	9
3	MIDDLE EAST TECHNICAL UNIVERSITY	1	4	5

Rank	Organisation	Projects as Coordinator	Projects as Partner	Total
4	Sabanci University	2	2	4
5	ISTANBUL TEKNİK UNIVERSİTESİ	1	3	4
6	ARCELIK A.S.		3	3
7	MINISTRY OF FOOD AGRICULTURE AND LIVESTOCK		2	2
8	BOGAZICI UNIVERSİTESİ		2	2
9	ANADOLU UNIVERSITY		2	2
10	Bilkent Üniversitesi	2		2
11	EKODENGE MUHENDİSLİK MİMARLIK DANIŞMANLIK TİCARET ANONİM ŞİRKETİ		2	2

6.32.3 Number of coordinating projects as success factor

Rank	Organisation	Projects as Coordinator
1	KOC UNIVERSITY	8
2	Sabanci University	2
3	Bilkent Üniversitesi	2
4	MIDDLE EAST TECHNICAL UNIVERSITY	1
5	ISTANBUL TEKNİK UNIVERSİTESİ	1
6	ANKARA UNIVERSİTESİ	1
7	PROMATEK DENİZCİLİK TEKNOLOJİLERİ VE MUHENDİSLİK ÇÖZÜMLERİ SANAYİ VE TİCARET LİMİTED ŞİRKETİ	1
8	VISPERA BİLGİ TEKNOLOJİLERİ SANAYİ İÇ VE DİŞ TİCARET ANONİM ŞİRKETİ	1
9	DOKUZ EYLÜL UNIVERSİTESİ	1
10	DONE İLETİŞİM BİLGİ SİSTEMLERİ VE YAY. SAN. VE TİC. A.Ş.	1
11	KOSGEB-KUCUK VE ORTA ÖLÇEKLİ İŞLETMELERİ GELİSTİRME VE DESTEKLEME İDARESİ BAŞKANLIĞI	1

Rank	Organisation	Projects as Coordinator
12	KUARTISMED MEDİKAL ARASTIRMA GELISTIRME DANISMANLIK EGITIM SANAYI VE TICARET LIMITED SIRKETI	1
13	FLOTEKS PLASTIK SANAYI VE TICARET AS	1
14	PARS MAKINA SANAYI VE TICARET LIMITED SIRKETI	1
15	ISTANBUL AYDIN UNIVERSITESI VAKFI	1
16	ISTANBUL MEDIPOL UNIVERSITESI VAFKI	1
17	ISTANBUL SEHIR UNIVERSITESI	1
18	YILDIRIM BEYAZIT UNIVERSITESI	1

Further information

In case you are successful in Horizon 2020 and you are not within the listed organisations but you are interested to know the ranking position of your own organization, please contact me through email at nf@cyberall-access.com or even better (since emails are easily missed) post such a request through the comments area at the book download section and I can provide you this information.

About the Author



Nikolaos Floratos is the founder of Funding Expert Academy (<http://www.fundingexpert.academy/>).

Nikolaos after his undergraduate and postgraduate studies as engineer in London, UK, has been working for a number of consultancy and Information Technology companies as consultant and project manager across Europe. He completed also an MBA (Master in Business Administration) and the last 17 years he is involved in planning, managing and evaluating large and small projects in the area of

research, education, ICT (Information Communication Technologies), social inclusion, entrepreneurship, standardization and consumer issues. As a personal trainer and coach, he has supported hundreds of individuals and organisations mainly from Europe but also from all over the world on managing state funding (e.g. from European Commission, National Funds, etc) and receive support for deploying their business idea or mission and he has proved that anyone can become a great proposal writer or project manager of european funded projects through proper guidance, training and coaching. He is an expert on behalf of the European Commission on evaluating and reviewing projects and proposals since 2003 and currently, he researches through a PhD how eLearning courses can increase students' engagement and motivation.

He is the creator of the Funding Expert Tree Transformation™ system that can transform an individual to a great proposal writer and project manager of european funded projects and establish him/her as a funding expert.