LUXINNOVATION
#MakingInnovationHappen



Specifications

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1. INTRODUCTION

The Fit 4 programmes enable Luxembourg companies to access the expertise of specialised consultants and public subsidies in order to strengthen their performance through innovation, digitalisation and sustainability. They include an in-depth assessment as well as a personalised roadmap, specifying the priorities, concrete actions and investments recommended to the company. These programmes do not cover the funding of the implementation of the recommended actions, which may nevertheless be eligible for other support schemes.

This specification document defines the conditions for implementing the **Fit 4 Digital** programme. This programme aims to support companies in progressing on their digital journey, by mobilising experts who have been rigorously selected and referenced by Luxinnovation. The programme aims to produce useful and concrete recommendations for beneficiary companies, while ensuring the quality, independence and relevance of the interventions.

This document defines:

- The scope of the programme and the expected deliverables;
- The subsidy rates and thresholds;
- The eligibility conditions for beneficiary companies;
- The conditions for access to the referencing of service providers;
- The procedures to be followed;
- The respective obligations of the service providers, beneficiary companies and Luxinnovation.

2. CONTEXT

Small and medium-sized enterprises (SMEs) account for over 99% of all enterprises in the Grand Duchy of Luxembourg. They employ the majority of the working population and remain a cornerstone of the national economy. At European level, SMEs represent 99.8% of all businesses and continue to demonstrate resilience and adaptability despite recent economic headwinds and geopolitical uncertainties. Alongside SMEs, large enterprises play a significant role in Luxembourg's economic fabric, often operating as anchors for broader value chains and as drivers of technology adoption across sectors.

Digital transformation remains a persistent challenge for companies of all sizes, but particularly SMEs. The European Commission's Digital Economy and Society Index (DESI), which has tracked Member States' digital performance since 2014 and is now integrated into the annual State of the Digital Decade report, consistently highlights the relatively low level of digitalisation among Luxembourg's enterprises, particularly in the adoption of cloud and data analytics technologies. According to the 2025 Digital Decade Country Report, the basic level of digital intensity of Luxembourg's SMEs (70.27%) is just below the EU average, while the digitalisation of SMEs continues to lag, hindered by high integration costs and limited technical expertise. Large enterprises, while generally more advanced in their digital maturity, face their own structural barriers — including the complexity of legacy systems, the need to manage change at scale and the challenge of integrating emerging technologies across multiple business units.

The adoption of advanced digital technologies such as cloud computing, data analytics and artificial intelligence remains particularly demanding across the business landscape, while the European Commission's Digital Decade Country Report 2025 describes Luxembourg as committed to "remaining a European frontrunner in digitalisation,

through targeted investments in strategic digital technologies." Since 2018, the policy landscape has evolved considerably. The 5th Action Plan to Support SMEs (2019), which initially framed business digitalisation as a lever for competitiveness, has been complemented by broader strategic frameworks, including the strategic initiative "Accelerating Digital Sovereignty 2030," unveiled by the Government of the Grand Duchy of Luxembourg in May 2025, comprising three national strategies on data, artificial intelligence and quantum technologies.

Luxembourg's Digital Decade National Strategic Roadmap, updated in 2024, now encompasses 98 measures and continues to support the digitalisation of businesses through existing programmes such as Luxinnovation's Fit 4 programmes or the SME Packages of the professional chambers. The EU's own Digital Decade targets require that more than 90% of SMEs reach at least a basic level of digital intensity and that 75% of enterprises adopt cloud, big data or AI technologies by 2030 — placing further urgency on these efforts.

Against this backdrop, the Fit 4 Digital programme, created in 2018 to help companies advance with digitalisation, has been redesigned to better address the evolving needs of the full range of Luxembourg's businesses. By opening the programme to large enterprises in addition to SMEs, and by extending the scope and budget covered by this programme, Fit 4 Digital now offers more targeted, practical support that reflects today's technological realities and helps companies at every stage of their digital journey bridge the gap between awareness and meaningful digital adoption.

3. ELIGIBLE COMPANIES

The Fit 4 programmes are open to **companies of all sizes** that meet the following cumulative conditions:

- hold a valid business permit issued by the Ministry of the Economy;
- have their registered office in Luxembourg;
- carry out an economic activity as their principal activity.

4. CONCEPT

The Fit 4 Digital programme enables companies to assess their digital maturity and their use of information and communication technologies (ICTs), and prepare the measures required to take the next step in their digital transformation journey.

The programme relies on a network of consultants accredited by Luxinnovation, who carry out the assessments, build an action plan based on the recommendations resulting from the analysis, and may, outside of the Fit 4 Digital mission, support the companies in implementing these recommendations. This ensures access to specialised, market-based expertise tailored to each company's priority areas. The duration of this Fit 4 mission is, in principle, limited to 6 months.

Luxinnovation designs and steers the programme, references the consultancy companies that meet the programme requirements, and ensures that each Fit 4 Digital project meets the criteria set out in this document. The public subsidies linked to the programme are granted to the beneficiary companies by the Ministry of the Economy, in line with the applicable Luxembourg state aid framework.

At the end of the Fit 4 Digital assessment, the company may choose to implement all or part of the recommendations set out in the action plan. While this implementation falls outside the scope of Fit 4 Digital, Luxinnovation advises the company on further support schemes that may be available.

5. SCOPE OF THE MISSION, METHODOLOGY AND DELIVERABLES

5.1 Methodology

Before the in-depth assessment and roadmap realised with the external expert, the company is required to complete a short self-assessment.

Preliminary step: Light Digital Maturity Assessment (LDMA)

The LDMA is a self-assessment tool provided by Luxinnovation, based on the pan-European Digital Maturity Assessment framework defined by the European Commission for SMEs supported by European Digital Innovation Hubs (EDIHs). The self-assessment is free of charge and takes less than 30 minutes to complete. The completion of this LDMA is a prerequisite for any company to access the Fit 4 Digital programme.

After completing the online questionnaire, the company receives a structured report that establishes a baseline of its current digital maturity. The report typically provides:

- An overall digital maturity score (0–100%) and a visual radar chart covering the six assessment dimensions: strategy for a digital enterprise, digital readiness, human-centric digital transformation, data management, automation and intelligence, and green digital transformation
- A maturity level per dimension (e.g. basic, average, moderately advanced, advanced), each accompanied by a narrative interpretation describing the company's current state and untapped potential
- A benchmark comparing the company's results with the EU average, with the average of European peers of similar size, and with the average of peers in the same sector and country (e.g. small manufacturing companies in Luxembourg)
- A detailed breakdown of the responses provided in the questionnaire, including the list of digital technologies and applications currently used, planned or not used (from connectivity infrastructure and ERP/CRM systems to advanced technologies such as AI, IoT, digital twins, robotics or additive manufacturing)
- A first set of dimension-specific observations and improvement suggestions, identifying the priority areas the company should address

This report constitutes the entry point of the Fit 4 journey and must be used by the consultant as a reference to scope their Fit 4 Digital assessment.

In-depth Fit 4 Digital support mission

In the scope of the Fit 4 Digital programme, the consultant conducts a **tailored deep-dive analysis** of the client company's digital maturity and supports them with specific deliverables to further prepare their digital transformation. This deep-dive analysis can focus on various digitalisation dimensions, **including one or more of the following illustrative studies**:

- Digital strategy and roadmap definition
  Assessment of the existing digital vision, ownership and investment plan; definition of a prioritised digital roadmap aligned with business objectives

- Change management and digital adoption plan
  Analysis of organisational readiness, internal communication and incentives; design of an adoption plan to overcome resistance to change and improve the integration of existing tools

- IT infrastructure and cloud readiness assessment
  Review of the existing technical foundation, of usage patterns and data flows, and of business continuity risks; analysis of the cloud vs. on-premise trade-off, design of the target architecture, benchmark of hosting and connectivity options, and migration plan

- Database and data architecture design
  Review of the existing data model, storage technologies and integration flows; design of the target data architecture (databases, data warehouse, data lake, etc.), definition of data pipelines (ETL/ELT) and recommendations on scalability, performance and interoperability.

- Data governance and data management audit
  Mapping of data assets, definitions and ownership; definition of data governance principles, quality rules and GDPR-compliant data handling practices

- Customer and market digitalisation analysis
  Review of digital customer engagement, e-commerce capabilities and data-driven product/service development; recommendations to strengthen digital market presence and customer engagement

- Green digitalisation assessment
  Analysis of how digital technologies can support sustainability objectives

- Digital usage and integration audit
  Analysis of horizontal and vertical integration of digital tools across departments; identification of underused tools and recommendations to broaden and harmonise their usage

- Business intelligence and reporting analysis
  Analysis of reporting and analytics needs across departments; assessment of existing data sources and consolidation requirements; design of business intelligence architecture; benchmark of suitable BI tools to support data-driven decision making

- Digital ecosystem participation analysis
  Assessment of external digital engagement with customers, suppliers and partners

- Process automation and systems integration analysis
  Mapping of manual workflows and isolated systems, recommendations on automation opportunities and on the integration of data flows across systems

- ERP project preparation
  In-depth mapping of the business processes concerned, drafting of a technical and functional specifications document, preparation of a call for tenders, comparative evaluation and selection of the best-suited service provider

- CRM project preparation
  Mapping of the sales cycle, analysis of commercial information flows, management and reporting needs, and integration constraints; drafting of a technical and functional specifications document and presentation of a benchmark of relevant solutions

- Document and content management digitalisation
  Analysis of document-intensive and paper-based processes; design of an electronic document and content management approach, including digitalisation, structured storage and retrieval, and recommendations on suitable solutions

- Digital workplace and collaboration assessment
  Review of collaboration, communication and remote-working tools; identification of gaps and recommendations to harmonise the digital workplace and improve productivity across teams

- IoT roadmap
  Precise definition of priority IoT use cases (production monitoring, predictive maintenance, traceability, energy management, environmental control, etc.), analysis of field constraints and of the maturity of existing data; drafting of a specifications document, sensor specifications and benchmark of IoT platforms

- Sector-specific technology assessments *(e.g., BIM in construction, CAM/CAE/SCADA/MES in manufacturing, WMS/TMS in transport & logistics, etc.)*

It is important to note that **any deep-dive studies focusing on cybersecurity or artificial intelligence** must be done within the scope of the Fit 4 Cybersecurity or Fit 4 AI programme, respectively, and are **not part of the scope of Fit 4 Digital.**

Subcontracting: subcontracting part of the services is permitted, provided that Luxinnovation is informed, as well as the company concerned, which must give its agreement. The consultancy firm must define and supervise the mission entrusted to the subcontractor.

5.2 Deliverables

To conduct these in-depth studies, the consultant is free to define their own methodology.

In all cases, however, the **deliverable must include** a concrete roadmap with prioritised, time-bound improvement measures and actions, clearly linked to the gaps identified during the analysis, with a quantification of the costs and human resources involved. The recommended measures should cover, for example:

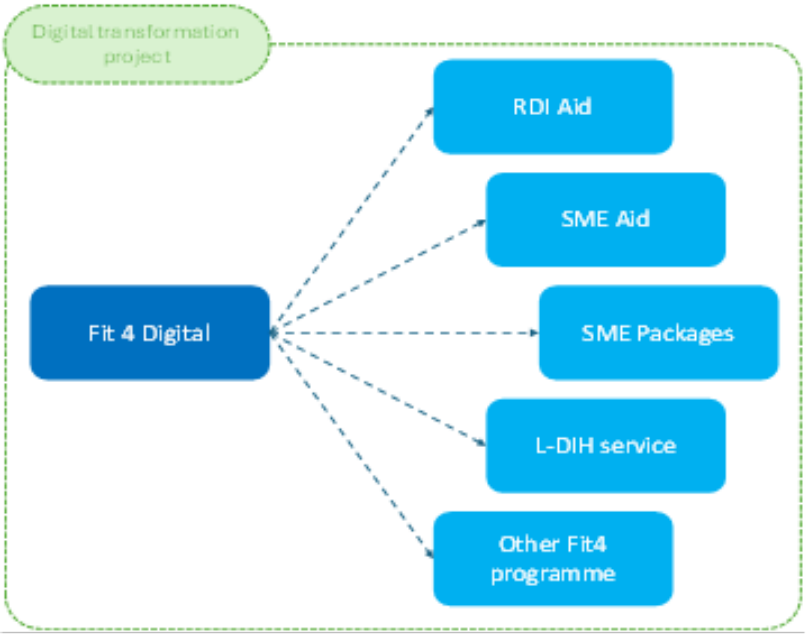
- Hardware investments (e.g. servers, network equipment, sensors, industrial PCs, end-user devices);
- Software investments (e.g. ERP, CRM, IoT platforms, data and analytics solutions);
- Custom developments (e.g. specific modules, interfaces and integrations between systems, apps);
- Project management consultancy to support the implementation, governance and steering of the recommended initiatives;
- Process re-design consultancy to adapt and optimise business processes prior to or alongside the deployment of new digital tools (if not already done within a Fit 4 Performance project);
- Recruitment of new profiles to build internal capabilities;
- Training and upskilling of existing staff to ensure adoption, autonomy and long-term sustainability of the digital transformation.

5.3 Closure and follow-up of the Fit 4 assessment

The service provider presents the findings of its Fit 4 assessment through a formal presentation addressed to management and operational teams, in the presence of Luxinnovation, and submits a structured action plan specifying, for each recommended measure, the provisional timeline and the human and financial resources to be mobilised.

At the end of the Fit 4 Digital assessment, the company may choose to implement all or part of the recommendations set out in the action plan.

Upon receipt of the final report, Luxinnovation carries out a systematic analysis of the recommendations made by the expert in order to identify the aid schemes likely to co-finance their implementation — whether these are support programmes managed by Luxinnovation, aid schemes administered by the Ministry of the Economy (SME Packages Digital, investment aid, consultancy aid, etc.) or relevant European schemes. If the company wishes to apply for State aid to implement a recommendation, it must submit the corresponding application before implementation begins.



Finally, Luxinnovation directs the company to the public or private partners best qualified to support it in the concrete implementation of its action plan.

6. LEGAL BASIS

The Fit 4 Digital programme is based on the Law of 20th December 2019 establishing a de minimis aid scheme.

7. ELIGIBLE COSTS FOR FUNDING

Eligible costs correspond exclusively to the fees of the selected consultant, excluding travel expenses and any other ancillary costs, based on a quotation previously issued to the company and compliant with these specifications.

Eligible costs are co-financed by a State aid, paid in the form of a capital grant. **Per project, the total amount of aid granted must be greater than €1,000 and may not exceed €100,000.** The maximum aid intensity is determined according to the size of the company, as defined by the criteria laid down in the European

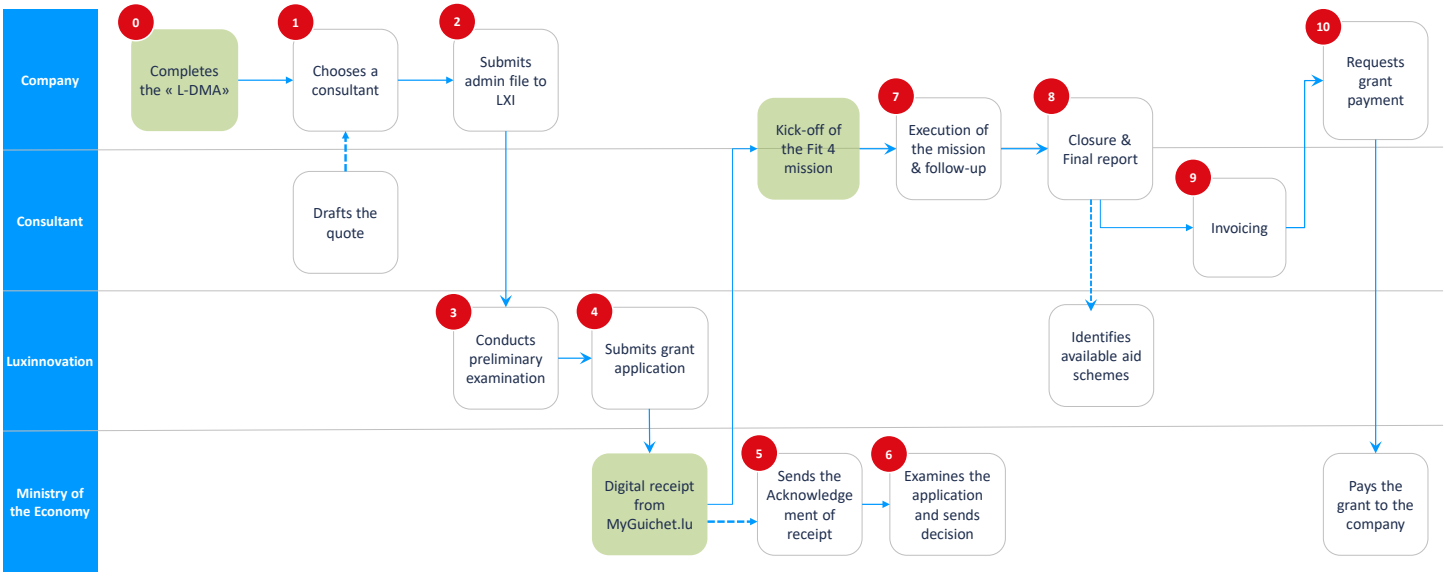
regulation[1].

The aid is calculated as follows:

	Small enterprise	Medium-sized enterprise	Large enterprise
Aid intensity	70 %	60 %	50 %

8. PROCEDURE

The Fit 4 Digital procedure follows a sequence of steps that involve four actors — the client (the beneficiary company), the consultant, Luxinnovation (LXI) and the Ministry of the Economy (MECO).



Preliminary step: Light Digital Maturity Assessment (LDMA)

The company completes the LDMA as described in chapter 5 and receives a report on their digital maturity as well as initial suggestions for progressing on their digital journey.

This report constitutes the entry point of the Fit 4 Digital journey and must be used by the consultant as a reference to scope the assessment and roadmap phase.

Step 1: Selection of consultant & receiving quote

The company selects a consultant from the list of consultants referenced by Luxinnovation for the Fit 4 Digital programme, a full list of which is accessible on the Luxinnovation website.

[1] Annex I of Commission Regulation (EU) No 651/2014 of 17 June 2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:02014R0651-20230701

The company shares their report from the LDMA assessment with this consultant and receives a quote that is compliant with the present specifications document. In their quote, the consultant details the work to be carried out within the Fit 4 Digital programme, building on the priority areas highlighted by the LDMA and other potential previous assessments with initial recommendations on digital transformation (e.g. Fit 4 Performance, DigiCheck of the Chambre des Métiers, assessments of the L-DIH, ...).

Step 2: Submit administrative files to Luxinnovation

The company sends Luxinnovation (through its JWay portal) the documents required for the preliminary examination of its application, in particular:

- An organisation chart showing all companies, upstream or downstream, in Luxembourg and outside the national territory, with which there is a shareholding link greater than or equal to 25%. For each of these companies, the organisation chart must specify the full-time equivalent (FTE), the balance sheet total and the turnover for the last financial year (*an example can be found in the appendix of this document*);
- Financial statements (balance sheet and profit and loss account) for the applicant company's two most recent financial years and, where applicable, for the group to which it belongs;
- Quote of the selected consultant (not signed);
- Bank account details;
- Power of attorney to Luxinnovation to complete the MyGuichet application in the name of the company.

Step 3: Preliminary examination

Luxinnovation conducts a pre-eligibility examination based on the documents submitted by the company and issues a certificate attesting that the consultant's quotation complies with these specifications.

Step 4: Grant application

After the pre-eligibility examination, Luxinnovation submits the grant application via MyGuichet.lu on behalf of the beneficiary company. The digital receipt generated following electronic submission constitutes proof of filing.

Luxinnovation sends the company a copy of the digital receipt generated after submission, which the company must keep in its administrative file.

The company may sign the consultant quote and start the mission as soon as it receives the digital receipt. It may also wait for the definitive decision of the Ministry (step 6).

Step 5: Acknowledgment of receipt by Ministry

The Ministry of the Economy acknowledges receipt of the aid application within 15 days of receiving it and informs the applicant of any missing documents. The acknowledgement of receipt specifies the processing time for the application and states that failure to issue a decision within the prescribed period constitutes tacit approval. Receipt of the missing documents must be followed, within the same period, by a new acknowledgement of receipt, which starts the applicable time limit.

However, this acknowledgement of receipt does not constitute a decision to grant or refuse the State aid.

Step 6: Ministry decision

The Ministry examines the application and then notifies the company of its decision by letter. The decision is issued within 2 months of receipt of the complete application, with a possible extension of 3 months in the event of increased complexity of the application. The applicant is informed before the end of the 2-month period that the deadline will be extended by 3 months, unless the acknowledgement of receipt clearly stated that the procedure would take 5 months.

If no decision is issued within the applicable time limit, the application is deemed to have been tacitly approved.

- The amount of aid;
- The cost eligibility period, i.e. the deadline by which the consultant must have issued the final invoice;
- The forfeiture date (*date de forclusion*), i.e. the deadline by which the beneficiary company must have returned the report, invoice and proof of payment to the Ministry in order to trigger payment of the grant by the Ministry.

Step 7: Execution of the mission

The mission is carried out in accordance with the quotation and the scope set out in the grant application. The total duration of the mission is limited to 6 months. If an extension is required, a request must be submitted to the Ministry of the Economy, no later than before the end of the cost eligibility period.

Step 8: Closure of the mission and final report

The consultant submits the final report to the company and to Luxinnovation and organises a joint meeting to present the results of the analysis and the recommendations made.

Luxinnovation is responsible for identifying the State aid schemes that may contribute to financing the implementation of these recommendations.

Step 9: Invoicing

The company pays the consultant’s invoice(s).

Step 10: Payment of the grant

The company submits its payment request to the Ministry of the Economy via MyGuichet.lu, together with the consultant’s report, the invoice(s) and proof of payment. The payment request must be submitted no later than 6 months after the project end date specified in the grant decision.

9. SELECTION OF CONSULTANTS: CONDITIONS AND COMPETENCES

The missions described above are carried out by consultancy providers that have been referenced by Luxinnovation based on their demonstration that they employ experts with the required skills and qualifications, under the following conditions:

9.1 Access conditions — Commercial independence

Providers whose main activity consists in the development, publishing, resale, integration, deployment or maintenance of software solutions or IT equipment may not be referenced under this programme, where such activity is likely to influence their recommendations in a way that would constitute a direct commercial opportunity for their business.

This ineligibility is assessed in light of the economic reality of the activity carried out by the consulting company, regardless of its legal structure — whether it is a company carrying out this activity alone, a company carrying it out alongside other activities, or a company resulting from a merger, acquisition or restructuring operation that has led to the combination of consulting activities and IT activities within a single legal entity.

By way of exception, accreditation may nevertheless be granted where the consultant demonstrates that the Fit 4 Digital analyses will be carried out in a neutral and objective manner and formally undertakes to refrain from recommending its own IT solutions.

9.2 Skills and qualifications

Only **legal entities duly registered with the Luxembourg Trade and Companies Register (RCS)**, excluding self-employed individuals, may submit their application. Legal entities duly registered in another Member State of the European Union may also be referenced, provided that they demonstrate the skills defined below and are able to submit a quote addressed to a client company based in Luxembourg.

Providers must demonstrate that the experts participating in the mission hold the following skills:

General skills and experience

- Proficiency in business audit methodology (preferably meeting the requirements of EN/ISO 17021-2: 2018: SME audit);
- Proficiency in one or more project management methods (Agile methods: Scrum, Kanban, Lean agile
- etc., or traditional methods: Waterfall, Prince2®, etc.);
- Each expert is expected to have at least 3 years' experience in carrying out comparable projects;
- Fluency in French or English. German and Luxembourgish are considered as an asset.

Special skills

- Digitalisation of operations: understanding business needs by identifying the necessary functionalities to meet commercial objectives, analysing business processes, analysing the technologies used, and having a solid grasp of the various technologies available for digitalising operations. Familiarity with industry standards and best practices in digitalisation, as well as applicable regulations (such as GDPR for data protection), is also required;
- Expertise in a significant share of the eligible digitalisation studies listed in section 5.1 (IT infrastructure, data management, ERP systems, etc.).

9.3 Application process

Interested service providers should submit an application file to Luxinnovation containing the following elements:

- Information sheet (*template provided*);
- Declaration of honour (*template provided*);
- Company presentation (*template provided*);
- Balance sheets and income statements for the last 3 financial years;
- CVs of the experts involved in the programme;
- Various supporting documents (ISO certification, training certificates, proof of professional insurance, etc.);
- References of at least 3 similar projects carried out in the past 3 years for companies in Luxembourg or Europe (*template provided*);
- Logo of the company;
- *Quote addressed to a Luxembourg-based client (*if the service provider is not based in Luxembourg*).

The application can be submitted to Luxinnovation at any time, using the dedicated form: https://luxinnovation.lu/wizard-fit-4-consultants

Once submitted, Luxinnovation will review the application and, if needed, invite the applicant to an interview. If the application is deemed admissible, the provider will be pre-approved and expected to recruit a first client company for the programme.

The final listing on the Luxinnovation website will be granted if the first project is successful and complies with the criteria set out in this document.

9.4 Duration of the listing

The listing is granted by Luxinnovation for a period of three years, with no automatic renewal.

Any breach of one of the obligations set out in these specifications, any proven qualitative shortcoming in carrying out the assignments, or any act causing harm to the supported company, to Luxinnovation or to the Ministry of the Economy, may lead to the withdrawal of the provider's listing by decision of Luxinnovation.

The grounds for withdrawal include in particular:

- insufficient or recurring ratings left by supported companies following satisfaction surveys;
- a quality of deliverables deemed insufficient in light of the standards defined in these specifications, based on the review of the final report carried out by Luxinnovation;
- non-compliance with ethical rules, in particular regarding conflicts of interest, confidentiality or communication relating to the programme;
- the provision of erroneous, incomplete or misleading information, whether in the application file or in the context of the projects carried out;
- the falsification of documents or any fraudulent act intended to obtain or retain the referencing;
- a conviction handed down by a judgment having the authority of res judicata for any offence affecting the professional integrity of the expert;
- not meeting the minimum number of assignments to be conducted annually.

Before any withdrawal decision, the provider is informed in writing of the breaches held against them and has a period of seven days to provide any relevant explanation.

Luxinnovation may give formal notice to the provider company to replace the expert concerned within a period that it sets. If the company does not act on this formal notice, or if the breach identified is of such gravity that it harms the quality of the programme or the reputation of Luxinnovation, the withdrawal of the listing may be pronounced against the company as a whole, without prejudice to the other means of recourse available to Luxinnovation.

Any exclusion entails the immediate prohibition on claiming the listing in the programme. The projects in progress at the time of withdrawal must be completed within the agreed deadlines, unless the beneficiary company expressly wishes to terminate them immediately, in which case the conditions of termination are settled in accordance with the general law of contracts.

The provider company may also relinquish its listing at any time, subject to completing all projects in progress.

10. OBLIGATIONS

10.1 Obligations of the service provider

The relationship between the service provider and the beneficiary company is governed by the specific terms set out in the quotation, the service provider's general terms and conditions of sale, and ordinary contract law. The Ministry of the Economy and Luxinnovation do not intervene in the contractual relationship between the service provider and the company and may not be held liable in the event of non-performance or poor performance of the services, or for any other reason related to the execution of the mission.

In addition to complying with the provisions of these specifications, the service provider undertakes to:

- Charge a maximum daily rate of €1,300 excluding VAT, applicable to all experts mobilised as part of the mission, regardless of their profile or seniority level;
- Carry out a minimum of two missions under the programme during each calendar year, this threshold* constituting a condition for remaining active in the directory of listed service providers;
- Execute the mission within six months. If necessary, the company may request an extension of the deadline by submitting a request to that effect to the officer in charge of the file at the Ministry of the Economy;
- Carry out the analysis on site, at the company's premises;
- Provide the client company in advance with a detailed quote that includes at least the following information:
    - the organisational and operational scope of the mission;
    - the provisional timetable: kick-off meeting, intermediate milestones and closing meeting;
    - the composition of the project team and the role of each contributor;
    - details of the expected deliverables;
    - the total duration of the mission expressed in number of days;
    - the applicable daily rate excluding VAT;
- Inform Luxinnovation at least 15 working days in advance of the planned date for presenting the conclusions. Luxinnovation reserves the right to attend the presentation of the final report, without such attendance implying validation of the service provider's conclusions;
- Draft the final report in language that is accessible to a non-expert, avoiding undefined technical jargon.

NB: The action plan must be summarised in accordance with the template provided in Annex 2, in order to facilitate the company's review and the identification of available public funding.

*For service providers listed during the year, the first annual threshold is calculated from the first anniversary of the listing date. No minimum requirement applies for the period preceding that first anniversary.

Luxinnovation reserves the right to carry out a periodic review of the activity of each listed service provider. If the minimum threshold is not reached over an annual period, Luxinnovation informs the service provider in writing and grants them a six-month remediation period. At the end of this period, if the threshold is still not reached, withdrawal of the listing may be pronounced.

Ethics and behavioural obligations

Service providers undertake to promote the Fit 4 programme fairly and transparently. They refrain from any aggressive commercial canvassing or from exerting any pressure on companies in connection with obtaining the grant, and ensure that information relating to the programme is communicated clearly, completely and without being misleading.

They must first ensure that the Fit 4 programme is suited to the client company's situation and actual needs, and refrain from directing a company towards the programme for primarily commercial purposes or where its needs do not correspond to the objectives of the programme. If necessary, the service provider will direct the company towards any other appropriate programme, aid or funding scheme, or towards Luxinnovation. In case of doubt, Luxinnovation may also contact companies to make sure that they have been correctly informed about the different opportunities and to tell them about any other programme(s) which may be considered more appropriate.

To ensure the transparency and impartiality of relationships with the company, Fit 4 Digital providers must recommend the software solutions which are in the best interests of the company, according to the analysis. Service providers must also take care not to discredit the IT providers which are already under contract with the company.

Service providers are required to respect the confidentiality of all information communicated to them as part of their mission. This obligation applies throughout the duration of the mission and continues after its completion, without any time limit for information of a sensitive or strategic nature.

Any service provider that is or may be in a conflict-of-interest situation with a beneficiary company must declare this in writing to Luxinnovation without delay and no later than before the mission begins. Conflict-of-interest situations include in particular:

- any direct or indirect shareholding in the beneficiary company;
- holding a position within the management or supervisory bodies of that company;
- the existence of a close family or personal relationship with a manager or significant shareholder of the beneficiary company;
- any similar situation involving a legal entity linked to the service provider.

The declaration of a conflict of interest does not automatically result in the exclusion of the service provider. Luxinnovation examines each situation on a case-by-case basis and reserves the right to exclude the service provider concerned if it considers that the conflict of interest is likely to compromise the objectivity of the mission or the integrity of the programme. Failure to declare a conflict of interest known to the service provider constitutes a serious breach that may result in the immediate withdrawal of its listing.

10.2 Obligations of the beneficiary company

To ensure the proper execution of the programme, the beneficiary company undertakes to fully cooperate with the service provider, in particular by:

- appointing, at the start of the mission, the person responsible for the project within the company;
- making available the material and human resources necessary for the execution of the mission, including the appointment of an identified internal contact person who is available and authorised to communicate the information required for the proper conduct of the mission;
- communicating to the service provider, as promptly as possible, any information, data or document necessary to carry out the diagnosis and prepare the action plan;
- completing the satisfaction survey made available by Luxinnovation following the completion of the project. This feedback enables the qualitative monitoring of the programme and constitutes an obligation under the programme.

Access to the results of the assessment:

By accepting the terms of these specifications, the company authorises the transmission to Luxinnovation of the assessment report and action plan prepared by the consultant as part of the mission.

This information will be analysed by Luxinnovation in order to identify any appropriate funding schemes or partners to support the implementation of the recommendations. It is treated confidentially and is not communicated to third parties without the company's prior consent.

With the company's consent, Luxinnovation may use the project as a case study to promote the programme, without disclosing confidential information. Luxinnovation also reserves the right to publish the name or logo of the beneficiary company in the directory of companies that have participated in the programme.

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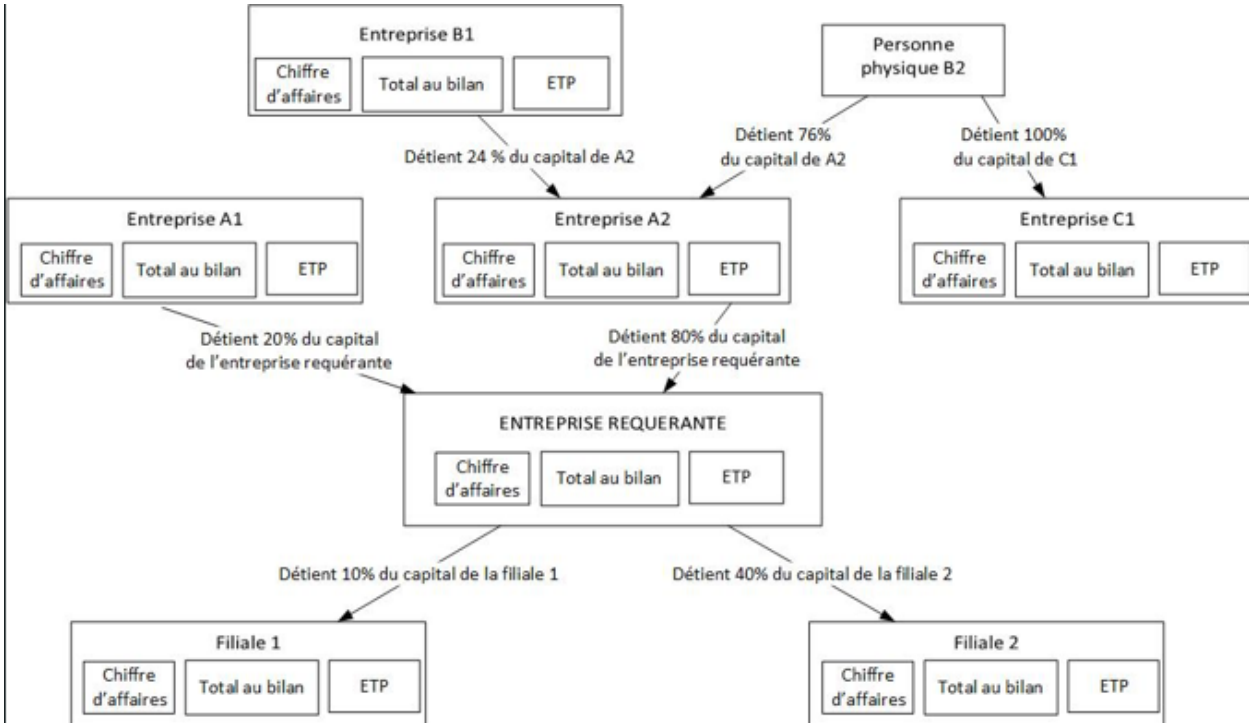
The Ministry of the Economy and Luxinnovation reserve the right to modify the programme conditions at any time and without prior notice, or to discontinue the programme.

Jurisdiction

This programme is governed by Luxembourg law.

In the event of a dispute relating to its existence, interpretation or execution, the Luxembourg courts shall have sole jurisdiction.

ANNEX 1 – Organisation chart



ANNEX 2 – Fit 4 Action Plan – Summary Table

The information in the action plan must be summarised in the format below.
The consultant may add additional columns where relevant.

Recommendation *(Concise description and reference to the relevant pages of the report)*	**Priority**	**Horizon** *(short term, MT, LT)*	**Estimated budget**	**ROI** *(estimation)*	**Type of expenditure** *(Opex, Capex, consulting, training…)*	**Eligible state aid** *(to be completed by LXI)*

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