Athens 2025:
Advanced EU Funding & Project Innovation Camp

2 - 6 June 2025 Athens, Greece

Athens 2025: Advanced EU Funding & Project Innovation Camp

Day 1 – Monday, 2 June
Proposal Design & Strategy

- 09:00–09:30
Welcome & Opening
- 09:30–11:00
Introduction to EU Funding

11:00–11:30 Coffee Break

- 11:30–13:00
Crafting a Winning Proposal

13:00–14:00 – Lunch Break

- 14:00–15:30
Methodology and Work Plan

15:30–16:00 – Coffee Break

- 16:00–17:00
Designing Project Impact
- 17:00–18:00
Workshop: Developing a Project Concept

- 18:30 | Ham On Rye, Klisovis 12, Athens

Day 2 – Tuesday, 3 June
PM² for EU Projects

- 09:00–10:30
PM² Fundamentals & Methodology

10:30–11:00 – Coffee Break

- 11:00–12:30
Governance, Lifecycle, and Initiation

12:30–13:30 – Lunch Break

- 13:30–14:50
Planning & Execution

15:00–15:30 – Coffee Break

- 15:30–16:30
Monitoring & Closure
- 16:30–17:30

- 18:00–20:00 | HAU, Massalias 22, Athens
Panel Discussion - PM² for EU-funded projects
- 20:00–22:00 | Rooftop Cocktail Reception

Day 3 – Wednesday, 4 June
Innovation Readiness & Ecosystems

- 09:00–10:00
Organisational Readiness for Innovation
- 10:00–11:00
Ecosystemize Your Project

11:00–11:30 – Coffee Break

- 11:30–13:00
Rethinking Project Success

13:00–14:00 – Lunch Break

- 14:00–15:30
IPR & Commercialisation 1

15:30–16:00 – Coffee Break

- 16:00–17:30
IPR & Commercialisation 2

Social Events

- 18:30 | Lykovrisi, Filikis Etaireias Sq. 8, Athens

Day 4 – Thursday, 5 June
Impact & Dissemination Strategy

- 09:00–10:30
Understanding Impact in EU Projects

10:30–11:00 – Coffee Break

- 11:00–12:30
Dissemination & Exploitation Plans

12:30–13:30 – Lunch Break

- 13:30–15:00
Workshop: Dissemination & Impact Plan

15:00–15:30 – Coffee Break

- 15:30–17:30 – Project Showcases & Ideation Lab

Free Evening
No scheduled activities — an opportunity to explore the city or rest as you prefer.

Day 5 – Friday, 6 June
Financial Management & Audit Readiness

- 09:00–10:30
EU Financial Regulations

10:30–11:00 – Coffee Break

- 11:00–12:30
External Experts & Contracts

12:30–13:30 – Lunch Break

- 13:30–15:00
Financial Reporting Simulation Workshop

15:00–15:30 – Coffee Break

- 15:30–17:00 – Audit Preparation
- 17:00–17:30 – Wrap-Up & Final Reflections

- 17:30–19:00 | Ham On Rye, Klisovis 12, Athens

Athens 2025: Advanced EU Funding & Project Innovation Camp
Sessions for Online Delivery

Friday, 13 June

• 09:30-11:00 CET
Managing Project Costs: Direct & Indirect Costs

11:00-11:30 CET – Coffee Break

• 11:30-13:00 CET
Reporting Costs of External Experts

Tuesday, 17 June

• 09:00-10:30 CET
The Erasmus +: 2021-2027

10:30-11:00 CET – Coffee Break

• 11:00 – 12:30 CET
Avoid Risks: Coordination That Clicks – Meetings, People & Partner Communication in EU-Funded Projects

12:30-13:30 CET – Lunch Break

• 13:30-15:00 CET
Mapping Your EU-Funded Project to PM^2 Methodology

15:00-15:30 CET – Coffee Break

• 15:30-17:00 CET
Future of Work and Industry 4.0: Dr Bojan Lalić

Wednesday, 2 July

• 12:45-14:15 CET
Managing Project Costs: Direct & Indirect Costs

14:15-14:45 CET – Coffee Break

• 14:45-16:15 CET
Reporting Costs of External Experts

Friday, 4 July

• 16:00-17:30 CET
Innovation in Public & Private Sectors

Tuesday, 8 July

• 09:00–10:30 CET
Innovation Leadership & Change Management

10:30–11:00 CET – Coffee Break

• 11:00–12:30 CET
Industrial Transition Strategies

12:30–13:30 CET – Lunch Break

• 13:30–15:00 CET
Creating Effective Cluster Models

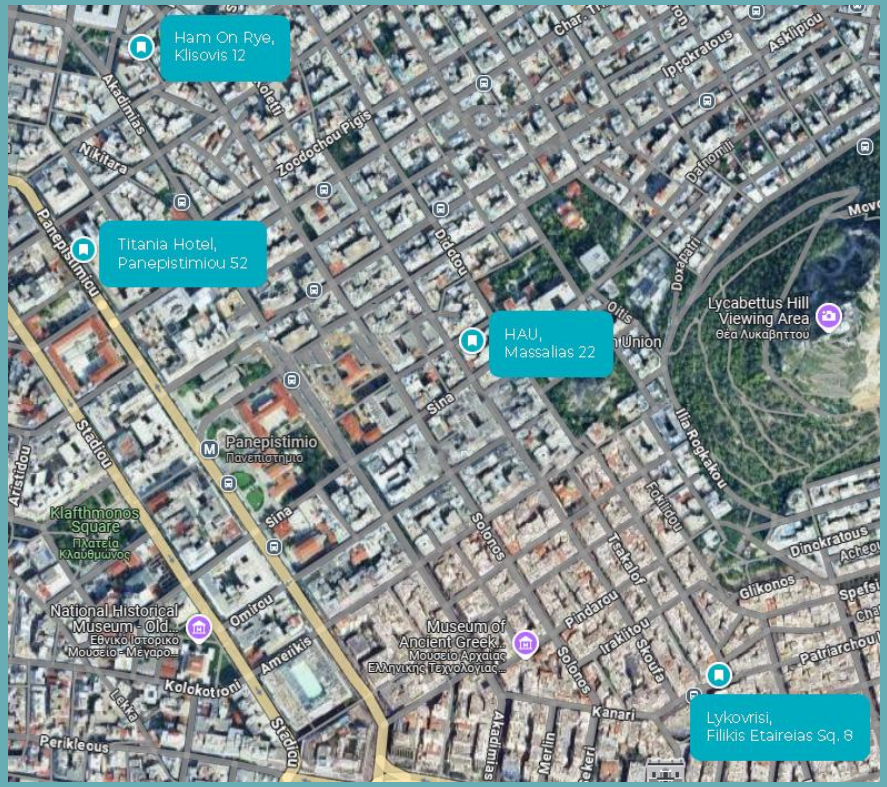
15:00–15:30 CET – Coffee Break

• 15:30–17:00 CET
Workshop: Strategic Planning for Industrial Clusters

Athens 2025: Advanced EU Funding & Project Innovation Camp
Venue and Social Events Map

Venue: Titania Hotel, Panepistimiou 52

Social Events:
Day 1 18:30 | Ham On Rye, Klisovis 12
(6 min. from the venue)
Day 2 18:00–22:00 | HAU, Massalias 22
(13 min. from the venue)
Day 3 18:30 | Lykovrisi, Filikis Etaireias Sq. 8
(21 min. from the venue)
Day 5 17:30–19:00 | Ham On Rye, Klisovis 12
(6 min. from the venue)



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IPR, Entrepreneurship, and Commercialization

Part 1: IPR in EU-funded projects

Expert: Tamara Colic Milosavljevic

Tutor

Tamara Colic Milosavljevic

M.Sc., Technology Transfer Manager, European IP Helpdesk Ambassador, Project Manager, Co director FI Serbia

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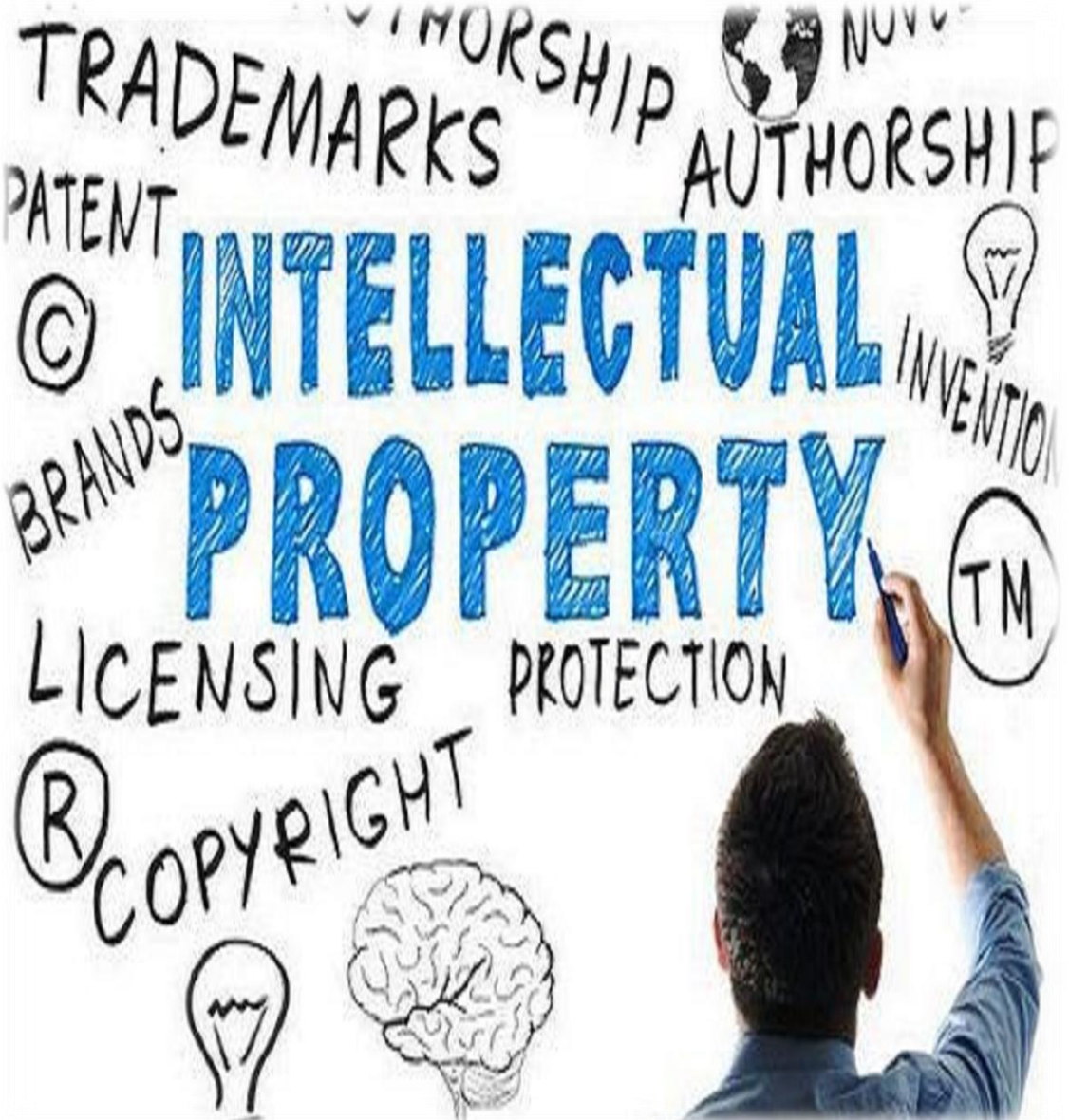
Why Should You Care About IP?



Intellectual property (IP)

- Intellectual property (IP) refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.*
- IP is protected in law.
- Holds high value in today's increasingly knowledge-based economy.
- Although it's an intangible asset, intellectual property can be far more valuable than a company's physical assets.
- It protect organisations valuable assets.
- Defend from competitors.
- Enables people/organisations to earn recognition or financial benefit from what they invent or create.

*source: www.wipo.int/about-ip/en/

Intellectual property (IP)

Divided into two categories*:

- **Copyright** covers any production of the human mind such as literary and artistic works, and architectural design. Rights related to copyright include those of performing artists in their performances, producers of phonograms in their recordings, and broadcasters in their radio and television programs.

- **Industrial Property** includes patents for inventions, trademarks, industrial designs and geographical indications.

* source:What is Intellectual Property?, World Intellectual Property Organization (WIPO), WIPO Publication No. 450(E), ISBN 978-92-805- 1555-0

Copyright

- What is protected?

Copyright protects

- Original literary, dramatic, musical, and artistic works
- Published editions of works, sound recordings, films, and broadcasts

Computer Programs and Data

- Computer Programs are protected as a literary work

Databases

- The arrangement of the contents is protected by copyright
- But also a 'Database Right' if there has been a substantial investment to make the database
- Database Rights last for 15yrs from creation or publication

Copyright

- Usually the author is the first owner
- If created as part of your employment then the employer is the owner
- Copyright can be transferred
    - Moral rights: The right of the author/creator to be recognized as such and the right to preserve the integrity of the work
- Typically 70 years from the death of the author/creator
- If the work was by a corporation - 120 years after creation or 95 years after publication

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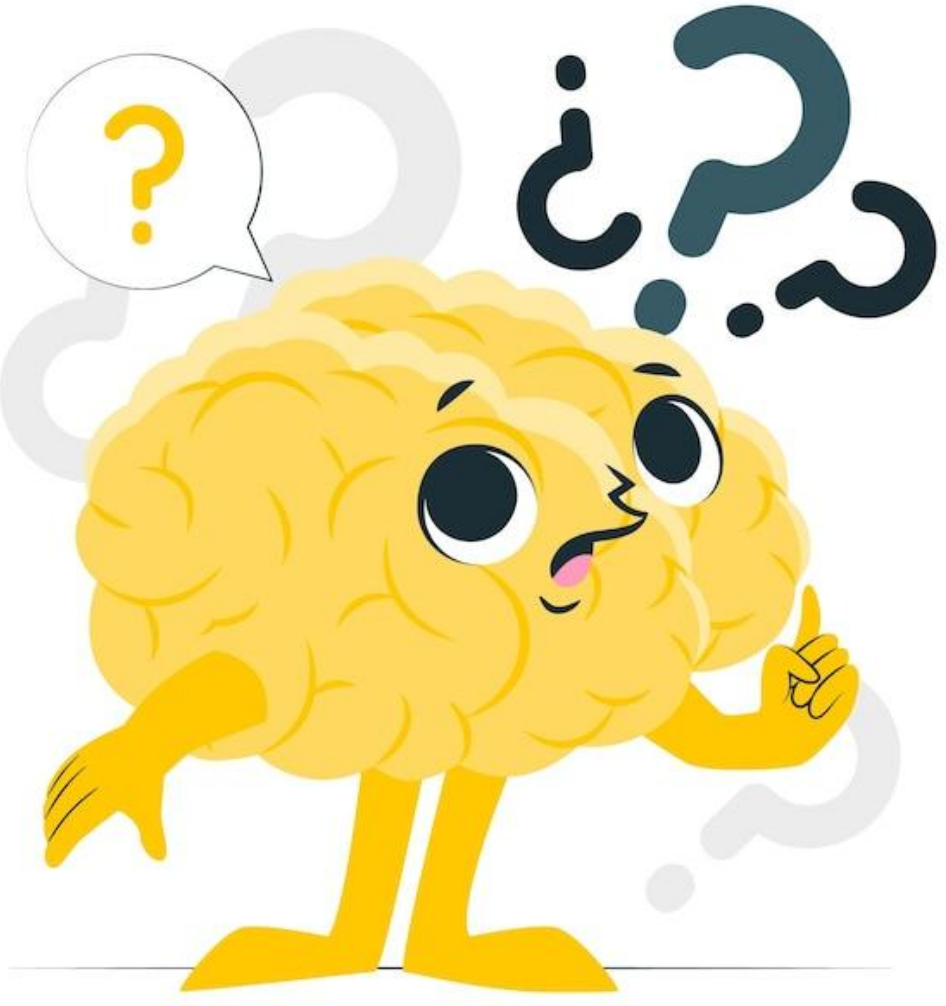


Industrial Rights

Protection of distinctive signs, **trademarks** (which distinguish the goods or services of one undertaking from those of other undertakings) and **geographical indications** (which identify a good as originating in a place where a given characteristic of the good is essentially attributable to its geographical origin).*

It aims to stimulate and ensure fair competition and to protect consumers, by enabling them to make informed choices between various goods and services.

INVENTIONS, INDUSTRIAL DESIGNS & TRADE SECRETS*: These types of industrial property are protected primarily to stimulate innovation, design and the creation of technology.
The social purpose is to provide protection for the results of investment in the development of new technology, thus giving the incentive and means to finance research and development activities.

** source: What are Intellectual Property Rights?, World Trade Organization*

Trademark

- A sign which can distinguish your goods and services from those of another trader e.g. word, figurative, color, shape
- Used as a marketing tool
- Must be **distinctive**
- Prevents competitors using a similar or identical sign for similar or identical services
- Can be registered or un-registered
- Renewable every 10 years (if registered)

Trademark

- Exclusive right, but:
  - principle of speciality (linked to these specific goods and services)
  - principle of territoriality (limited to the territory where the mark is registered)

- Risk of loss of protection if:
  - not used after five years
  - found to be invalid

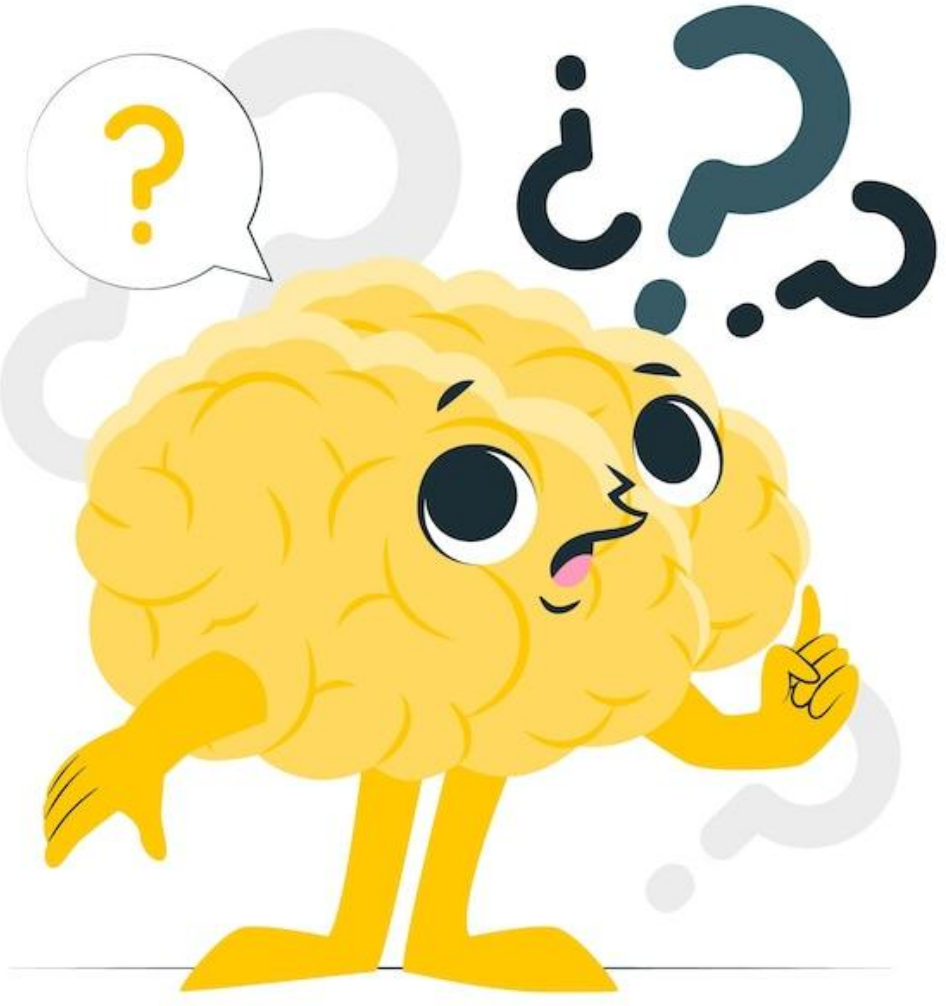
- **Routes for registration**
  - National
  - International
  - EU

** source: Intellectual Property Teaching Kit*

You can't trademark

- Any description of your goods or services (e.g. Tasty Foods)
- Any sign that has become customary in your line of trade
- Or are not distinctive (e.g. 7 days a week, many suppliers offer services 7 days a week)
- Emblems, hallmarks, flags
- 3 dimensional shapes
- Anything deceptive

QUIZ



Design

- A design is the outward appearance of the whole or parts of a product resulting from its features.
- A product is any industrial or handicraft item.
- Requirements for protection:
  - Novelty
  - Individual character

(*This requirement is not met if another design which creates the same overall impression on the informed user has already been disclosed.*)

- Some exclusions (public order and morality)

Image source:www.freepik.com/

Registered Design

- Registration- national, international and EU level
- 25 years protection (EU) (every 5 years)
- Must be **novel** at time of application
  - 12 month market testing period
- Must possess an '**individual character**'
- Applies to the appearance of a product
- Provides exclusive right to the design
  - Making, selling, stocking, trading, licensing
  - Right to take legal action and claim damages

Unregistered Design in EU

- Unregistered rights protect the design against copying only
- Limited time period of three years
- Useful for products and designs that have an exceptionally short lifespan

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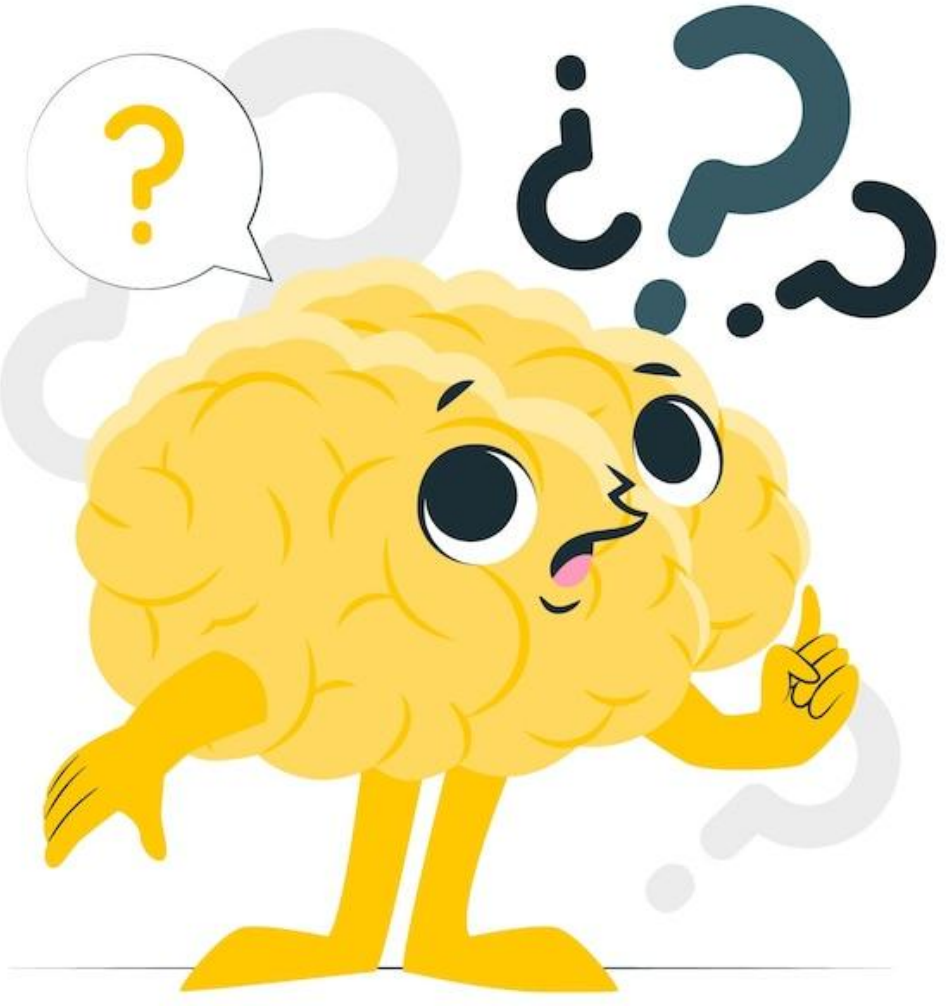


Patent

- The exclusive right to **prevent** others from **commercially making, using, distributing, importing or selling** by others without the patent owner's consent.*
- In countries for which the patent was granted
- For a limited time (usually 20 years)
- Being able to patent the invention is only the beginning.

Image source:www.freepik.com/

* source: *What is Intellectual Property?, World Intellectual Property Organization (WIPO), WIPO Publication No. 450(E), ISBN 978-92-805-1555-0*

What can be patented?

Inventions that are:

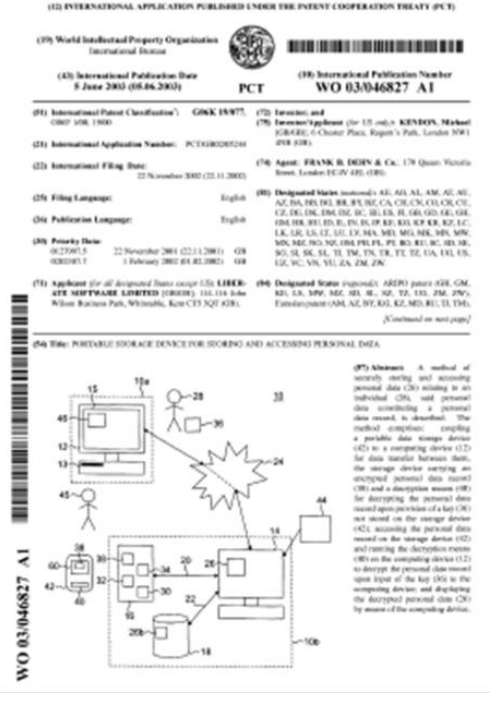
- Novel or new to the world (no previous public notice)
- Inventive (non-obvious to someone with knowledge and experience in the subject)
- Capable of being made or used in some kind of industry

Exceptions:

- a scientific or mathematical discovery, theory or method
- a literary, dramatic, musical or artistic work
- a way of performing a mental act, playing a game or doing business (except US)
- the presentation of information, or some computer programs (except US*)
- an animal or plant variety
- a method of medical treatment or diagnosis
- against public policy or morality

What does the patent look like?

- Bibliographic information
  - Inventor, applicant, date of filing, technology class etc
- Abstract
  - 150 word summary used as an aid for finding other patents
- Description
  - Summary of the prior art (e.g. known technology)
  - The problem the invention is meant to solve
  - An explanation and at least one way of carrying out the invention
- Claims
  - Define the extent of the patent protection
- Drawings
  - Visualisation representations of the subject matter
- Post-filed support data


(12) INTERNATIONAL APPLICATION PUBLISHED UNDER THE PATENT COOPERATION TREATY (PCT)

(19) World Intellectual Property Organization
International Bureau

PCT

(43) International Publication Date
5 June 2003 (05.06.2003)

(10) International Publication Number
WO 03/046827 A1

(54) Title: PORTABLE STORAGE DEVICE FOR STORING AND ACCESSING PERSONAL DATA

WO 03/046827 A1

Patent

- **Freedom to Operate (FTO)** is an analysis to determine whether a product, technology or invention may infringe on someone elsé s patent claims.
- It is not what the patentee does that counts but what it claims in its patent!
- Ensures that a company can proceed with its product or service without facing infringement claims from other patent holders.
- Results can influence strategic decisions, such as modifying a product, seeking alternative solutions, or even abandoning the product altogether if infringement risks are too high.

Where Can Patents be Applied For?

National Patent Office

- National patent only valid in that country
- Foreigners can apply for a patent
- One year of priority for international applications

Regional Patents (e.g. European Patent Office)

- A European patent is equivalent to national patents in the countries for which it was granted (the applicant chooses the countries; each country attracts additional fees)
  - Unitary Patent(European Patent with unitary effect), is a single patent that provides uniform protection in 24 EU Member States.

Patent Cooperation Treaty

- Just one application covers over 100 countries
- After the initial application phase, the international application leads to one or more national phase applications

Patent Strategy

What is the Patent For?

- To protect your marketed products and services - **infringement**
- To protect an asset which can be traded with others - **licensing**
- As a bargaining tool for accessing other IP - **cross-licensing or patent pooling**
- To add apparent value for spinout fundraising — **investment**
- To capture experience of applying the technology — **know-how**
- To surprise a market incumbent - **troll**

Patent Strategy

Image source:www.freepik.com/

Drafting Applications

Researcher

- Have the best understanding of the technology
- But, are not experts and may not cover broad applications; shouldn't they be teaching and conducting research

Technology transfer staff

- Some have necessary patent backgrounds
- But, will they have the necessary skills and experience for sales; may not be experts at filing applications in some technology areas (e.g. life sciences)

Patent Strategy

Image source:www.freepik.com/

Drafting Applications

Patent agent/attorney

- Can be selected for technology and/or market knowledge
- Can add value by strengthening coverage
- Can suggest additional experiments
- Can deliver bad news to the researcher
- Can give you someone to blame when mistakes happen
- But, costs money and introduces another party to manage through the technology transfer process

The best external agents often have industrial experience

Patent Strategy

Image source:www.freepik.com/

Managing Costs

- Take advantage of local rules e.g. universities in Serbia, Spain,etc. do not pay fees to the patent office
- Do deals with your patent agents; university cases are interesting and good marketing tools for the agents; fees can be fixed and back loaded (lower initial costs in exchange for higher fees later)
- Take advantages of territory combinations e.g. EPO for European patents; PCT to keep initial costs low and buy time for marketing
- Take advantage of payment delays/penalties — but only of you have a patents administration function and good database

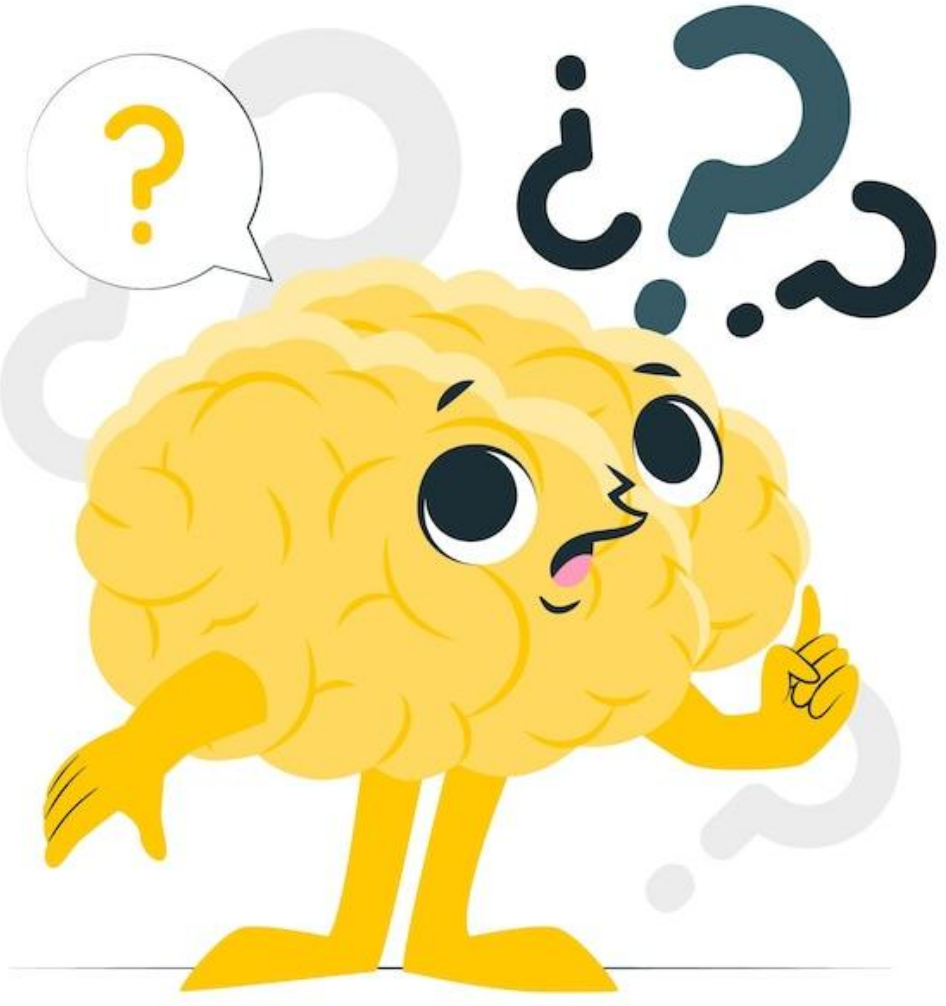
Patent Strategy

Image source: www.freepik.com/

Selecting Territories

- Where will the products incorporating the technology be made, used, offered for sale, sold or imported?
- Who are the possible licensees and where do they do business?
- How strong is the legal system should you need to defend your rights in court?
- Can the projected levels of profits on sales by a licensee justify the patent costs?

QUIZ



One product many IP rights

Trade marks
- NOKIA
- Product "208"
- Start-up tone

Copyright
- Software
- User manuals
- Ringtones
- Start-up tone
- Images

© Nokia Corporation

Patents and utility models
- Data-processing methods
- Operating system
- Operation of user interface

Designs
- Form of overall phone
- Arrangement and shape of buttons
- Position and shape of screen

Trade secrets
- Some technical know-how kept "in-house" and not published

** source: Intellectual Property Teaching Kit*

IP assessment

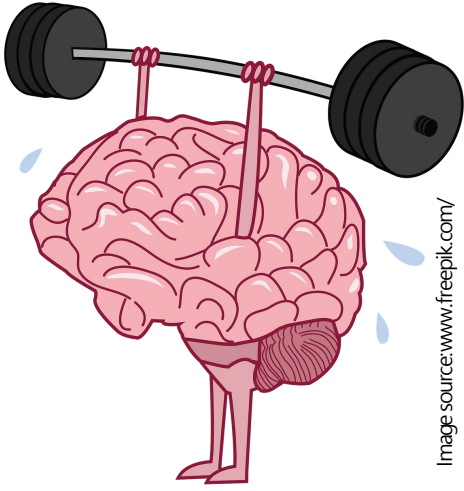


Image source:www.freepik.com/

- Ownership(who, %, proof, "freedom to operate, etc.)
- Confidentiality (NDA)
- IP strategy (TRL, Life cycle, type of protection, territory of protection,etc.)
- State-of-the-Art search
- IP infringement risk

Code of Practice on the management of intellectual assets for knowledge valorisation in the European Research Area

Intellectual asset means any result or products generated by any R&I activities (such as intellectual property rights, data, know-how, prototypes, processes, practices, technologies, software).

The **code of practice** provides guidance for R&I actors to successfully manage their intellectual assets in order to maximise the socio-economic benefits of research results and innovative technologies for the EU taking into account sustainability.

Code of Practice on the management of intellectual assets for knowledge valorisation in the European Research Area

Key elements

Revised guidance

Replaces the 2008 code of practice for universities and other public research organisations to reflect the changes in the R&I landscape.

Inclusiveness

Co-creation with a wide range of R&I stakeholders with an interest in intellectual assets management through a community of practice

From ideas to market

Identifying the most suitable means to control intellectual assets, to find the appropriate markets and to involve business partners

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Source: Code of practice on the management of intellectual assets for knowledge valorisation

Code of Practice on the management of intellectual assets for knowledge valorisation in the European Research Area

Establishing a strategy for the efficient management of intellectual assets

- Defining and adopting strategic intellectual assets management practices
- Managing intellectual assets in a way to enable open science and open innovation
- Investing in education, training and awareness raising

Managing intellectual assets in joint research and innovation activities

- Clarifying ownership of intellectual assets as early as possible
- Establishing clear collaboration conditions

Bridging the gap from intellectual assets creation to the market

- Finding suitable means for control
- Carrying out valuation of intellectual property
- Establishing monitoring, transfer and licensing practices

WHAT'S NEW? STRATEGIC NOVELTIES IN HORIZON EUROPE WITH REGARD TO EXPLOITATION

With Horizon Europe, the European Commission has stepped up its efforts to monitor and follow up on sound exploitation strategies more systematically and rigorously. Additional rules have been envisioned to support the standardisation of key technologies, address current and possible future public emergencies, and extend the capacity of beneficiaries in the exploitation of results beyond the project's end.

For the management of Intellectual Property (IP), the obligation remains that each Horizon Europe beneficiary shall use its best efforts to exploit the results they own or to have them exploited by others, in particular through the transfer and licensing of results. Beneficiaries are thus required to protect their results adequately – if possible and justified – taking into account possible commercial exploitation options and any other legitimate interests.

KEY UPDATES TO KEEP IN MIND

Public Emergency Provision

Where the call conditions impose additional exploitation obligations in case of a public emergency, the granting authority may have the beneficiaries grant non-exclusive licences of their results to the legal entities that need the results to address the public emergency for a limited period of time (four years maximum). Public emergencies could cover events such as pandemic diseases (like Covid-19), terrorist attacks, hacking, earthquakes, tsunamis, CBRN events, e.g., novel and highly fatal infectious agents or biological or chemical toxins, as well as those from resulting cascading risks.

Mandatory Results Ownership List (ROL)

Horizon Europe has a specific objective: strengthen the exploitation of research results. This calls for clarity as to ownership of results. Thus, beneficiaries must now provide information on the owner(s) of the results (results ownership list). This includes whether the ownership is single or joint, the name of the owner(s), the country of establishment of the owner(s) and whether the results will be exploited by the owner(s). Failure to do so will block the submission of the final periodic report and the final payment.

Union Interest

If any exploitation is to take place in non-associated third countries, beneficiaries must include justification on how this exploitation is still in the Union's interest. The European Commission noticed that some EU-funded research results are being exploited by firms based in Asia or the United States, even though they had received EU financing. Another EC policy that is aligned with this notion is the Industrial Policy.

New Obligation to Exploit Results on the Horizon Results Platform

As formalised in the Model Grant Agreement: "If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (one year), then the project must use the Horizon Results Platform (HRP) to make exploitable results visible (unless obligation is waived)." As part of the Funding & Tenders Portal, the Horizon Results Platform provides multiple benefits to beneficiaries: greater visibility and faster matchmaking with priority third parties, targeted innovator promotional events, free access to support services, and quick searches.

Mandatory Plan for the Dissemination & Exploitation of Project Results, incl. Communication Activities

Project teams are asked to provide their Dissemination and Exploitation Plan, incl. Communication Activities 6 months after the signature of the Grant Agreement as a mandatory deliverable. At this stage, they will already have a better idea of the kind of (key) results to expect and can focus on how to best disseminate and valorise their results – including appropriate knowledge management and IP strategies.

Start of the Project	During Project Implementation	After Project End
• **Define existing IP** that is brought into the R&I cooperation • Take a look at the **patent landscape** and/or other relevant IP rights • Look at **opportunities and risks of sharing knowledge** with consortium partners • Check whether **default Horizon IP rules** or other relevant default rules are suitable	• Consider existing and potential **knowledge creation and management tools** • Discuss **possible IP protection methods** (e.g. patents, copyright, trade secrets, defensive publications, semiconductor topographies, etc.) and their pros and cons • Identify potential **complementary IP protection methods**	• Discuss and agree on **(joint) exploitation strategies** and pathways • Look at possible **IP ownership arrangements** and related responsibilities including the definition of relative contributions of joint-owners • Weigh potential **(licensing) agreement and renumeration options** linked to the use of IP resultung from the project and options for renumeration

source: Your guide to Intellectual Property Management in Horizon Europe, European IP Helpdesk

EIC Pathfinder application form - Questions

- Specify your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc. How adequate are they to support exploitation?
- Clear description of necessary measures to allow future uptake, for instance through an adequate form of protection of the generated Intellectual Property (IP) is expected.
- If your project is selected for funding, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.
- If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

EIC Transition application form - Questions

- Please describe the proposed measures to become investment ready and develop plans to commercialise the project outcomes (including through IP management).

- Describe how the activities support the commercialisation and other relevant aspects (intellectual property rights, regulation, certification and standardisation).
- Outline your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets etc., and how these would be used to support exploitation.

- If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.
- If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

- **LETTER FOR OWNERSHIP OF IP**: If you were not part of the eligible project whose results are further developed in the EIC Transition proposal, you need to include as annex to your proposal a commitment letter from the relevant owner(s) of the result(s), which confirms the commitment of the owner of the linked project research result to negotiate with you fair, reasonable and non-discriminatory access to such results, including IPR, for the purpose of future commercial exploitation.

EIC Accelerator application form – Questions

- IP strategy: explain your strategy to protect your intellectual property. List your key patents including their registration number and their status, mention key relevant scientific publications. Specify patents from others for which you have secured the right of use. Explain if you are combining patents and trade secrets. Explain how you ensure your freedom to operate and provide supporting documents (in annex).

- **Results of the freedom to operate (FTO) analysis.** If you do not have one, please upload a note of maximum 2 pages outlining your freedom to operate and providing as much information as possible on this issue. In cases where the FTO is not relevant (e.g. software), please upload a simple statement.

Additional resources

- Code of Practice on the management of intellectual assets for knowledge valorisation in the European Research Area
- European IP Helpdesk
- Intellectual PropertyManagement in Horizon Europe

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IPR, Entrepreneurship, and Commercialization

Part 2: Entrepreneurship & Commercialisation in EU-funded projects

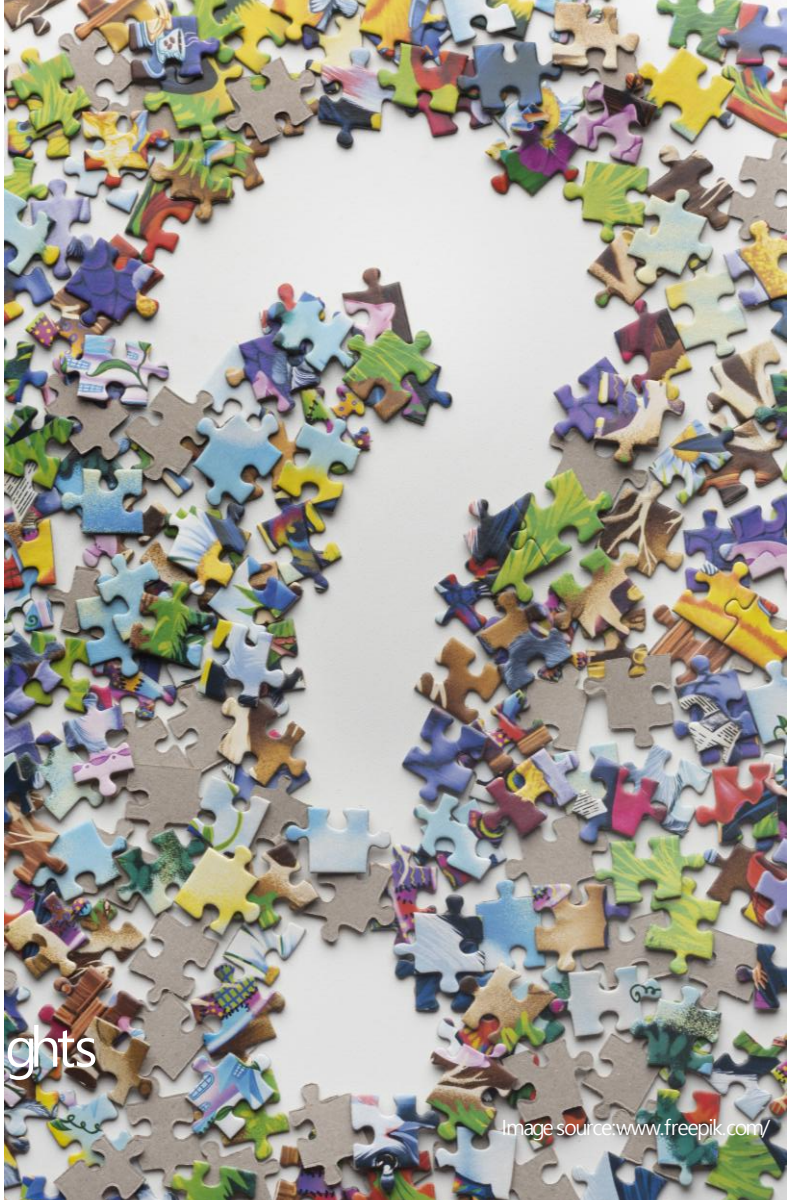
Expert: Tamara Colic Milosavljevic


The best idea

Why Assessment matters?

- No market/user need
- Nor enough funds for solution development
- Strong competition
- Flawed business model
- Regulatory challenges
- Pricing issues
- Team related challenges
- Wrong Go-to- Market strategy
- Poor product
- IP related issues

Solving the right Problem



"If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions."

– Albert Einstein

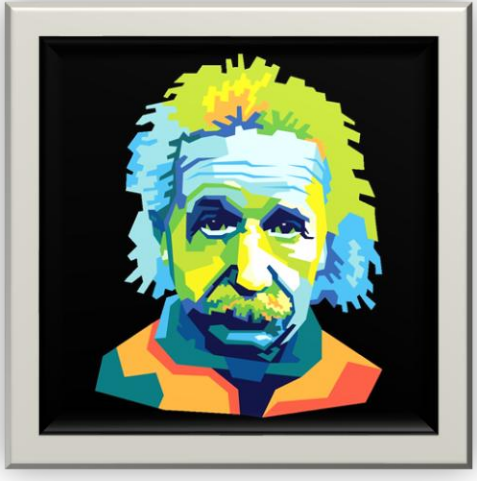


Image source:www.freepik.com/

Are You Solving the Right Problem ?

A research problem is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or in practice that points to the need for meaningful understanding and deliberate investigation.*

Image source:www.freepik.com/

*Bryman, Alan. "The Research Question in Social Research: What is its Role?" *International Journal of Social Research Methodology* 10 (2007)

Are You Solving the Right Problem ?

- **WHY ?**
  - Easier to define and create an adequate solution
  - Save time, money and resources.

- **HOW ?**
  - Engage in the **Problem-Definition Process** and define and understand the problem that you're trying to solve, in detail.

Root cause analysis

- Focus on the need instead of solution.
- State it clearly and concisely, in the simplest terms possible.
- Use **5 Why approach**, a problem-solving method to determine the root cause of a problem by successively asking the question "Why?". This tool was developed by Sakichi Toyoda, a Japanese inventor and industrialist, and it is a part of the Toyota Production System.

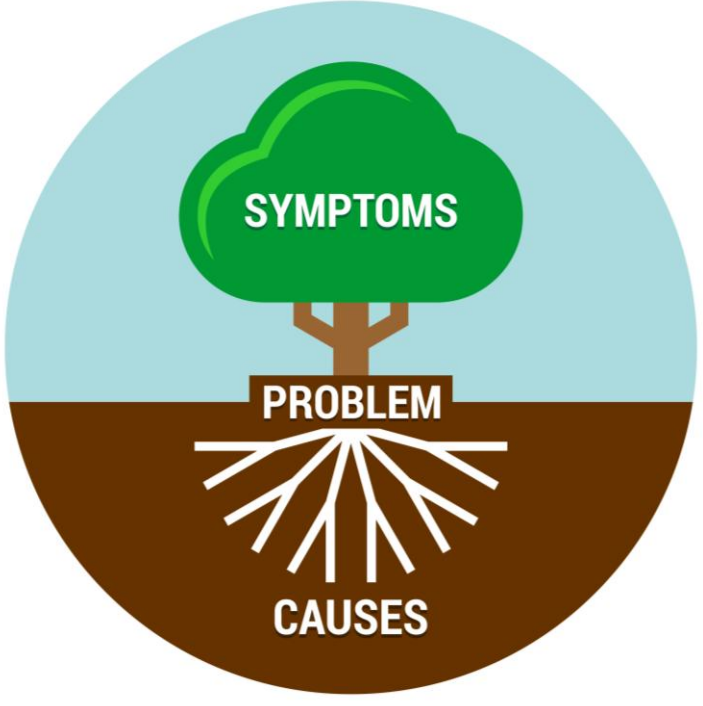


Image source:www.freepik.com/

Problem

- One root cause can lead to one or more problems that you can address with your solution.

What is the problem?

Who has it?

Why it matters?

- Validate your problem hypothesis using real-world data and feedback

Image source:www.freepik.com/

Problem definition related questions

- Where and when does the problem arise?
- What is already known about the problem?
- Is the problem limited to a certain time period?
- Is the problem limited to a certain geographical area?
- How has the problem been defined and debated in the scholarly literature?
- What will happen if the problem is not solved?

Problem definition related questions

- Does the problem have wider relevance? Are similar issues found in other contexts?
- How will resolving the problem advance understanding of the topic?
- What benefits will it have for future research?
- Does the problem have direct or indirect consequences for society?
- How you intend to address the problem (project aim)?
- Who does the problem affect?

NEED

- What is the basic need that you'll fulfil once you've solved the problem?
- **Need statement=Direct definition of the situation, problem, or issue that your solution addresses or solves.**
- Use the statement: X needs Y so that Z (X = Who; Y = What; Z = Why)

Image source:www.freepik.com/

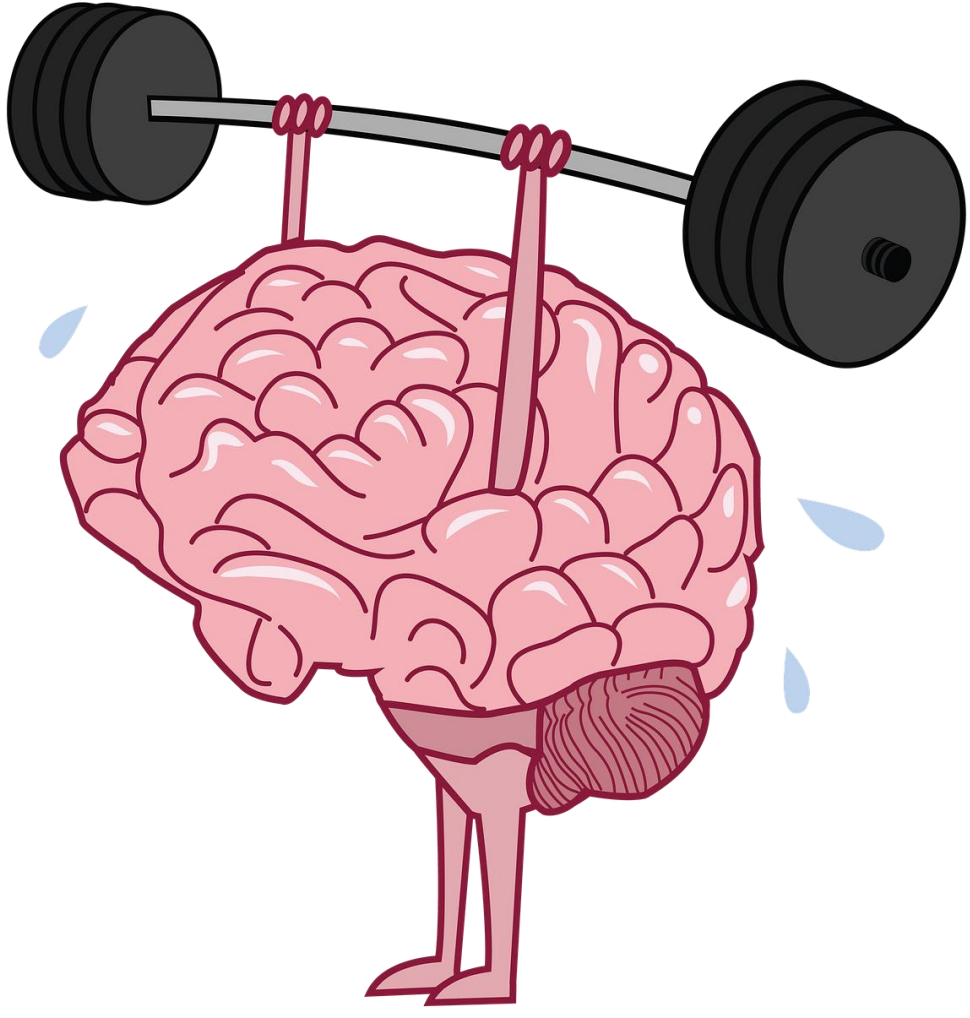


Image source:www.freepik.com/

Root Cause	Problem	Need
	Validate that the problem exists	

Image source:www.freepik.com/

Business opportunity dimensions

- Cover relevant aspects of business opportunity development
  - TECHNOLOGY/SOLUTION
  - TEAM
  - MARKET
  - UVP
  - IP
  - FINANCE

Technology/Solution

Technology refers to methods, systems, and devices which are the result of scientific knowledge being used for practical purposes. *

Image source:www.freepik.com/

* source:https://www.collinsdictionary.com/dictionary/english/technology

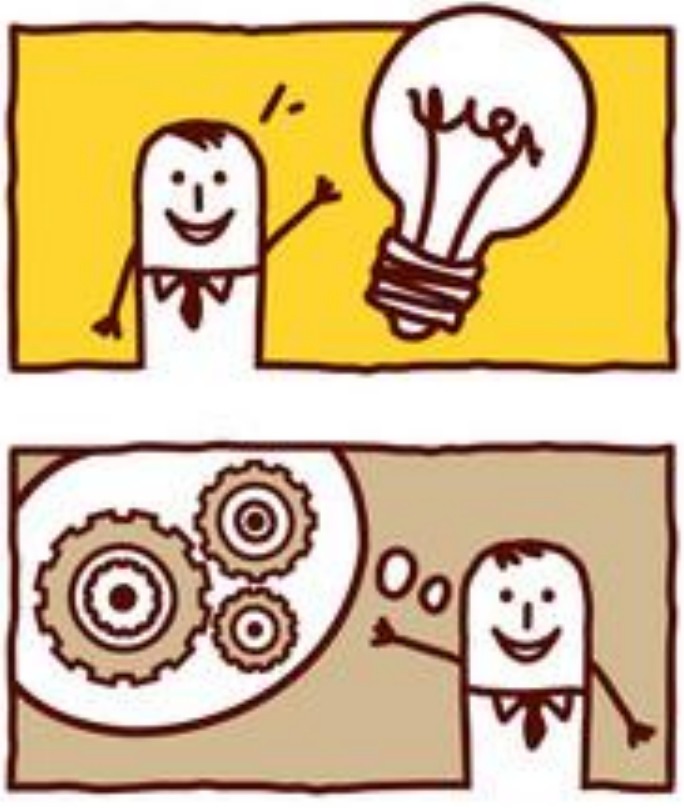
Technology/Solution

- Assessment related categories:
  - Novelty/Uniqueness
  - Competition/Alternative solutions
  - Technology readiness Level
  - Risks

Image source:www.freepik.com/

Technology/Solution

- There must be no evidence that this novel aspect of your idea has ever been described before, or used for the same purpose before.
- Support any novelty claim with proper, clear, elaborated (scientific/technological) reasoning and justifications.
- Explore the nature of the grant and its mission statement in regards to innovation



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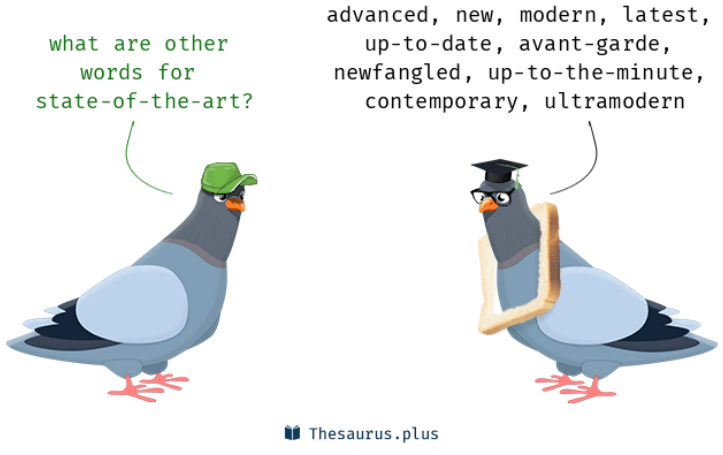
Technology/Solution

- State of the Art search (SOA) = any information already existing in the public domain, be it in the form of patent, scientific literature or any existing product.

- HOW?
  - Collect all available information
  - Rate the relevance of that information
  - Do an in depth analysis of the most relevant info
  - Be concise and focus on discussion that refers only to relevant aspects of the specific grant and the claimed novelty of the project.



Technology/Solution

- (SOA) Where to look?
  - Scientific research
  - Industry trends
  - Standard bodies & professional organizations
  - IPR – Intellectual Property Rights
  - Market reports

Scientific research

- Scientific publications:
  - Google scholar
  - Journals
  - Conference proceedings
- Annual reports of research organizations
- EU funded research projects
  - Cordis database
  - Knowledge Valorisation platform
  - The EU Innovation Radar Platform

Image source:www.freepik.com/

Industry trends

- Corporate Innovation Labs
  - Repsol Technology Lab
  - Google labs
  - Porsche Consulting Innovation Lab
- Startups
  - Y-Combinator list
  - Techcrunch
  - Founder Institute
- Investors
  - 500 Global
  - Grundertechfund
  - LVenture Group
  - Innogest Capital

Standards

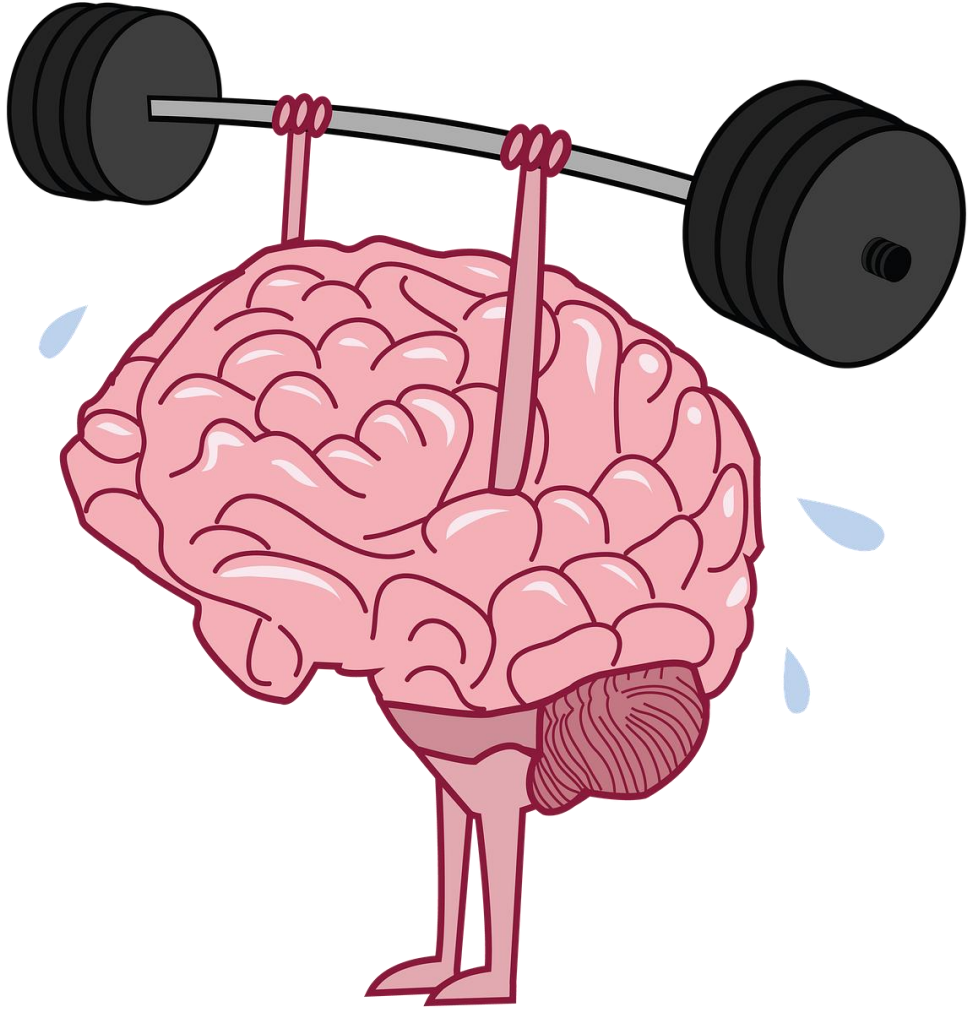
- ISO : International Standards Organization
- Institute of Electrical and Electronics Engineers - IEEE
- European Committee for Standardisation

Image source:www.freepik.com/

Databases

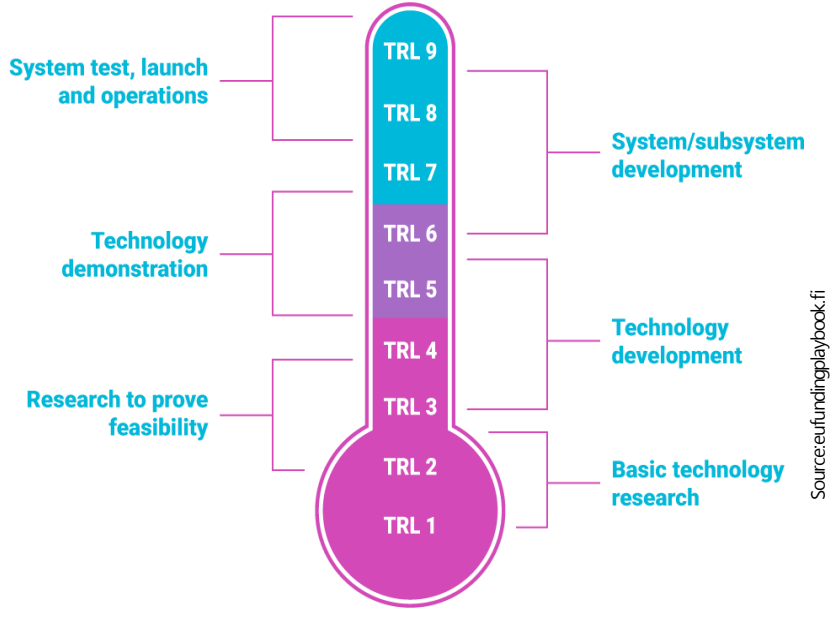
- European Patent Office (EPO) - Espacenet
- World Intellectual Property Organization (WIPO)
- US Patent Office (U.S. PTO)
- https://patents.google.com/

- Market research reports
  - Factiva
  - MarketResearch.com Academic
  - Euromonitor
  - CB Insights



Technology Readiness Level (TRL)

- A scale system (from 1-9) to estimate the degree of maturity of a specific technology.
- Currently used in many sectors.
- Provides a common framework for defining and evaluating the goals, risks and investments of the parties involved in the joint project.
- Common EU funding jargon



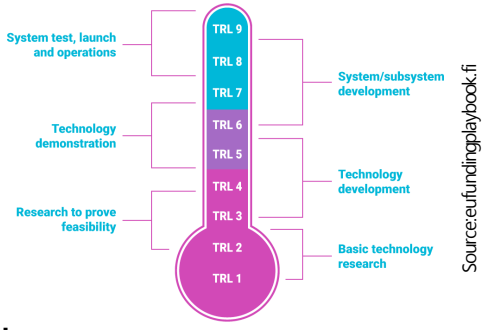
Level	Description	Categories
TRL1	basic principles observed	Basic Research
TRL2	technology concept formulated	
TRL3	experimental proof of concept	
TRL4	technology validated in lab	Applied Research
TRL5	technology validated in relevant environment	
TRL6	technology demonstrated in relevant environment	Development
TRL7	system prototype demonstration in operational environment	
TRL8	system complete and qualified	
TRL9	actual system proven in operational environment	Implementation

*TRL | EURAXESS (europa.eu)

Examples and more details about the matter

- https://horizoneuropencpportal.eu/store/trl-assessment
- https://www.fhwa.dot.gov/publications/research/ear/17047/001.cfm#Toc516150417

TRL



- In Horizon Europé s Pillar 3,TRL requirements are included in the different calls for the EIC grants:
  - **Pathfinder**: For early-stage technological development of **TRL 1 to 4**, grant aiming to provide support to further research and develop an emerging breakthrough technology.
  - **Transition**: To help technologies in phases beyond proof of principle at **TRL 3 or 4** to develop and validate its feasibility for an outcome TRL of 5 -6.
  - **Accelerator**: For innovations at a minimum **TRL 5-6** up to 8, to help scale-up and introduce the innovation to the market.

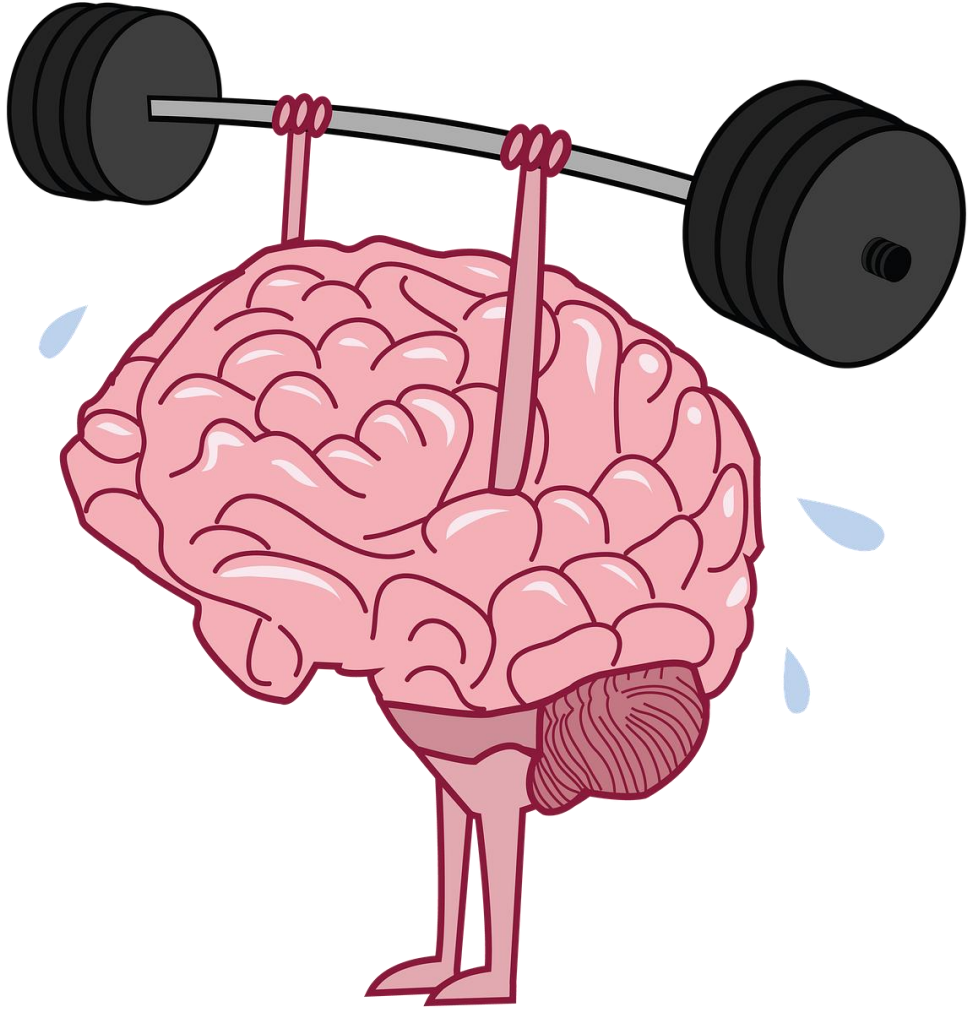


Image source:www.freepik.com/

Risk

- *"A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives."* *

- Without effective technology risk management, any technology risk has the potential to cause financial, reputational, regulatory, or strategic disruption.

*source:EIC proposal Template

Risk identification

- Successful innovation project should:
  - be implemented within the pre-established time limits (time);
  - deliver required outcomes/outputs (performance);
  - stay within financial budgets (costs).

- External & Internal risks
- Operational & Conceptual

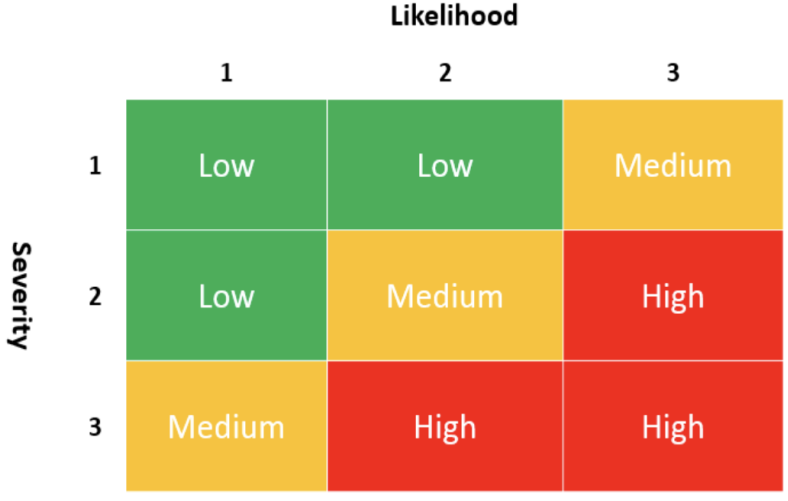
Image source: www.freepik.com/

Risks assessment

- Cooke and Williams 3 by 3 risk assessment calculation

- **Level of likelihood** *to occur:* **Low/medium/high**
  - *The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.*

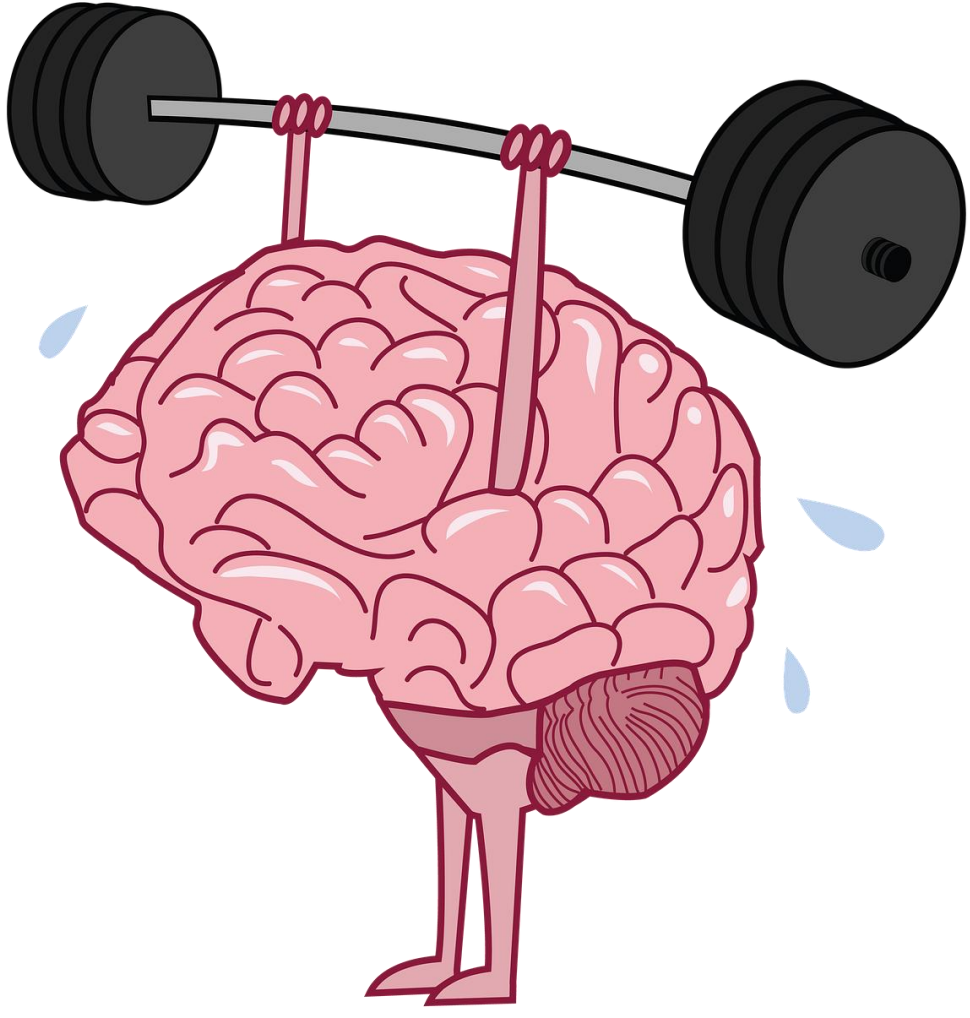
- **Level of severity: Low/medium/high**
  - *The relative seriousness of the risk and the significance of its effect.*



Source: Risk Assessment https://www.stakeholdermap.com/risk/risk-assessment.html

Risks assessment

Description of risk	Likelihood	Severity	Risk-mitigation measures



"Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work."

- Vince Lombardi

Image source:www.freepik.com/

Team assessment

- Number & structure
- Commitment of each team member
- Communication
- Responsibility distribution, team roles, skills, etc.
- Risks(conflicts, confidentiality, conflict of interest, etc.)
- Team development (Mentorship, training, seminars, etc.)

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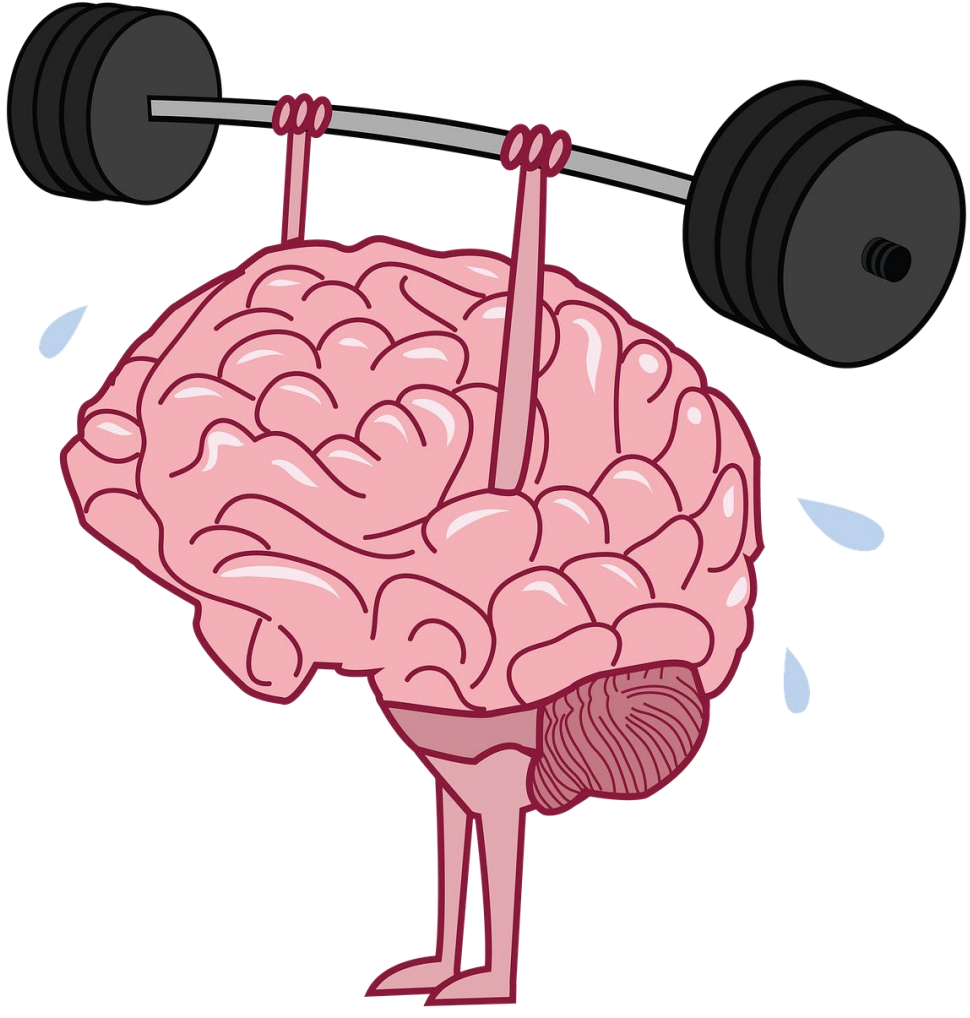


EIC Pathfinder application form - Questions

- Science-towards-technology breakthrough: **How concrete, novel** and ambitious is the proposed science-towards-technology breakthrough with respect to the **state-of-the-art**?
- What advancement does it provide towards realising the envisioned technology?
- Describe in concrete terms the science-towards-technology breakthrough of the project.
- Describe the relevant state-of-the-art and discuss the novelty and ambition of the proposed breakthrough with respect to it.
- Describe the contribution of the science-towards-technology breakthrough to the realization of the envisioned technology
- Quality of the consortium: To what extent do the consortium members have all the necessary high-quality expertise for performing the project tasks?
- Describe the expertise of the consortium members. Explain how it provides all the necessary knowledge, how it supports the proposed interdisciplinary approach, and how it matches the project s objectives and tasks. Explain the role of each consortium member and its complementary contribution. If appropriate, show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I.

EIC Transition application form - Questions

- Technological breakthrough: Does the technology have a high degree of novelty compared to other technologies available or in development? Does the technology indicate the potential for business application?
- Describe the degree of novelty compared to other technologies available or in development.
- Is this novel technology ready for the next steps towards its maturation and validation in some specific applications?
- Describe the relation of the innovation proposed with its originating project, its current Technology Readiness Level (TRL) and the expected TRL at the end of the Transition project.
- Describe how you will validate the problem / solution fit.
- Quality and motivation of the team: To what extent does the (project) team have the necessary high-quality capabilities and motivation to move decisively towards market. To what extent do the applicant(s) have the necessary expertise to create a unique commercial value from the emerging technology and develop an attractive business and investment proposition?
- Describe to what extent does(do) the applicant(s) bring the necessary high-quality expertise, capabilities and motivation to create a unique commercial value from the emerging technology and develop an attractive business and investment proposition. Include in the description affiliated entities and associated partners, if any.

EIC Accelerator application form - Questions

- Does your innovation have a high degree of novelty – compared to existing products, services and business models - with the potential to create or significantly transform markets?
- Is the team capable and motivated to implement the innovation and bring it to the market? Is there a plan to acquire any critical competencies which are currently missing, including adequate representation of women and men?
- Besides expertise in the field, business and entrepreneurial experience of your team will be evaluated
- Describe the problem you have identified and explain why it is a problem and for whom.
- Describe the unsatisfied need of potential customers. How is this addressed today and what are the shortcomings to current solutions?
- Development stage: describe your technological achievements so far; specify which Technology Readiness Level this has attained; and describe to what extent your solution has been validated/certified and by whom. Please explain using a case study1 (test, pilot, PoC, etc.). For health companies, explain the specifics of what clinical trials you have conducted, if any, and to what level.
- Explain in simple terms and with graphs if needed, how your solution works, its main features and what key areas are still subject to improvements/innovation
- Present your team, including: the track record of the founders and key managers; available skills and experience; how you plan to ensure gender balance among your team members, including those in executive positions (at least CEO, CSO and CTO); missing skills identified (target recruitment); recruitment plans and employee retention plans designed to address the identified missing skills.
- Explain whether and how your proposal contributes to the development of technologies that are of strategic importance to Europe

- ✓ Market related aspects of the project
- ✓ Determining market size and trends
- ✓ Understanding your competition
- ✓ Identifying market barriers and measures to overcome them

Image source:www.freepik.com/

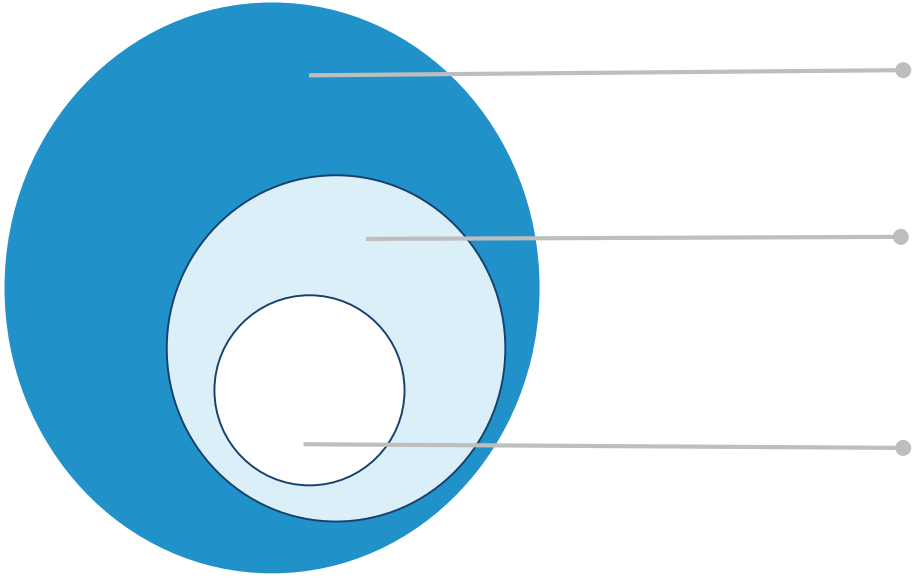
" There is only one winning strategy. It is to carefully define the target market and direct a superior offering to that target market."

- Philip Kotler

Image source:www.freepik.com/

Market

The market is the group (or groups) of users and customers who require the solution provided by an industry/team. Typically the market refers to the whole available market for an industry.



TAM: Total Available Market

Also called Total Addressable Market, is the total market demand/ market opportunity for a product or service.

SAM: Served Available Market

Is the segment of the TAM targeted by your solution/product which is within your geographical reach.

TAG: Target Market

refers to a specific and well-defined user/consumer segment - the best segment for your business opportunity development & grow.

Introduced by Steve Blank and Bob Dorf, in The Startup Owner's Manual, K & S Ranch, first edition (March 1, 2012), ISBN 978-0984999309

Market assessment

- End user identification and validation
- Market analysis
  Level(local, national, global)
  Target market assessment
- Regulations
- Competition
- Go-to- Market strategy

Target Market Analysis

Necesary components that will direct the type of data you collect and assess.*

- **„Who" is your potential customer.** To truly know them, you need to fully describe them by their age range, gender, occupation, education, and any other descriptor that defines those segments.
- **„What" is the motivational factor that inspires this target audience.** This could be their interests, values, hobbies, and overall needs. When you define the "what," it should also include what aspects of your product or service that would engage with this motivation.
- **„When" is the time period** when they are most likely going to interact/buy your product or service. This could be a specific time like a month or a week. When it comes to marketing to this target market, there is also a specific day and time of the day as well as location or channel that would also need to be determined.
- **„Where" includes the geographic location** for their home and work as well as information about that area, such as population, climate, average income and economic health.
- **„Why" this target audience might decide to buy** from you versus a competitor. Therefore, this aspect of the target market involves competitor analysis.
- **„How" your customers might act,** including their lifestyle choices and purchasing habits.

* source: *J.Rampton, Tips and Tricks: Analyzing Your Target Market, Keap Business success blog, 2018*

Market Size

- Determining the market size is critical.
- It tells how much potential business really is out there.

- Main measures of a market's size are:
  - **The volume of sales**
    - number of units sold x time period
  - **The value of sales**
    - average price per product or service sold x the number of products or services sold
  - **The number of customers**

Market Trends

A market trend is anything that alters the market your company operates in.

It follows how your industry started in the market, how it has grown, and where it is expected to go.

If some trend influence the industry which you want to operate, that trend will influence and shape the user perspective and target market.

Market trend analysis is simply the comparison of industry data over a set time period, designed to recognise any consistent trends or results that could be used to map your business strategy – aligning it with the general direction of your industry. *

Which trends are important for your solution? Which trends can (somehow) impact your business opportunity?

- Digital trends
- New Regulations & trends
- Social media trends
- Global industry reports
- Industry analyses
- Emerging market trends
- Google trends

* source: *How to identify market trends for long-term business planning, British Library*

✓**Make a list** of at least 10 websites with business news and industry reports and go through articles. Identify trends important for your industry and business opportunity.

✓**Discuss questions**:

- Which trends are there or will there be in the future? And which of these are relevant to us?"
- In which directions can a trend develop? What impact can a trend have in general?"
- What does the trend mean for our business opportunity?
- Is this trend a limit or an advantage for our future?
- Is there any competition which has a solution?

✓**Write down** a short observation about every identified trend

divide them into POSITIVE and NEGATIVE groups.

prepare plan or update marketing strategy!

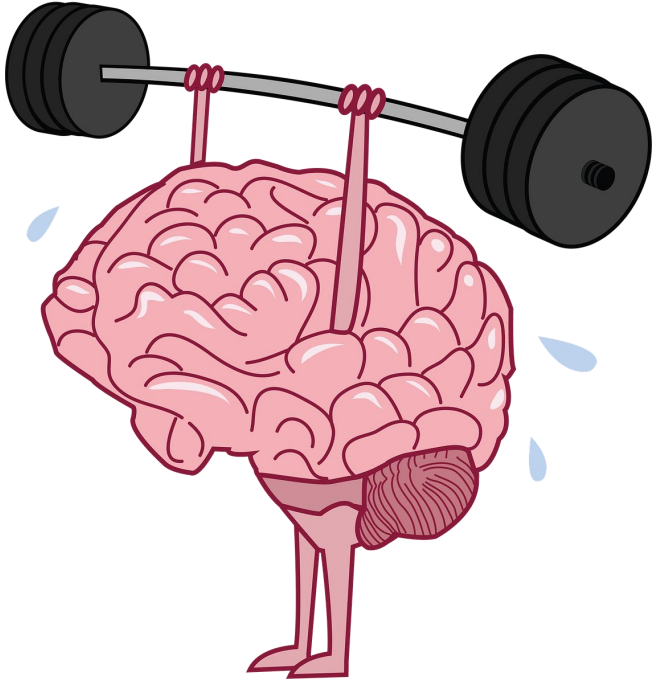


Image source:www.freepik.com/

Competition

- Business competition is the contest between organizations that provide similar products or services or that target the same audience of consumers.

- Common two types of competitors:

  - **Direct Competitor** - sell the same product or service as you, normally to the same target audience.
    - They operate within the same industry
    - They provide the same or similar products or services
    - They target the same audience of consumers
    - They satisfy the same customer need
    - They use the same channel of distribution

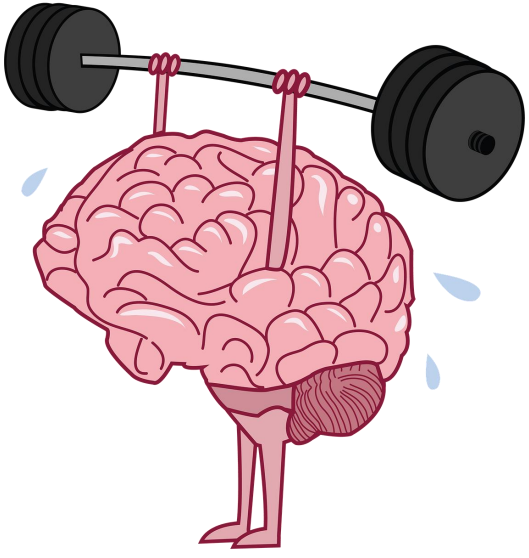
  - **Indirect Competitor** - do not sell the same product as you but their product could satisfy the same need.
    - They operate in the same industry
    - They satisfy the same need
    - They target the same audience

Competition analysis

- To identify strengths and weaknesses
- To discover new business competition
- To identify new trends
- To provide benchmarks

Image source:www.freepik.com/

How to identify competition?



- State of the art analysis
- Google search
  - Finding your top keywords and who ranks for them
  - Search for your products and services
  - Check Google Trends, SimilarWeb, Compete, or Alexa.
- Check the list of presenters, attendees and teams/companies running booths at your industry's conferences

Market Barriers

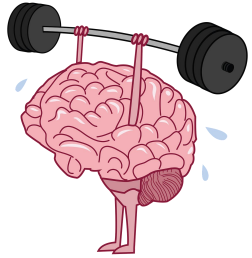
- Barriers to entry represent obstacles that prevent new competitors from easily entering an industry or area of business.
- They may be caused naturally, by government intervention, or through pressure from existing firms.
- Each industry has its own specific set of barriers to entry that startups must contend with.
- Barriers to entry may be financial (high cost to enter a market), regulatory (laws restricting trade), or operational (trying to attract loyal customers or inaccessibility of trade channels).

Image source:www.freepik.com/

Go-To-Market

- A go-to-market strategy (GTM strategy) is an action plan that specifies how a company will reach target customers and achieve competitive advantage.
- Provides a blueprint for delivering a product or service to the end customer, taking into account distribution, pricing, marketing channels.
- It helps your business:
  - Reduce time to market
  - Reduce costs associated with failed product launches
  - Increase ability to adapt to change
  - Manage innovation challenges
  - Ensure effective customer experience
  - Ensure regulatory compliance
  - Ensure a successful product launch
  - Avoid the wrong path
  - Establish path for growth
  - Clarifies plan and direction for all

GTM plan



Draw the framework and fill in quadrants.

Discuss or with your team members and find the best solution.

Links overall objective (WHAT) with the marketing strategy (WHERE) and channels (HOW) with thinking about the target market and main segments (WHO) all the time.

Each component impacts the other!

Similar sources: Go To Market Strategy and Plan Google Slides Templates Diagrams, SlideSalad

Time to Market

- Time to Market describes the period of time it takes from initial idea to finished product .
- If Time to Market is too long, the risk is that competitors will present customers with an equivalent solution or product first.
- Be honest about the resources, team members experience and team effectiveness, measure performance and improve - do not be too late, but do not run to fast, either.

Image source:www.freepik.com/

Image source:www.freepik.com/

Unique Value proposition- UVP

- Clear statement that offers:
  - **Quantified value**: usefulness of your offer
  - **Relevance**: how you meet your customers' needs
  - **Differentiation**: What sets you apart from the competition

Image source: nexuses.in

Unique Value proposition- UVP

- Categories relevant for the assessment:
  - Is the UVP confirmed/validated?
  - Can the added value be measured quantitatively and qualitatively?
  - Can you present the most important benefits of the business opportunity in a clear, concise manner?
  - Can the value that the business opportunity brings be positioned in the value chain?

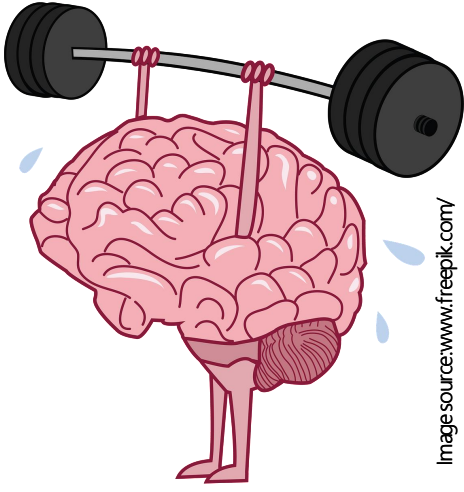


Image source:www.freepik.com/

EIC Pathfinder application form - Questions

- Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment**; targeted markets**; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.

- State the **target groups** that would benefit. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project.

EIC Transition application form - Questions

- Describe the exploitation measures to facilitate future translation of research results into innovations.
- Shortly describe the measures for a plausible path to commercialise the innovations.
- Beneficiaries must use their best efforts to exploit their results or have them exploited by a third party, in priority those established in a Member State or an Associated country, including through transfer or licensing.
- Describe how you performed early exploration of potential markets for your innovation as well as potential competitors to test potential demand and acceptability.
- Describe qualitatively and quantitatively how the proposed innovation and its related activities can have scale up potential to gain and create new European or global markets.
- Please describe the go-to-market pathway/strategy, including what regulatory approvals may be needed (if relevant), time to market, possible business and revenue model.
- Have the main risks (e.g., technological, market, financial etc.) been identified, together with measures to mitigate in order to achieve the project objectives?
- Describe technological and go-to market milestones and critical technical and market-related risks, which are relevant to track progress along the pathway towards objectives. Detail any risk mitigation measures. Please include here any KPI necessary to measure the achievement of the milestones.

EIC Accelerator application form – Questions

- Describe the position of your company in the market.
- Specify the size of the addressable market
- Describe the targeted market - Total Addressable Market (TAM); Serviceable Available Market (SAM); Serviceable Obtainable Market (SOM); and market growth (Compounded Annual Growth Rate (CAGR)). - Willingness to pay: explain why there is a willingness to pay from your targeted market customers. List POCs run with users and clients. - Competitors and threats: who are your competitors? what are their limitations compared to what is offered by your expected solution?
- Business model: what will be your business model, including the revenue model: key activities, resources, customer relationship, channels, revenues, scalability, geographical market.
- Describe your Go-to-Market Plan with milestones. What are the existing key barriers preventing market entry, and how can you overcome these barriers?
- Commercialisation strategy: what is your marketing approach and pricing policy? (upload any letters of intent, if relevant).
- Describe your dissemination & exploitation strategy and the potential for scaling up (turnover, licensing).
- Describe the financial risks and those risks linked to the technology, the market, the competition, the team2 ; and outline their likelihood, their expected effects and planned mitigation methods