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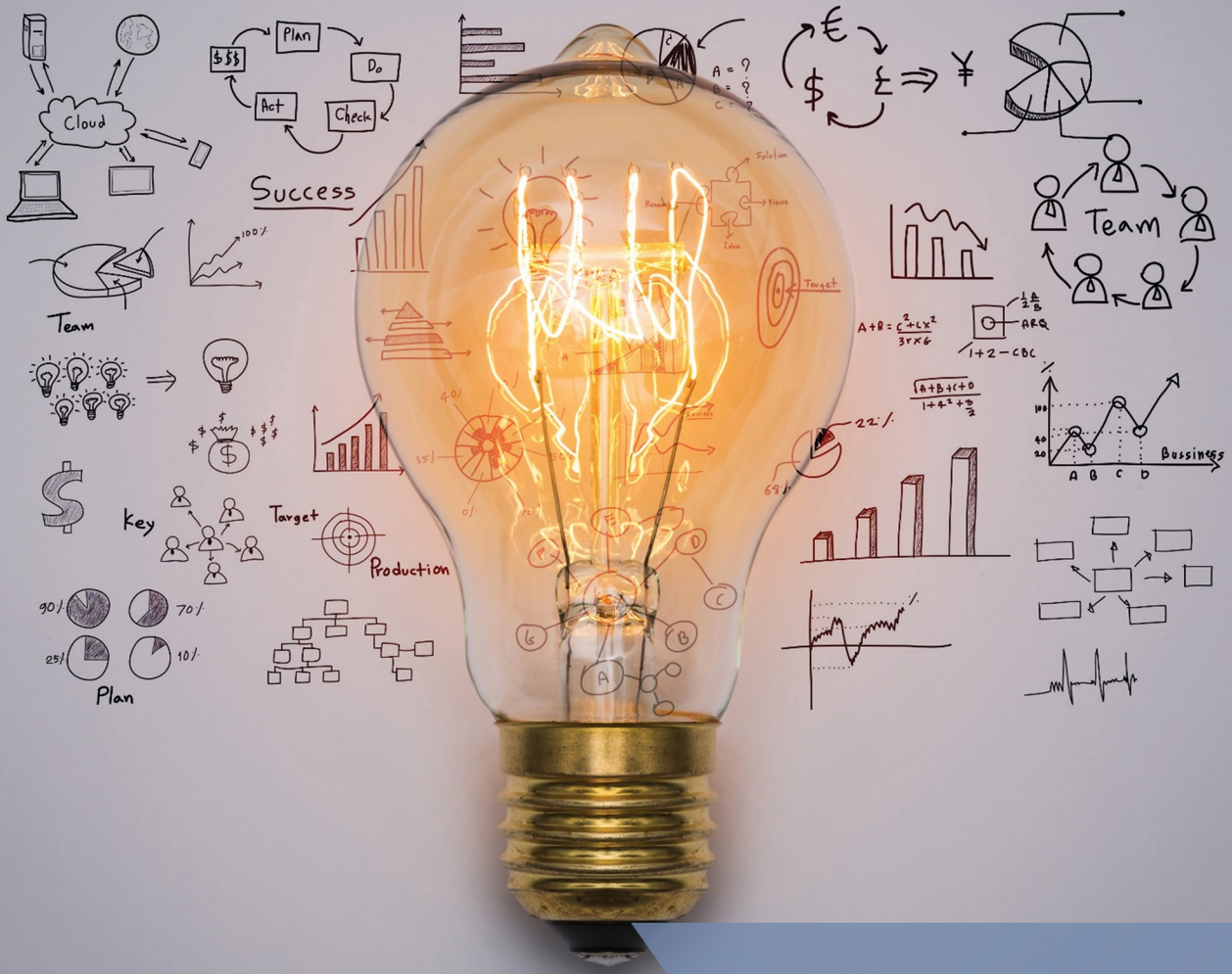

ANNOTATED PROPOSAL TEMPLATE 2025
EIC TRANSITION

(Version 5.0 - 11 April 2025)

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AUTHORS
Alessia Rotolo, APRE
Valentina Fioroni, APRE
Luis Jesus Guerra Casanova, CDTI
Marta Herrero Posadas, CDTI
Michaela Holz, DLR
Nicole Jansen, DLR
Gregorio Munoz Abad, MESRI
Tsvetelina Yorgova, GIS-TC
Noemi Genzler, NKFIH
James Walsh, EI
Daniela Angione, EI

DISCLAIMER

Introduction and Background

The European Innovation Council (EIC) plays a pivotal role in fostering groundbreaking innovations and supporting high-potential startups and small to medium-sized enterprises (SMEs) across Europe. As part of its mission to drive the European innovation ecosystem forward, the EIC Transition initiative is designed to bridge the critical gap between research and market deployment, ensuring that transformative ideas successfully scale and achieve commercial viability.

This **Annotated Template on EIC Transition** serves as a comprehensive guide for innovators, entrepreneurs, and organizations seeking to navigate the complexities of the EIC Transition framework. By providing detailed annotations and structured guidelines, this template demystifies the application process, outlines key requirements, and offers strategic insights to enhance the likelihood of securing EIC support. Whether you are in the early stages of developing a disruptive technology or aiming to expand your existing operations to new markets, this template is an invaluable resource to streamline your transition journey.

Within this document, you will find annotated sections that explain each component of the EIC Transition application, including eligibility criteria, funding mechanisms, evaluation metrics, and best practices for presenting your innovation compellingly. Additionally, the template includes practical examples and tips from successful applicants, offering a clear roadmap to align your project objectives with the EIC's strategic priorities.

By leveraging the **EIC Transition Annotated Template**, you empower your organization to effectively articulate its innovation potential, demonstrate scalability, and align with the European Union's broader objectives for sustainable and inclusive growth. Embark on your transition journey with confidence, supported by a framework that not only facilitates access to crucial resources but also fosters a thriving environment for your innovative endeavors to flourish on the European and global stage.

AIM AND CONTENT

The EIC Transition is a funding program under Horizon Europe that focuses on advancing innovation activities beyond the experimental proof of principle in a laboratory setting. It provides support for both the maturation and validation of novel technologies as they move from the lab to relevant application environments.

The EIC Transition program is designed to support SMEs, start-ups, and organizations that:

- Have identified EU-funded project results with strong commercial potential, which could form the basis for new innovations and promising businesses.
- Possess novel technologies that are ready for the next stages of maturation and validation, with the aim of developing and testing them for specific high-potential commercial applications.
- Have conducted preliminary market research to identify potential markets for their innovation and explored the competitive landscape.
- Are planning to build a motivated and entrepreneurial team with a diverse skill set, including researchers, business professionals, and marketers, to drive the idea towards commercial success.

Structure of the Proposal

The proposal contains two parts:

- **PART A** of the proposal **is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.** The participants can update the information in the submission system at any time before final submission.

- **PART B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- *Step 1*: Logging in the Portal
- *Step 2*: Select the call, topic and type of action in the Portal
- *Step 3*: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- *Step 4*: Manage your parties and contact details: add your partner organisations and contact details
- *Step 5*: Edit and complete web forms for proposal part A and upload proposal part B
- *Step 6*: Submit the proposal

HISTORY OF CHANGES		
Version	**Publication date**	**Changes**
1.0	15.04.2021	• Initial version
1.1	25.25.2021	• Addition of a table in section 3.1 about in-kind contributions
2.0	10.02.2022	• Changes in tables on section 3 avoiding duplication of information. Changes to align with the work programme 2022
3.0	11.07.2022	• Consolidation, formatting and layout changes. Tags added
3.1	08.09.2022	• Added instructions on Artificial intelligence
4.0	12.01.2022	• Clarifications on page limit of the proposal • Corrected footnote on eligible projects • Added instructions on artificial intelligence, gender dimension and open science as per HE IA-RIA template • Changes in the aspects to be taken into account, to align with the Work Programme 2023 • Added list of annexes to the proposal Part B
4.1	12.04.2024	• Adapted page limit • Changes in the aspects to be taken into account, to align with the Work Programme 2024 • Guidance on the use of generative AI tools for preparation of proposals • Additional information on how to describe the activities per work package
5.0	11.04.2025	• Updates for the 2025 call and editorial changes

Before starting ask yourself the following questions:

- Is the technology ready for the next steps?
- Have you performed early market / competition explorations ?
- Do you have a motivated and diverse team for commercialisation?

Keep in mind:
Too high expectations and we may miss important opportunities and Transition is less relevant vis a vis Accelerator.
Too low expectations and Transition risk to become a Pathfinder 2.0 and less relevant vis a vis Pathfinder.

EIC TRANSITION

Proposal template (Part B) - Technical description

The structure of this template must be followed when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

Follow the formatting instructions carefully, but be creative. Work with bolding or underlining, insert emphasising illustrations in order to help the evaluator to follow your argumentation. Please bear in mind that some evaluators review proposals in printed form. Coloured sections and illustrations must also be clearly legible in a black and white A4 printout. Include a header or footer with your short title and your descriptive long title. This way, the evaluator always knows which proposal she or he is currently working on. Do not delete the tags included right after each subtopic's title, even adding your additional subtopics. References can be either included in the document's footnote or on the final pages of the document.

Page limit: The cover page (that includes the information about the related project on whose results the current EIC Transition proposal is built on) and sections 1, 2 and 3 must consist of a maximum of 22 pages. All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit.

The cover page (including the Seal of Excellence section, if applicable) must be completed and maintained. If missing, the proposal could be considered incomplete and therefore inadmissible.

The page limit will be applied automatically; therefore you must remove this instruction page before submitting. Remove also the table with the definition of terms and the help text added after each section.

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible, and will not be taken into consideration by the experts. The proposal is a self-contained document, meaning that experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

The following formatting conditions apply.

The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The use of a different font for the body text is not advised and is subject to the cumulative conditions

that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit). The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

This document is tagged. Do not delete the tags; they are needed for our internal processing of information, mostly for statistical gathering. In that light, please do not move, delete, re-order, alter tags in any way, as they might create problems in our internal processing tools. Tags do not affect or influence the outcome of your application.

Definitions

Critical 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.

Any type of critical risk should be included, not only the technical risks but also the management and financial risks, among others. Also include a mitigation strategy.

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.

Deliverable: A report that is sent to the Commission or Agency providing information to ensure effective monitoring of the project. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).

Impacts: Wider long term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). Impacts generally occur some time after the end of the project.

Example: *The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs.*

Milestone: Control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.

Objectives: The goals of the work performed within the project, in terms of its research and innovation

content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.

Outcomes: The expected effects, over the medium term, of projects supported under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.

Example: *9 European airports adopt the advanced forecasting system demonstrated during the project*.

Research output: Results generated by the action to which access can be given in the form of scientific publications, data or other engineered outcomes and processes such as software, algorithms, protocols and electronic notebooks.

Results: What is generated during the project implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.

Please note that this year the scope is even more business-oriented: less specific or more academic results, such as policy recommendations, guidelines or trained researchers, are no longer considered.

Example: *Successful large-scale demonstrator: trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management*.

Technology Readiness Level: See EIC Work Programme under Glossary section.
TRL | EURAXESS (https://euraxess.ec.europa.eu/career-development/researchers/manual-scientific-entrepreneurship/major-steps/trl)

Guidance on the use of generative AI tools for the preparation of the proposal

When considering the use of generative artificial intelligence (AI) tools for the preparation of the proposal, it is imperative to exercise caution and careful consideration. The AI-generated content should be thoroughly reviewed and validated by the applicants to ensure its appropriateness and accuracy, as well as its compliance with intellectual property regulations. Applicants are fully responsible for the content of the proposal (even those parts produced by the AI tool) and must be transparent in disclosing which AI tools were used and how they were utilized.

Specifically, applicants are required to:

- Verify the accuracy, validity, and appropriateness of the content and any citations generated by the AI tool and correct any errors or inconsistencies.
- Provide a list of sources used to generate content and citations, including those generated by the AI tool. Double-check citations to ensure they are accurate and properly referenced.
- Be conscious of the potential for plagiarism where the AI tool may have reproduced substantial text from other sources. Check the original sources to be sure you are not plagiarizing someone else's work.

- Acknowledge the limitations of the AI tool in the proposal preparation, including the potential for bias, errors, and gaps in knowledge.

Cover page

Please do not delete this cover page, just adapt to your needs. It is important to include all the mandatory information (at least TRL, number and acronym of the project and IP). In the case of the "Seal of Excellence", it is important to select the boxes so NCPs can contact you for additional funds but also to support participants in the evaluation process (for example, before the interview).

This page must be completed and maintained in the submitted proposal. It contains important information, if missing, the proposal could be considered incomplete and therefore inadmissible.

I confirm that this proposal builds on results achieved (minimum TRL 3) within eligible project(s)[1]	Yes No
Provide Acronym(s) of the related eligible Project(s):	*Click or tape here to enter text*
Provide ID Number(s) of the related eligible Project(s):	*Click or tape here to enter text*
I confirm that the applicant(s) are the owner or have any necessary agreements with owners or right holders of those results, as described in the proposal[2]	Yes No

Other linked projects relevant to the proposal

Please list here all other projects (e.g. ERC projects that led to ERC PoC project which is eligible for Transition, and you mentioned in the above table) including any EIC Transition project(s) stemming from the same linked eligible project.

Finding scheme/call	Project ID	Project Acronym and weblink (e.g. Cordis)
Click or tape here to enter text	*Click or tape here to enter text*	*Click or tape here to enter text*
Click or tape here to enter text	*Click or tape here to enter text*	*Click or tape here to enter text*
Click or tape here to enter text	*Click or tape here to enter text*	*Click or tape here to enter text*

1 Eligible projects are those funded under the calls indicated in the EIC Work Programme. Minimum TRL 3 means "applications must have completed all elements of Technology Readiness Level 3"

2 If you (applicant(s) eligible for funding) were not part of the eligible project whose results are further developed in the EIC Transition proposal, you (the applicant/coordinator) need to include in your proposal a commitment letter from the owner(s) of the relevant result(s). reasonable and non-discriminatory access to such results, including IPR, for the purpose of future commercial exploitation.

Seal of Excellence

If my application is evaluated as meeting all the criteria and thresholds for funding, but remains unfunded due to lack of budget:

I, Name-Surname, the coordinator of this proposal, consent to share with my relevant National Contact Point, EEN Member and other funding public organisations from the European Union, EU member states and Horizon Europe associate countries (including regional innovation organisations, European Structural and Investment Funds (ESIF) Managing authorities etc.), the following data:

- ☐ basic information about my proposal (proposal acronym, title, abstract, amount requests and the evaluation result);
- ☐ personal data (applicant's contact details, e.g. email, name);

Data will be made available subject to confidentiality obligations agreed with the NCPs, EEN members and relevant funding bodies. Please note that without this confirmation, no Seal of Excellence can be awarded.

1. EXCELLENCE

Make a strong entrance. Explain your idea, technology and methodology in a short paragraph. Show your motivation and advertise your project in order to get the evaluator hooked on for your idea. Don't stick to a too modest wording, dare to use superlatives and promotional language while making a scientifically correct presentation.

Excellence – aspects to be taken into account

Please consider that the proposal and the interview criteria are slightly different for each part (excellence, impact, implementation). Although you will be only evaluated according to the proposal's ones, revise the ones for the interview in the work programme so you can check you have considered everything for the whole evaluation process since the beginning.

Technological breakthrough: Does the technology have a high degree of novelty and higher performance compared to other technologies available or in development? Does the technology indicate high commercial potential?
Objectives: How credible and feasible are the objectives for the planned technology development and maturation? How credible and feasible are the objectives [and KPIs] for the planned business development process?
Methodology: Is the timing right for this technology/innovation (i.e., feasibility, technological readiness level, unique selling points)?

Technological Breakthrough

NOVELTY AND PERFORMANCE:
Innovative Nature: Assess whether the technology introduces new concepts, methods, or applications that distinguish it from current solutions. Examine the uniqueness of the technology in terms of design, functionality, or application.

Performance Metrics: Evaluate the performance of the technology by comparing key metrics such as speed, efficiency, accuracy, and scalability against existing or emerging alternatives. Consider both qualitative and quantitative improvements.
Competitive Edge: Determine if the technology provides a significant competitive advantage in the market, such as reducing costs, enhancing user experience, or offering superior features.

COMMERCIAL POTENTIAL:
Market Demand: Investigate the potential market size and demand for the technology. Analyze market trends, customer needs, and the likelihood of widespread adoption.
Scalability: Assess the technology's ability to scale in production and deployment. Consider whether it can be easily integrated into existing systems and whether it has the capacity to grow with market demand.
Economic Viability: Evaluate the cost-effectiveness of the technology. Consider production costs, pricing strategy, and potential return on investment.
Barriers to Entry: Identify any potential barriers to market entry, such as regulatory challenges, intellectual property issues, or the need for significant capital investment.
Strategic Partnerships: Consider the potential for strategic alliances or partnerships that could enhance commercialization efforts and market penetration.

- *The following aspects will be taken into account only to the extent that the proposed work is within the scope of the work programme topic.*

Even if in this section "the previous project" is referred to in singular, there may be several eligible previous projects.

Please answer questions a) to c) clearly and precisely. They also serve to assess your eligibility for funding. It is not sufficient to refer only to the previous project from the COM's list. It is important that the results used from the previous project cover the correct TRL range.

a) Describe the result from the previous project on which your proposal is based. Is the result described the main result of the previous project?

Main Outcome

Core Achievement: Clearly outline the primary outcome of the previous project. Detail the main technological, scientific, or commercial breakthrough that was achieved.
Significance: Explain the importance of this result in the context of the project's goals. Highlight how it addressed the initial problem statement or objectives.

Supporting Results

Secondary Findings: Include any additional findings or secondary results that were significant. Describe how these findings contribute to the overall success of the project.
Data and Metrics: Provide specific data, metrics, or evidence that support the results. This could include performance data, test results, user feedback, or market analysis.

Development and Testing

Processes Used: Describe the development and testing processes that led to the result. Include any methodologies, technologies, or frameworks that were crucial.
Challenges Overcome: Discuss any significant challenges encountered during the project and how they were addressed to achieve the result.

Impact and Applications

Immediate Impact: Detail the immediate impact of the result within the scope of the project. How did it advance the state-of-the-

art or contribute to the field?
Potential Applications: Discuss potential applications or implications of the result beyond the initial project. How can it be applied or extended in future projects?

Validation and Verification

Validation Methods: Explain how the result was validated or verified. This could include peer reviews, third-party testing, pilot programs, or case studies.
Credibility: Highlight any endorsements, recognitions, or validations from industry experts or stakeholders that affirm the result's credibility.

Next Steps
Building on Results: Describe how the proposed project will build upon the main result from the previous project. How will it leverage the findings to advance further development?
Future Objectives: Outline the future objectives or goals that are inspired by the previous project's results. How will the new project continue or expand upon the achievements?

b) Describe the relation between the research result of the previous project and the innovation within the current proposal. Is the result from the previous project the main component of this proposal and how does it contribute to the innovation in this proposal?

Integration of Previous Results

Foundation for Innovation: Explain how the results of the previous project form the foundation of the current proposal. Describe the core discoveries or advancements that are being carried forward.
Main Component: Identify if the main result from the previous project is a primary component of the new proposal. Specify how this component is central to the innovation being proposed.

Building on Success

Enhancements and Improvements: Describe how the current proposal aims to enhance or improve upon the previous project's results. Highlight any modifications, optimizations, or expansions that will be made.
Addressing Limitations: Discuss any limitations or challenges identified in the previous project and how the current proposal intends to overcome them.

Innovation Contribution

Novel Applications: Detail how the previous result contributes to new, innovative applications in the current proposal. Explain the unique applications or use cases that the previous result enables.
Technological Advancements: Describe any technological advancements that are being developed in the current proposal, building on the previous result. This could include new features, improved performance, or integration with other technologies.

Strategic Alignment

Objective Alignment: Explain how the objectives of the current proposal align with the outcomes of the previous project. Highlight the strategic continuity between the projects.
Research Continuity: Discuss the continuity of research and development efforts from the previous project to the current one. How does the current proposal continue or expand the research agenda?

Practical Implications

Market and Commercialization: Describe the practical implications of the previous result in the context of market readiness and commercialization. How does the previous result support the market strategy of the current proposal?
Stakeholder Value: Explain the value the previous result adds for stakeholders in the current project. This could include customers, investors, or partners who benefit from the continued innovation.

Validation and Confidence

Proven Success: Highlight how the previous project's successful results provide confidence in the current proposal's feasibility. Emphasize any validation, proof-of-concept, or pilot successes that underpin the new proposal.

Credibility: Discuss how the credibility and track record established by the previous project enhance the current proposal's prospects for success.

Examples and Evidence

Case Studies: Provide specific examples or case studies demonstrating the previous result's impact and how it will be utilized in the current proposal.

Quantitative Data: Include any quantitative data or metrics from the previous project that support the anticipated success and impact of the current proposal.

By detailing these aspects, you can clearly illustrate the strong relationship between the previous project's results and the innovation within the current proposal, emphasizing how past successes and findings are integral to future advancements.

c) Provide the link to the webpage where this result is reported (the periodic reporting, the Horizon results EU platform, the Innovation Radar or CORDIS).

The following links are provided as example for illustrative purpose, please indicate the link to webpage of your project in the mentioned EC websites:

https://webgate.ec.europa.eu/InnoRadar/innovations/[complete]
https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform/search
https://cordis.europa.eu/search

1.1 Technological breakthrough

a) Describe the degree of novelty and performance compared to other technologies available or in development, and the competitive advantages. In other words, how is it done today and what is the limit of the current practice?[3]

Degree of Novelty and Performance Compared to Other Technologies

Innovation and Uniqueness

Novel Features: Detail the unique features and capabilities of your technology that distinguish it from existing solutions. Explain the innovative aspects that make it stand out, such as new methodologies, materials, processes, or applications.

Research and Development: Highlight any cutting-edge research and development efforts that contributed to the novelty. Mention breakthroughs, discoveries, or new scientific principles that underpin the technology.

Performance Metrics

Quantitative Comparison: Provide specific performance metrics that showcase how your technology outperforms existing or emerging alternatives. This could include speed, efficiency, accuracy, scalability, durability, or energy consumption.

Benchmarking: Compare these metrics against industry standards or the performance of current leading technologies. Use charts, graphs, or tables to visually demonstrate the superiority of your technology.

Technological Advancements

State-of-the-Art Comparison: Describe the current state-of-the-art technologies in your field and how your innovation advances beyond them. Highlight any limitations of existing technologies that your solution addresses.

3 https://www.darpa.mil/about/heilmeier-catechism

Future-Proofing: Discuss how your technology is designed to remain relevant and effective in the future, considering trends and potential advancements in the field.

Competitive Advantages

Market Differentiation
Unique Selling Points (USPs): Identify the key unique selling points of your technology that provide a competitive edge in the market. Explain how these USPs meet specific needs or solve critical problems better than competitors.
Customer Value: Detail the value propositions offered to customers, such as cost savings, enhanced performance, improved user experience, or increased reliability.

Economic Benefits
Cost-Effectiveness: Explain how your technology reduces costs compared to existing solutions, whether through lower production costs, reduced operational expenses, or longer lifespan.
Return on Investment (ROI): Highlight the expected ROI for customers or stakeholders. Provide case studies or projections that demonstrate the financial benefits of adopting your technology.

Market Potential
Scalability: Discuss the scalability of your technology and its potential to be implemented across various markets or applications. Highlight any adaptability features that make it versatile.
Market Demand: Provide insights into the market demand for your technology. Use market research data, trend analysis, or customer surveys to substantiate the demand and growth potential.

Intellectual Property (IP)
Patents and Trademarks: Mention any patents, trademarks, or other IP protections that safeguard your technology. Explain how these IP assets contribute to your competitive advantage.
Freedom to Operate: Discuss the freedom to operate your technology without infringing on existing patents, ensuring a clear path to market.

Regulatory and Compliance Advantages
Regulatory Approvals: Highlight any regulatory approvals or certifications that your technology has obtained, which might give you an edge over competitors who have not yet achieved these milestones.
Compliance Benefits: Explain how your technology meets or exceeds regulatory standards, offering greater safety, reliability, or environmental benefits.

User Adoption and Feedback
Early Adopters: Mention any early adopters or key customers who have successfully implemented your technology. Provide testimonials or case studies to illustrate user satisfaction and the practical benefits realized.
User-Centric Design: Describe how user feedback has been incorporated into the design and development process to ensure the technology meets user needs and preferences.

Strategic Partnerships
Collaborations: Highlight any strategic partnerships or alliances that enhance your competitive position. Explain how these collaborations contribute to technology development, market access, or resource sharing.
Industry Recognition: Mention any awards, recognitions, or endorsements from industry experts that validate your technology's novelty and performance.

Sustainability and Environmental Impact
Eco-Friendly Features: Detail any environmentally friendly aspects of your technology, such as reduced carbon footprint, energy efficiency, or use of sustainable materials.
Regulatory Incentives: Discuss any regulatory incentives or market advantages related to sustainability that your technology leverages.

By providing detailed insights into the degree of novelty, performance metrics, and competitive advantages, you can clearly articulate the superior attributes of your technology and its potential impact in the market.

At least, a preliminary study of their competitors should be included, both technical and commercial

b) Describe the breakthrough nature of the innovation in this proposal. What is new in your approach and why do you think it will be successful?

Strengthen the case for why your approach will succeed by explaining the underlying scientific or technical rationale, supported by preliminary results, experimental data, or theoretical models. This will reinforce the credibility of your claim to innovation.
You could enhance this section by explicitly addressing the innovation risks and why your team believes these can be overcome. Acknowledging challenges while presenting convincing mitigation or contingency plans often adds credibility.
To better convey the transformative potential, consider explaining how your solution enables new capabilities, markets, or business models that are not accessible through existing solutions.

c) Describe the commercial potential of the technology.

Commercial Potential of the Technology

Market Analysis
Market Size: Provide data on the current and projected market size for the technology. Use industry reports, market research studies, and growth forecasts to substantiate these figures.
Market Segments: Identify and describe the specific market segments that will benefit from the technology. Highlight the primary industries, applications, or customer groups targeted.

Market Demand
Customer Needs: Detail the specific customer needs and pain points that the technology addresses. Explain how the technology meets these needs more effectively than existing solutions.
Trends and Drivers: Discuss market trends and drivers that are creating demand for the technology. This could include technological advancements, regulatory changes, or shifts in consumer behavior.

Competitive Landscape
Competitor Analysis: Provide an analysis of the competitive landscape, identifying key competitors and their technologies. Compare their offerings with your technology to highlight your competitive advantages.
Barriers to Entry: Discuss any barriers to entry that your technology overcomes, such as high production costs, technical complexity, or regulatory hurdles.

Commercial Viability
Cost-Benefit Analysis: Conduct a cost-benefit analysis to demonstrate the economic advantages of the technology. Include factors such as initial investment, operational costs, and long-term savings.
Scalability and Production: Explain the scalability of the technology and how it can be produced efficiently at scale. Discuss any manufacturing processes, supply chain considerations, or economies of scale that support commercial viability.

Revenue Models
Business Model: Outline the business model for monetizing the technology. This could include direct sales, licensing, subscription services, or partnerships.
Revenue Streams: Identify the potential revenue streams and their respective contributions to the overall financial performance.

Provide projections for short-term and long-term revenue generation.

Go-to-Market Strategy
Market Entry: Describe the strategy for entering the market, including launch plans, marketing tactics, and sales channels. Highlight any planned partnerships or distribution networks.
Customer Acquisition: Detail the approach for acquiring customers, such as targeted marketing campaigns, customer education, or pilot programs.

Strategic Partnerships
Collaborations: Discuss any strategic partnerships or alliances that will enhance market entry and commercialization. This could include industry partnerships, academic collaborations, or joint ventures.
Leverage Points: Explain how these partnerships will leverage existing resources, expertise, or market presence to accelerate commercialization.

Intellectual Property and Competitive Position
IP Protection: Highlight the intellectual property protection strategies in place, such as patents, trademarks, or trade secrets. Explain how IP protection strengthens the competitive position.
Unique Selling Points: Emphasize the unique selling points of the technology that give it a competitive edge in the market. These could include superior performance, cost advantages, or unique features.

Regulatory and Compliance Considerations
Regulatory Approvals: Provide an overview of the regulatory approvals or certifications obtained or needed for commercialization. Discuss how meeting these requirements will enhance market credibility and acceptance.
Compliance Benefits: Highlight any compliance benefits, such as adherence to environmental standards, safety regulations, or industry-specific guidelines.

Market Adoption and Growth Potential
Adoption Rate: Discuss the expected rate of market adoption based on early user feedback, pilot projects, or market research. Provide evidence of interest or intent to purchase from potential customers.
Growth Projections: Offer growth projections based on market analysis, competitive positioning, and go-to-market strategy. Include scenarios for conservative, moderate, and aggressive growth.

Risk Assessment and Mitigation
Potential Risks: Identify potential risks to commercialization, such as market entry barriers, technological challenges, or competitive pressures.
Mitigation Strategies: Outline strategies for mitigating these risks, such as strategic pivots, additional R&D, or market diversification.

Societal and Economic Impact
Economic Benefits: Detail the broader economic benefits of the technology, such as job creation, industry growth, or increased productivity.
Societal Impact: Discuss the societal impact, such as improved quality of life, environmental sustainability, or enhanced public health.

By elaborating on these aspects, you can provide a comprehensive overview of the commercial potential of the technology, demonstrating its viability, market fit, and growth prospects.

The project has a clear idea of their customer's needs and the problem to solve. The willingness to pay from the customers may not be measure yet, but they can have an estimation of their possbilities in the market.

Base your qualified estimates on concrete figures: Ideally, these should come from the European Union itself or other reliable international institutions.

Demonstrate how significant the potential change you will bring in numbers and/or effectiveness and explain how this will benefit the market and/or society.

1.2 Objectives

a) Describe the objectives both for the technology development and for the business validation and development of the project. Describe what you are trying to do. Articulate your objectives using very little or preferably no jargon. Describe the objectives both for the technology development and for the business validation and development of the project.

Make sure that you describe your technology and the future solution in such a way that even a layperson can understand what you are planning and what is special about it.

Objectives should be specific, measurable, achievable, relevant and time bound within the duration of the project:

- Describe the KPIs for measuring the achievement of technology development objectives.

Consider making your KPIs more quantifiable and time-bound, directly linked to key technology milestones (e.g., prototype completion, validation results, system integration). This will improve clarity and enable easier tracking of progress throughout the project.
Where applicable, align the KPIs with TRL progression (e.g., TRL 4 to 6) and clearly describe how each KPI reflects advancement in technology maturity. This will help demonstrate the feasibility of your technical development plan.

- Describe the KPIs for measuring the achievement of the business validation and development objectives.

It may strengthen your case to show how business KPIs are aligned with your overall value proposition and business model, and how their achievement would trigger further investment, partnership, or scaling opportunities.

- How appropriate are the objectives for the planned technology development and validation of the innovation in relevant application environments?
- Describe how the specific operational objectives address the challenges and unknown to bring the innovation to the public.

Provide concrete specific, measurable, attainable, relevant and time-bound (SMART) objectives (avoiding general and multiple objectives). Alternatively, propose the main objectives and the sub-objectives.

Objectives for Technology Development and Business Validation and Development

Technology Development Objectives

Objective - Achieve Prototype Development (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Develop a fully functional prototype of the technology.
Measurable: Complete the prototype development and have it ready for testing by the end of the first year.
Achievable: Leverage existing research and engineering expertise to build the prototype.
Relevant: A functional prototype is crucial for demonstrating the technology's feasibility and performance.
Time-Bound: Prototype development will be completed within 12 months.

Objective - Conduct Pilot Testing in Real-World Environment (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Implement pilot testing of the prototype in a real-world environment.
Measurable: Conduct at least three pilot tests across different settings.
Achievable: Utilize partnerships with relevant stakeholders (e.g., hospitals, energy companies) for pilot sites.
Relevant: Pilot testing will validate the technology's performance and identify areas for improvement.
Time-Bound: Pilot tests will be conducted in the second year of the project.

Objective - Achieve Regulatory Compliance (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Obtain necessary regulatory approvals for the technology.
Measurable: Secure at least one major regulatory certification (e.g., FDA, CE marking).
Achievable: Prepare and submit regulatory documentation, conduct required tests, and engage with regulatory bodies.
Relevant: Regulatory approval is critical for market entry and user trust.
Time-Bound: Regulatory approval will be sought and expected to be obtained by the end of the project duration.

Objective - Enhance Technology Performance (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Improve key performance metrics of the technology (e.g., efficiency, accuracy).
Measurable: Achieve a 20% improvement in performance metrics compared to the initial prototype.
Achievable: Implement iterative design improvements and optimize components based on testing feedback.
Relevant: Enhanced performance will increase the technology's competitiveness and appeal.
Time-Bound: Performance enhancements will be achieved within the final 6 months of the project.

Business Validation and Development Objectives

Objective - Validate Market Demand (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Conduct market research to validate demand for the technology.
Measurable: Survey at least 100 potential customers and gather data from industry reports.
Achievable: Utilize market research firms and internal resources to conduct surveys and analyze data.
Relevant: Understanding market demand is essential for developing an effective commercialization strategy.
Time-Bound: Market research will be completed within the first 6 months.

Objective - Develop a Go-to-Market Strategy (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Create a comprehensive go-to-market strategy for the technology.
Measurable: Develop a strategy document outlining target markets, pricing, distribution channels, and marketing plans.
Achievable: Engage with marketing consultants, industry experts, and internal teams to craft the strategy.
Relevant: A solid go-to-market strategy is crucial for successful commercialization.
Time-Bound: The strategy will be developed and finalized by the end of the first year.

Objective - Secure Initial Customers or Partners (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Establish relationships with initial customers or strategic partners.
Measurable: Secure at least three letters of intent or partnership agreements.
Achievable: Leverage networks, attend industry events, and conduct direct outreach to potential partners.
Relevant: Initial customers and partners will provide critical validation and support for market entry.
Time-Bound: Initial customer or partner agreements will be secured by the mid-point of the second year.

Objective - Achieve Revenue Generation (Specific, Measurable, Achievable, Relevant, Time-Bound)
Specific: Generate initial revenue from the technology.
Measurable: Achieve at least $500,000 in sales or licensing revenue.
Achievable: Implement the go-to-market strategy, launch sales campaigns, and engage in direct sales efforts.
Relevant: Early revenue generation is vital for sustaining operations and demonstrating market viability.
Time-Bound: Initial revenue targets will be met by the end of the project duration.

Objective - Establish a Scalable Business Model (Specific, Measurable, Achievable, Relevant, Time-Bound)

Specific: Develop and validate a scalable business model for long-term growth.
Measurable: Create a business model framework and test it with at least two market segments.
Achievable: Utilize business model innovation techniques and pilot programs to refine the model.
Relevant: A scalable business model is essential for future growth and sustainability.
Time-Bound: The business model will be developed and validated within the final 6 months of the project.

By setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives for both technology development and business validation, the project can ensure clear goals and structured progress towards successful commercialization and market impact.

1.3 Methodology

a) Describe and explain the approach and methodology including the concepts, models and assumptions that will enable you to deliver your project's objectives. Explain why they are well-suited and come at the right time to handle the significant unknowns and uncertainties related to technology and innovation developped in the project.Explain how appropriate they are to enable alternative directions and options if needed (e.g. in case certain risk materialize).

Concepts and Models

Conceptual Framework: Establish a clear conceptual framework that defines the core principles and theoretical underpinnings of the technology. This framework should outline the fundamental concepts that guide the development process.
Models and Methodologies: Utilize appropriate models and methodologies tailored to the specific challenges of the project. This may include systems engineering approaches, iterative design cycles, agile development methodologies, or specific scientific models relevant to the technology's domain.

Assumptions and Uncertainties

Identify Technological Uncertainties: Recognize and delineate key technological uncertainties inherent in the project. This could involve technological risks related to scalability, performance under varying conditions, or integration with existing systems.
Assumptions Clarification: Clearly articulate assumptions underlying the project's approach. Identify critical assumptions and validate them through testing, analysis, or expert consultation to mitigate risks associated with uncertainty.

Suitability and Timeliness

Adaptability to Technological Uncertainties: The chosen approach and methodologies should demonstrate flexibility and adaptability to address evolving technological uncertainties. This includes the ability to pivot or adjust strategies based on emerging insights or unexpected challenges.
Timeliness in Innovation: Ensure that the methodologies selected are aligned with the rapid pace of technological innovation. This involves leveraging contemporary tools, techniques, and knowledge that are relevant and up-to-date within the project's industry or field.

Enable Alternative Directions

Exploration of Alternatives: Foster an environment that encourages exploration of alternative directions and options. This could involve scenario planning, simulations, or prototyping different technological pathways to identify the most promising routes forward.
Decision Support Systems: Implement decision support systems or frameworks that facilitate informed decision-making amidst uncertainties. These systems should integrate data-driven insights, stakeholder inputs, and risk assessments to evaluate alternative strategies effectively.

Methodological Rigor

Rigorous Validation and Testing: Incorporate rigorous validation and testing protocols throughout the development process. This ensures that hypotheses, models, and assumptions are systematically tested and refined to enhance confidence in project outcomes.

Iterative Feedback Loops: Establish iterative feedback loops that continuously gather insights from stakeholders, users, and technical experts. This iterative approach allows for timely adjustments and improvements based on real-world feedback and evolving requirements.

Risk Management Strategies

Risk Identification and Mitigation: Implement robust risk management strategies that proactively identify and mitigate potential risks. This includes contingency planning, risk reduction measures, and scenario analysis to prepare for unexpected outcomes.

Resilience to Change: Design the approach to be resilient to external changes, such as shifts in market conditions, regulatory landscapes, or technological advancements. This resilience ensures the project's adaptability and sustainability over time.

Cross-Disciplinary Collaboration

Interdisciplinary Integration: Foster collaboration across disciplines, including engineering, design, science, and business development. This interdisciplinary approach promotes holistic problem-solving and innovation, leveraging diverse perspectives and expertise.

Knowledge Integration: Integrate knowledge from various domains to address complex technological uncertainties effectively. This includes leveraging academic research, industry insights, and practical experience to inform decision-making and strategy development.

Explanation of Suitability

The selected approach and methodology are suitable for addressing the considerable technological and innovation uncertainties of the project's objectives due to several key factors:

Flexibility and Adaptability: The approach allows for flexibility in responding to changing technological landscapes and market dynamics, ensuring that the project can pivot as needed.

Evidence-Based Decision Making: By integrating rigorous validation, testing, and iterative feedback loops, the methodologies ensure that decisions are informed by empirical data and insights, reducing uncertainty.

Risk Management Focus: Robust risk management strategies mitigate potential pitfalls associated with technological uncertainties, enhancing project resilience and readiness to navigate challenges.

Innovation and Alternative Exploration: Emphasis on exploring alternative directions and options enables the project team to innovate iteratively, discovering optimal solutions amidst uncertainty.

- *This section should be presented as a narrative. The detailed tasks and work packages are described below under 'Implementation'.*
- *Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.*
- *If you plan to use, develop and/or deploy artificial intelligence (AI) based systems and/or techniques you must demonstrate their technical robustness. AI-based systems or techniques should be, or be developed to become:*
    - *technically robust, accurate and reproducible, and able to deal with and inform about possible failures, inaccuracies and errors, proportionate to the assessed risk they pose;*
    - *socially robust, in that they duly consider the context and environment in which they operate;*
    - *reliable and function as intended, minimizing unintentional and unexpected harm, preventing unacceptable harm and safeguarding the physical and mental integrity of humans;*
    - *able to provide a suitable explanation of their decision-making processes, whenever they can have a significant impact on people's lives.*

Describe and substantiate the current TRL of the result of the previous project and of the innovation in this proposal at system level AND in relation to the intended final user application (e.g. clinical for health innovation, consumer for energy systems, etc.).

Elaborating and Substantiating on Technology Readiness Levels (TRL)

1. Current TRL of the Previous Project Result:

System Level:

Description of TRL: Clearly state the current Technology Readiness Level (TRL) of the previous project's result. For instance, if it is at TRL4, it means the technology has been validated in lab and describe the stage of development that your technology has reached.

Supporting Evidence: Provide detailed evidence to substantiate the TRL. This could include test results, pilot studies, prototype demonstrations, or relevant documentation that showcases the technology's maturity.

Development Path: Describe the development path that led to the current TRL. Include key milestones, challenges overcome, and critical achievements that validate the technology's readiness.

User Application Level:

Context of Use: Discuss the TRL in the context of the intended final user application. For instance, if the technology is intended for clinical use, detail how it has been tested or validated in clinical settings.

End-User Feedback: Provide insights from end-users, such as clinicians or patients, who have interacted with the technology. Highlight any user feedback, clinical trial results, or user acceptance testing that supports the current TRL.

Regulatory and Compliance: Address any regulatory approvals or compliance milestones achieved, which are crucial for user applications in fields like healthcare or energy systems.

2. TRL of the Innovation in the Current Proposal:

System Level:

Target TRL: Specify the target TRL for the innovation proposed in the current project. For example, if the goal is to reach TRL 6, the focus will be on technology demonstrated in relevant environment.

Development Plan: Outline the development plan to achieve the target TRL. Include key activities, timelines, and milestones that will drive the technology from its current TRL to the desired level.

Resource Allocation: Detail the resources, including funding, personnel, and infrastructure, allocated to achieve the target TRL. Explain how these resources will be utilized effectively to ensure progression.

User Application Level:

Integration and Testing: Describe how the innovation will be integrated and tested in real-world scenarios relevant to the intended final user application. For clinical applications, this might involve clinical trials; for consumer energy systems, it could include pilot deployments in residential or commercial settings.

User Engagement: Discuss plans for engaging with end-users throughout the development process. This could involve user feedback sessions, field testing, or collaborations with key stakeholders to ensure the innovation meets user needs and expectations.

Regulatory Pathway: Explain the regulatory pathway for the innovation, especially if it involves critical sectors like healthcare or energy. Detail the steps to secure necessary approvals and ensure compliance with industry standards.

3. Comparative Analysis:

Transition from Previous to Current Project:

Linkage of TRLs: Provide a comparative analysis showing the transition of TRLs from the previous project to the current proposal. Highlight how the achievements of the previous project set the stage for advancing the technology in the current proposal.

Incremental Improvements: Discuss any incremental improvements or optimizations planned in the current proposal that build on the previous project's results. Explain how these improvements will elevate the TRL.

Impact on User Applications:

Enhanced Capabilities: Describe how the innovation will enhance capabilities or provide new functionalities for the intended user application. Emphasize improvements in performance, reliability, usability, or other critical factors.

Market Readiness: Discuss the anticipated market readiness of the innovation upon reaching the target TRL. Highlight any market

analyses or feasibility studies that indicate the innovation's potential for successful adoption.
By detailing the TRLs at both the system and user application levels, and providing robust evidence and plans for progression, you can clearly articulate the maturity and potential impact of the innovation within the current proposal.

Include clearer, measurable intermediate milestones that reflect progress along the TRL scale. This will help demonstrate the credibility and feasibility of reaching the intended level of technology maturity within the project duration.
Strengthen the technology maturation plan by detailing the validation steps, anticipated challenges, and corresponding risk mitigation strategies. This will provide more confidence in the feasibility of the technical objectives.
For the business development process, try to tailor the KPIs more specifically to your targeted market, customers, and business model. Avoid generic indicators—focus instead on concrete, context-specific metrics that reflect meaningful progress (e.g., number of validated leads, pilot agreements, regulatory milestones, etc.).
Where possible, link both technology and business objectives to clear decision points (e.g., go/no-go stages, product-market fit validation, licensing readiness), to further strengthen their credibility and implementation logic.

Describe the milestones already achieved in the development of the technology.

Milestones Achieved in the Development of the Technology

Research and Concept Development
Initial Research: Describe the foundational research that led to the technology's conception. This could include literature reviews, theoretical modeling, or initial experiments.
Concept Validation: Detail the early validation of the concept, such as proof-of-concept studies, feasibility analyses, or simulations that demonstrated the technology's potential.

Prototype Development
Design and Engineering: Outline the steps taken to design and engineer the first prototypes. Highlight key design iterations and engineering challenges that were overcome.
Prototype Testing: Describe the initial testing of prototypes, including lab tests, bench tests, or controlled environment tests. Provide specific results or metrics that demonstrate the prototype's performance.

Technology Demonstration
Field Trials: Detail any field trials or pilot tests conducted in real-world environments. Explain the conditions under which the technology was tested and the outcomes of these trials.
Performance Benchmarks: Provide benchmarks achieved during these demonstrations, such as improved efficiency, reliability, or other key performance indicators relevant to the technology.

User Feedback and Iteration
User Engagement: Explain how feedback from early users, stakeholders, or collaborators was gathered and analyzed. Include any user studies, surveys, or focus groups that contributed to refining the technology.
Product Iterations: Describe subsequent iterations of the technology based on user feedback. Highlight significant improvements or changes made to address user needs or enhance functionality.

Regulatory and Compliance Milestones
Regulatory Approvals: Mention any regulatory milestones achieved, such as securing FDA approval, CE marking, or other relevant certifications. Detail the process and significance of these approvals.
Compliance Testing: Describe any compliance testing conducted to meet industry standards or regulations. Include results from safety tests, environmental impact assessments, or other compliance-related evaluations.

Intellectual Property
Patents Filed/Granted: List any patents or intellectual property rights secured during the development. Explain the scope and

significance of these patents in protecting the technology.
IP Strategy: Discuss the overall IP strategy, including any ongoing efforts to secure additional patents or trademarks.

Market Readiness
Market Analysis: Provide insights from market analyses or feasibility studies that indicate the technology's readiness for commercialization. Highlight key findings that support the technology's market potential.
Partnerships and Collaborations: Detail any strategic partnerships or collaborations established to support the technology's development and market entry. Explain the roles and contributions of these partners.

Production and Scalability
Manufacturing Setup: Describe the establishment of manufacturing processes or facilities to produce the technology at scale. Include any milestones related to production capacity or quality control.
Scalability Tests: Explain any tests or studies conducted to ensure the technology can be scaled effectively. Highlight results that demonstrate the technology's ability to meet large-scale demand.
Funding and Investment
Grants and Funding: Mention any grants, funding rounds, or investments secured to support the technology's development. Include details on the sources and amounts of funding.
Financial Milestones: Discuss key financial milestones achieved, such as reaching funding targets, securing major investors, or achieving significant revenue from early sales.

Commercial Deployment
Initial Deployments: Detail the initial commercial deployments or pilot sales of the technology. Include information on customer feedback, sales figures, or early market reception.
Expansion Plans: Outline plans for broader market rollout or expansion based on the success of initial deployments. Include timelines and strategic goals for scaling up.

By providing comprehensive details on these milestones, you can clearly demonstrate the progress and achievements made in the development of the technology, highlighting its journey from concept to market readiness.

Elaborate on the final TRL of the innovation aimed for at the end of the project.

Final Technology Readiness Level (TRL) Aimed for at the End of the Project

Definition of the Target TRL
Explanation of TRL Scale: Briefly explain the TRL scale, particularly the TRL level being targeted (e.g., TRL 5 or TRL 6). For instance, TRL 5 signifies that the technology has been validated in relevant environment.
Specific TRL Level: State the specific TRL level aimed for by the end of the project. For example, "The project aims to achieve TRL 6, where the technology will be demonstrated in a relevant real-life environment (an industrially relevant environment in the case of key enabling technologies)"

Criteria for Achieving the Target TRL
Operational Environment: Describe the operational environment in which the technology will be demonstrated. This could be a real-lifw setting relevant to the intended application (e.g., clinical settings for health innovations, consumer households for energy systems).
Performance Metrics: Define the performance metrics and benchmarks that need to be met to reach the target TRL. These metrics should align with industry standards and user expectations.
Validation and Testing: Outline the validation and testing processes required to achieve the target TRL. This includes final prototype testing, pilot deployments, and field trials.

Steps to Reach the Final TRL
Development Plan: Provide a detailed development plan that outlines the steps and milestones needed to progress to the final TRL. This plan should include timelines, key activities, and responsible parties.
Key Milestones: Highlight the major milestones that will indicate progress towards the final TRL. These might include successful pilot tests, user acceptance testing, regulatory approvals, and initial market launches.

Stakeholder Involvement
Partnerships and Collaborations: Discuss the role of partnerships and collaborations in achieving the final TRL. This might involve industry partners, academic institutions, or regulatory bodies.
End-User Engagement: Explain how end-users will be involved in the development process to ensure the technology meets their needs. This could include user testing, feedback sessions, and co-design workshops.

Regulatory and Compliance Pathway
Regulatory Approvals: Detail the regulatory pathway to be followed, including necessary approvals and certifications. Explain how achieving these regulatory milestones is critical to reaching the final TRL.
Compliance Testing: Describe the compliance testing that will be conducted to ensure the technology adheres to industry standards and regulations.

Risk Management
Risk Identification: Identify potential risks that could impede progress towards the final TRL. These could include technical challenges, regulatory hurdles, or market barriers.
Mitigation Strategies: Outline strategies for mitigating these risks. This might involve contingency planning, additional testing, or strategic adjustments.

Market Readiness
Market Entry Strategy: Discuss the market entry strategy and how reaching the final TRL will position the technology for successful commercialization. Highlight plans for marketing, distribution, and customer acquisition.
Scalability and Production: Explain the plans for scaling up production and ensuring the technology can be manufactured and distributed at the scale required to meet market demand.

Case Studies and Examples
Pilot Projects: Provide examples of pilot projects or case studies that demonstrate progress towards the final TRL. Detail the outcomes and lessons learned from these initiatives.
Success Stories: Share success stories or testimonials from early adopters or stakeholders that validate the technology's readiness and potential impact.

Expected Outcomes and Impact
Technological Impact: Describe the expected technological impact of achieving the final TRL. How will this innovation advance the field or industry?
Societal and Economic Benefits: Discuss the broader societal and economic benefits anticipated from reaching the final TRL. This could include improved quality of life, economic growth, or environmental sustainability.

Future Prospects
Post-Project Plans: Outline the plans for further development and scaling after achieving the final TRL. Discuss any long-term goals or visions for the technology.
Continuous Improvement: Explain how the technology will be continuously improved and updated based on user feedback and emerging trends.

By elaborating on these aspects, you can provide a comprehensive and detailed picture of the final TRL aimed for at the end of the project, along with the necessary steps, criteria, and expected outcomes to achieve this goal.

What is you Unique Selling Point and how do you intend to further develop it?

b) Briefly describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content . If you do not consider such a gender dimension to be relevant in your project, please provide a brief justification.

Applicants must provide information on how they intend to integrate the gender dimension into the project. The gender dimension

refers to technical and scientific aspects of the project and not to the composition of the consortium and the persons that will work for the project. The gender dimension refers to the integration of considerations of sex and/or gender analysis through the whole R&I process, from the setting of research priorities through defining concepts, formulating research questions, developing methodologies, gathering and analysing sex/gender disaggregated data, to evaluating and reporting results and transferring them to markets into products and innovations which will benefit all citizens and promote gender equality. Integrating sex and gender analysis into R&I content improves the scientific quality and societal relevance of the produced knowledge, technologies and innovation. If gender aspects are not relevant, indicate that this has been considered and and justify why they are not applicable.
Useful links:

- HE Programme Guide (Chapter 9)
- Gendered innovations 2 - How inclusive analysis contributes to

Integrating a gender dimension in your project's research and innovation content is not only relevant but essential for achieving our goals of technological excellence and societal impact.

- *This question relates to the content of the planned research and innovation activities, and not to gender balance in the teams in charge of carrying out the project.Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to https://ec.europa.eu/info/news/gendered-innovations-2-2020-nov-24_en*

c) Briefly describe how appropriate open science practices are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives.

Open science practices play a critical role in enhancing transparency, collaboration, and reproducibility in research and innovation. In our project, we have integrated these practices as an integral part of our methodology to align with contemporary standards and increase the likelihood of achieving our objectives effectively.

Complexity and Interdisciplinarity: Given the interdisciplinary nature of the project, open science practices help bridge disciplinary boundaries and promote collaboration among diverse experts, thereby leveraging collective expertise for innovative solutions.
Innovation and Reproducibility: By openly sharing data, methods, and findings, the reproducibility of our research outcomes, validating the robustness and reliability of our innovations can be enhanced. This transparency builds trust and credibility within the scientific community and beyond.
Ethical Considerations: Ethical standards in data management and sharing, respecting participant privacy and confidentiality while maximizing the societal benefits of open science practices can be uphold.

Expected Benefits

Enhanced Impact: Open science practices increase the visibility and accessibility of research outputs, accelerating knowledge dissemination and facilitating broader societal impact.
Quality Assurance: Transparent methodologies and shared data enable peer review, validation, and scrutiny, ensuring the quality and validity of the research findings.
Long-Term Sustainability: By fostering a culture of openness and collaboration.

If you believe that none of these practices are appropriate for your project, please provide a brief justification.

For proposals submitted to EIC Transition calls please refer to section "Policy of open access and Intellectual Property rights" and "Open Science and Data Management" in the EIC Work Programme.

- *Open Science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).*
- *Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.*

d) Research data management and management of other research outputs: Applicants generating/collecting data and/or other research outputs (except for publications) during the project must provide a very short description on how the data/research outputs will be managed:

The proposal must outline the ways in which data is collected, generated and/or processed throughout the lifetime of a research project. It should briefly cover the type of data/research outputs, the compliance with the FAIR data principles (findable, accessible, interoperable, reusable), and the way in which data will be stored and preserved. Questions to consider when addressing data management and other research outputs:

- What types and formats of data will the project generate or re-use?
- Will you re-use any existing data and what will you re-use it for? State the reasons if re-use of any existing data has been considered but discarded.
- What is the purpose of the data generation or re-use and its relation to the objectives of the project?
- Which data can be published and what cannot?
- What is the expected size of the data that you intend to generate or re-use?
- What is the origin/provenance of the data, either generated or re-used?
- Which data or products of the project can be shared?
- To whom might your data be useful ('data utility'), outside your project?

Useful link: Data Management Plan Template

Types of data/research outputs (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data.

Findability of data/research outputs: Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.

Accessibility of data/research outputs: IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.

Interoperability of data/research outputs: Standards, formats and vocabularies for data and metadata.

Reusability of data/research outputs: Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation/re-use.

Curation and storage/preservation costs; person/team responsible for data management and quality assurance.

- *Proposals selected for funding under Horizon Europe will need to develop a detailed data management plan (DMP) for making their data/research outputs findable, accessible, interoperable and reusable (FAIR) as a deliverable by month 6 and revised towards the end of a project's lifetime. In Transition it is allowed not to publish any data, if this might harm the protection of the results or commercialisation strategy.*
- *For guidance on Open Science practices and research data management, please refer to the relevant section in the EIC work programme and in the HE Programme Guide on the Funding & Tenders Portal.*

2.IMPACT

Impact–aspects to be taken into account (Evaluation criteria)

- **Credibility of the impacts**: To what extent the commercial impact(s) described in the proposal are credible and substantial within the project and beyond (e.g.,one or several sectors, setting new standards, etc.)?

It's important to articulate both the immediate and long term effects of the project on various stakeholders, including the organization, its employees, customers and the wider community etc.
Assessing the credibility of the commercial impacts described in a proposal involves evaluating the feasibility, potential magnitude, and broader implications of these impacts both within the project's scope and beyond.

- **Economic and/or societal benefits**: To what extent does the proposed innovation have scale up potential including high capacity to gain or create new European or global markets? To what extent is the proposed innovation expected to generate positive impacts for the European Union, Member States or Associated Countries (e.g., strategic autonomy, employment, etc.)?

When evaluating the economic and societal benefits of a proposed innovation, it's essential to consider both its scale-up potential and its expected impacts on the European Union (EU), Member States, or Associated Countries. By considering market expansion opportunities, scalability factors, strategic autonomy enhancements, job creation potential, and societal benefits, stakeholders can gauge the innovation's potential to generate positive and sustainable outcomes. This comprehensive evaluation not only strengthens the proposal but also aligns with EU objectives for fostering innovation, competitiveness, and socio-economic development.

- A preliminary market research has been conducted to understand potential customers and (their) needs
- As well as explored potential competitors
- The problem/opportunity the technology is trying to address is clearly described together with the role of the invention in solving it – i.e., its competitive advantage (WP, ev. Crit. Technology breakthrough)
- Market and Competition: identified or quantified? --> Identified and an initial market characterisation (e.g., existing/mature, or emerging, growing) and estimation of market size included in the proposal (keeping the type of market into account as explained above)

- **Investment readiness**: To what extent the proposal and its activities contribute to make the technology and the team investment ready (including through IP protection and market validation)?

IP situation:
- IP situation and strategy should be described in the proposal according to proposal template.
- FTO is not needed at the proposal stage but can be part of project activities of Tech2Market BAS or done at a later stage.
- Important to pay attention to any red flags mentioned by the EPO report (if any).

Is there a well-defined and convincing go-to-market strategy and pathway, including what regulatory approvals may be needed (if relevant), time to market, possible business and revenue model?

Ensuring investment readiness is crucial for attracting funding and support for technology development. This readiness encompasses various aspects, including intellectual property (IP) protection, market validation, go-to-market strategy, regulatory approvals, time to market considerations, and business/revenue models. Investment readiness hinges on effectively addressing IP protection, market validation, go-to-market strategy, regulatory approvals, time to market considerations, and business/revenue models. By articulating a compelling narrative around these aspects, the proposal enhances its attractiveness to potential investors, stakeholders, and funding bodies. Demonstrating a clear path from technology development to commercial success instills confidence in the project's viability and sustainability, positioning it for long-term growth and impact in the market.

- *In this section you should show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.*

2.1 Credibility of the impacts

Include scientific impact, technological impact, societal impact, economic impact, environmental impact, collaboration and networking impact, educational impact etc. Present a plan for sustaining the impact of the project beyond its official duration. This may involve institutionalizing project outcomes, securing further funding, or integrating results into existing systems and also include organization impact and its employees, if it's apllicable.

When describing the scale-up potential of your innovation to gain and create new European or global markets, it's important to provide both qualitative and quantitative arguments supported by data.

By combining qualitative insights with quantitative data, you can effectively demonstrate the scale-up potential of your innovation to gain and create new European or global markets. This approach not only validates market opportunities but also builds a compelling case for investment, partnership, and strategic growth, positioning your innovation for long-term success and impact on a broader scale.

Examples:

Quantitative Example: *"Based on market research conducted by [Research Firm], the global market for [innovation sector] is projected to reach $X billion by 2025, growing at a CAGR of Y%. Our innovation targets a niche segment within this market, estimated to represent a $Z million opportunity. Early customer surveys indicate a strong interest, with a 70% conversion rate from pilot projects to commercial adoption."*

Qualitative Example: *"Our innovation leverages patented technology that significantly reduces [specific problem] by 30%, offering a clear advantage over current solutions in terms of performance and cost-effectiveness. This addresses a critical need identified in European regulatory frameworks, paving the way for rapid adoption and scalability across diverse market segments."*

- Describe how the activities proposed support the development of a business model and the product features.

Developing a robust business model and refining product features are critical components of successfully bringing an innovation to market.

- A business model is a company's plan for making a profit and providing value to customers. Applicants need to do their homework and include some essential elements of their business model (BM).
- i.e.: value proposition, target markets, revenue streams, customer segments, channels, key resources (e.g., technology, human resources), key partners(hip). 7 out of 9 elements from BM canvas.
- Cost structure& customer relationships not requested.
- Difference should be made between mature markets (for which data exists) and new markets like quantum computers, new space, AI.
- It is important to referr to innovative business models as long as they will be confronted with reality during the project (i.e., customer validation).

- Describe how the activities support the commercialisation and other relevant aspects (intellectual property rights, regulation, certification and standardisation).

When describing how project activities support commercialization and other relevant aspects such as intellectual property rights (IPR), regulation, certification, and standardization, it's essential to outline how each component contributes to bringing the innovation to market effectively and responsibly.

- 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.

Developing a comprehensive strategy for the management of intellectual property (IP) is crucial for protecting innovations and maximizing their commercial potential. An effective IP management strategy integrates legal protections such as patents, design rights, copyright, and trade secrets to safeguard innovations and support their commercial exploitation. By aligning IP strategies with business objectives, consortium partners can maximize the value of their intellectual assets, mitigate risks, and capitalize on opportunities in competitive markets.

1) Legal and Regulatory Compliance:
Ensure that proposed measures comply with relevant laws and regulations governing intellectual property, data protection, and any industry-specific standards;
2) Intellectual Property (IP) Protection:
Patents: Check if the research results are eligible for patent protection. Evaluate the completeness and clarity of the patent application. Copyrights: Consider whether copyright protection applies to any creative works associated with the research.

- *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.*

- Describe how you performed early exploration of potential markets for your innovation to test potential demand and acceptability, as well as potential competitors. Provide or quote any support data you may have.

Performing early exploration of potential markets for an innovation involves several key steps to assess market demand, acceptability, and competitive landscape.

Taking into account difference between mature/existing and new markets.

- An initial/ preliminary competition analysis is included in the proposal.
- This will be refined during the project execution.
- Competition analysis is a component of business plan.
- Same comments as above. This does not have to be perfect, but it cannot be absent. No competition statement is accepted as long as is argumented.
- In case of new markets analysis could include (not yet commercial) technologies from private or public labs in the same field.

To analyze your competitors don't consider only the ones that already are in the market, make use of your preparation of the state of the art and use research project (CORDIS), patents (WIPO, ESPACENET)... to complement your current and possible future competitors.
To support you in the study of your potential market, you can use the Business opportunity size tool developed in previous projects.

- Describe how you will validate the problem / solution fit.

Validating the problem/solution fit is crucial to ensure that the innovation effectively addresses a real and significant problem faced by your target customers or users.

- Describe the planned measures to maximise the impact of your project by providing a first version of your 'plan for the dissemination and exploitation including communication activities'. Describe the dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, end users or potential customers, financial actors, public at large).

Planning for the dissemination, exploitation, and communication of your project involves strategically sharing project outcomes, engaging stakeholders, and maximizing impact across targeted groups. A well-developed plan for dissemination, exploitation, and communication ensures that your project's outcomes reach and benefit target audiences effectively. By tailoring activities to address specific target groups—whether scientific communities, industry partners, end users, or the public—you can maximize impact, foster collaboration, and enhance the sustainability and visibility of your project. Regular monitoring and evaluation enable adaptive management, ensuring alignment with project goals and optimizing outcomes for broader societal and economic benefits.

- *In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities'[4] will need to be provided as a mandatory project deliverable within 6 months after the start of the project. This plan shall be periodically updated in alignment with the project's progress.*
- *Communication[5] measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens. Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project. The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.*

4 As described in Annex 6 - Section 3 of the EIC Work Programme.
5 For further guidance on communicating EU research and innovation for project participants, please refer to the Online Manual on the Funding & Tenders Portal.

- *All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project In the justification, explain why each measure chosen is best suited to reach the target group addressed.*
- *If exploitation is expected primarily in non-associated third countries, justify why and explain how that exploitation is still in the Union's common interest.*
- *If applicable, describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.*

2.2 Economic and/or societal benefits

- Describe how the proposed innovation and its related activities can have scale up potential to gain and create new European or global markets. Be concrete and realistic providing arguments and data to support your assertions. In other words, if you are successful what difference will your innovation/ technology make and to whom?

- Describe concretely the positive impacts for the European Union, Member States or Associated Countries (e.g. strategic autonomy, productivity gains, green deal, etc.). If possible, provide data to support your claims.

Bring statistics and figures, ideally the ones conducted by the EU itself. Try to prove your estimations.

It's essential to highlight how your innovation contributes to key strategic goals such as strategic autonomy, productivity gains, sustainability (e.g., Green Deal), and economic growth.

Examples:

Strategic Autonomy: *"Our project aims to enhance Europe's strategic autonomy in semiconductor manufacturing by reducing reliance on Asian suppliers. Current data shows that Europe imports over 80% of its semiconductor chips. By establishing local production capabilities, we aim to decrease this dependency by 30% within five years, contributing to the EU's goal of technological sovereignty."*

Productivity Gains: *"Pilot studies of our AI-driven logistics optimization software indicate a 20% reduction in transportation costs and a 15% increase in warehouse efficiency. Scaling this innovation across EU logistics networks could potentially generate €X billion in annual savings and create over Y thousand new jobs in the logistics sector."*

Green Deal (Sustainability): *"Our solar panel innovation improves energy efficiency by 25% compared to traditional models, contributing to the EU's Green Deal objectives of increasing renewable energy adoption. Based on lifecycle assessments, widespread adoption of our technology could reduce CO2 emissions by Z million tons annually, supporting Europe's climate-neutral ambitions."*

Economic Growth and Job Creation: *"The rollout of our advanced manufacturing technology is projected to attract €A billion in investments over the next decade, stimulating regional economic growth and creating over B thousand high-skilled jobs across EU member states. This investment is expected to generate C% annual GDP growth in the advanced manufacturing sector."*

When evaluating the economic and societal benefits of a proposed innovation, it's essential to consider both its scale-up potential and its expected impacts on the European Union (EU), Member States, or Associated Countries.

By considering market expansion opportunities, scalability factors, strategic autonomy enhancements, job creation potential, and societal benefits, stakeholders can gauge the innovation's potential to generate positive and sustainable outcomes. This comprehensive evaluation not only strengthens the proposal but also aligns with EU objectives for fostering innovation, competitiveness, and socio-economic development.

2.3 Investment readiness

- Please describe the proposed measures to become investment ready and develop plans to commercialise the project outcomes (including through IP management). Please describe how you intend to validate your value proposition with potential users and customers.

- Proposal could include pilot customers with credible commitment OR at least convincingly show how potential customers/ users will be interviewed (KPIs) .
- Description of the already achieved engagement with potential customers (if existing) can erroneously be mistaken with traction, but here the requirement is not sales with customers, but early interaction and talks, tests/pilot, specifications).
- Very important: No need to show or demonstrate availability of (pilot) production facilities.

- Please describe the go-to-market pathway/strategy, what regulatory approvals might impact your go-to-market strategy, time to market, possible business and revenue model. *Please select in the box below the go-to-market pathway.*

By outlining specific measures to enhance IP management, secure investment readiness, and develop a robust commercialization strategy, you demonstrate a clear pathway to leveraging project outcomes for market impact. This approach not only attracts potential investors and partners but also ensures alignment with business objectives and regulatory requirements, paving the way for successful market entry and growth.

"To become investment ready and effectively commercialize our project outcomes, we have developed a robust IP strategy focusing on patenting key innovations and securing our competitive advantage. Our IP portfolio includes X patents filed across multiple jurisdictions, protecting novel aspects of our technology. We are currently in discussions with potential licensing partners in the [industry sector] to leverage our IP assets and expand market reach.

Additionally, our go-to-market strategy emphasizes market validation through pilot projects with leading industry players, demonstrating scalability and market demand. Financially, we project a Y% ROI within Z years, supported by validated revenue projections and strategic partnerships. We are confident that our strong team, advisory board, and comprehensive business model will position us for successful commercialization and sustainable growth."

Developing a robust go-to-market strategy is essential for successfully launching your innovation into the market.

A well-defined go-to-market strategy not only outlines how you will introduce your innovation to the market but also addresses key considerations such as regulatory approvals, time to market, and your business and revenue model. By providing a clear pathway from development to commercialization, you demonstrate readiness to execute and capitalize on market opportunities effectively. This approach enhances investor confidence, attracts strategic partnerships, and positions your innovation for sustainable growth and market leadership.

Examples:

Our go-to-market strategy focuses on targeting medium-sized logistics companies in Europe, where our AI-powered routing optimization software can significantly reduce operational costs by up to 20%. We will initially launch through direct sales channels, leveraging our network of industry contacts and conducting pilot projects to demonstrate ROI.

Regulatory approvals are critical, and we are currently pursuing CE certification to comply with EU standards for software in logistics. This process is expected to take 6-9 months, aligning with our planned product launch in Q4 of next year.

Our revenue model includes both subscription-based licensing fees and performance-based pricing, ensuring flexibility and scalability as we expand into new markets. Financial projections indicate breakeven within 18 months, with a projected ROI of 3X over the first five years based on conservative market penetration estimates."

- *If you plan to rise private capital during or shortly after the project end, please mention any concrete activities you plan to execute together with any preparation (if) needed for a successful outcome.*

a) Describe the path to market of the innovation beyond the duration of the project

If intellectual property is transferred from one organisation to one or more others - e.g. from a university to a spin-off - please describe exactly how you will proceed. If possible, involve the transfer office of your organisation.

One of the partners within consortium will directly exploit the innovation. Elaborate.

This partner may be a company or an organization that sees strategic value in integrating the innovation into its existing portfolio or operations.

or
The partner(s) will create a new company. Elaborate and be precise. When, who, how.

In this scenario, one or more partners within the consortium decide to establish a new company specifically to commercialize the innovation developed through the project.

or
The partners will licence the technology to an established company. Elaborate.

Licensing technology to an established company is a strategic approach for consortium partners to commercialize their innovation. This method involves granting rights to an established company to use, develop, and commercialize the technology in exchange for financial compensation, typically in the form of upfront fees, royalties on sales, or both.

or
None of the above. Different alternative than the ones mentioned above. Elaborate and be as precise and concrete as possible.

3. QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

Here the evaluators will assess the cost estimations against the proposed activities. They will ensure that cost estimations are reasonable and non-excessive and whether the resources proposed and the budget-split of lump sum shares will allow completing the activities as described in the proposal.
Cost estimations that are clearly overestimated or underestimated will lead to a decreased score.

Quality and efficiency of the implementation – aspects to be taken into account

- **Quality and motivation of the team**: To what extent does the (project) team have the necessary high-quality capabilities and high 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?

The quality and motivation of the project team is crucial for assessing its capability to successfully move towards the market and

create commercial value from emerging technology.

Examples:
Our project team brings together a diverse range of expertise critical to the success of our innovation in the market. With over 20 years of combined experience in [industry sector], our technical leads hold advanced degrees in [relevant fields], supported by a track record of delivering innovative solutions for [specific applications].
Our CEO has successfully led two previous startups from inception to acquisition, demonstrating a strong ability to navigate market complexities and drive growth. Our advisory board includes seasoned professionals with deep industry knowledge and networks, providing strategic guidance on market entry and scaling strategies.
Motivated by a shared vision to revolutionize [industry sector], our team is committed to creating sustainable value through our technology. We have conducted extensive market research and engaged with industry stakeholders to validate our solution's market fit and scalability. This market-driven approach ensures that we are well-positioned to capitalize on emerging opportunities and deliver a compelling investment proposition to potential partners and investors.

- **KPIs and Milestones**: Are both milestones and KPIs present, relevant and clearly defined (measurable, timed, comparable etc.) to track progress along the pathway towards objectives? Have the main risks (e.g., technological, market, financial etc.) been identified, together with measures to mitigate in order to achieve the project objectives?

By elaborating on KPIs, milestones, and risk management strategies, you demonstrate a systematic approach to project planning and execution. This not only enhances transparency and accountability but also instills confidence in stakeholders regarding your project's readiness to navigate challenges and achieve impactful outcomes. Effective management of KPIs and milestones, coupled with proactive risk mitigation, strengthens your project proposal and increases the likelihood of successful project implementation.

Examples:
"Our project incorporates a comprehensive framework of KPIs and milestones designed to track progress towards our objectives effectively. Key performance indicators include customer acquisition rate, revenue growth, and technology readiness levels, each measurable quarterly against predefined benchmarks. Milestones such as prototype development, pilot testing with industry partners, and regulatory approval milestones are clearly defined with specific deliverables and timelines.
In terms of risk management, we have identified key risks including technological feasibility challenges and market acceptance uncertainties. Mitigation measures include leveraging advanced simulation tools for early-stage validation, conducting market validation studies, and establishing partnerships with regulatory experts to expedite approval processes.
Regular risk assessments and stakeholder consultations ensure that our mitigation strategies remain adaptive to changing circumstances, minimizing potential disruptions and maximizing our ability to achieve project objectives."

- **Workplan and allocation of resources**: How appropriate and effective is the allocation of resources (person-months and equipment) in the workplan and work packages and project partners? Is the number of project partners well justified?

Examples:
"Our workplan optimally allocates resources to ensure efficient execution of project activities. Person-months are allocated based on a detailed analysis of task requirements and skill sets across our multidisciplinary team. For instance, advanced development tasks requiring specialized expertise in [specific technology] are allocated accordingly, while market validation activities leverage the expertise of partners with strong industry networks.
Equipment allocation includes state-of-the-art laboratory facilities for prototype development and testing, as well as simulation software licenses for virtual modeling. This ensures that our technological advancements are rigorously tested and validated throughout the project duration.
Regarding consortium composition, our choice of partners is strategically justified. Each partner brings unique capabilities and resources critical to achieving project milestones. Collaborations with academic institutions provide access to cutting-edge research

insights, while industry partners offer market validation opportunities and pathways to commercialization.
With a lean consortium structure, we mitigate coordination complexities while leveraging diverse expertise to accelerate innovation and mitigate project risks effectively."

a) IDENTIFY WHICH OF THE ENTITY WITHIN, OR BEYOND, THE CONSORTIUM, OWNING OR LICENCING THE IP RIGHTS, WILL BE RESPONSIBLE OF THE PATH TO MARKET BEYOND THE DURATION OF THE PROJECT.

It is important that you show a clear idea of exploitation. Include short exploitation plan and describe the business model(s) for commercialising and distribution chanels.

Identifying the entity responsible for intellectual property (IP) rights and the path to market beyond the project duration is crucial for ensuring continuity and commercialization of innovations developed within the consortium.

Examples:
"The consortium has designated [Entity X] as the primary owner of intellectual property rights resulting from project activities. This decision is based on [Entity X]'s substantial contributions to IP creation through innovative design processes and technology development funded by the project.
Beyond the project duration, [Entity X] will lead the path to market strategy by leveraging its IP portfolio to penetrate target markets in [specific sectors]. Our licensing strategy involves negotiating agreements with industry partners to commercialize proprietary technologies developed during the project. This approach ensures rapid market entry while maximizing revenue potential through strategic partnerships and licensing arrangements.
Consortium partners will collaborate closely with [Entity X] to provide technical support, market intelligence, and regulatory expertise necessary to navigate commercialization challenges. Dissemination activities will include targeted outreach to potential licensees, participation in industry conferences, and showcasing project outcomes through media channels to enhance visibility and attract investment."

Patent families (please list here all granted patents / ongoing patent applications that may be relevant for the evaluation)

This detail has been added this year, so pay particular attention to it, as it will reflect the depth of the IPR analysis carried out.

Patent applicant	Number	Title of patent	Date of filing / Priority date

3.1 Quality and motivation of the team

- Explain 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.

By elaborating on the applicants' expertise, capabilities, motivation, and collaborative partnerships, you demonstrate a compelling case for their ability to create and capture commercial value from the emerging technology. This comprehensive approach not only showcases readiness to execute but also enhances credibility and attractiveness to potential investors, partners, and stakeholders. Effective leveraging of affiliated entities and associated partners further strengthens the project's potential for achieving impactful outcomes and market success.

Examples:

"Our team brings together a blend of technical expertise, industry experience, and entrepreneurial drive essential for creating unique commercial value from our innovative technology. With over 15 years in [specific industry], our lead scientists have pioneered advancements in [technology domain], securing multiple patents and publications in renowned journals.
Collaborating closely with [affiliated entity], a leading research institute specializing in [relevant field], we leverage their state-of-the-art facilities and research capabilities to accelerate prototype development and validation. This partnership enhances our technological readiness and credibility within the scientific community.
In addition to technical proficiency, our team possesses a deep understanding of market dynamics and customer needs in [target sector]. Previous successes include commercializing [specific technology] in partnership with key industry players, resulting in substantial revenue growth and market penetration.
Supported by strategic advisors from [associated partner], a venture capital firm specializing in [industry sector], we have developed a robust business and investment proposition. Their insights into market trends and funding strategies strengthen our go-to-market strategy, ensuring scalability and long-term sustainability."

- If applicable explain, for the main exploitation partner who is and what experience have:

If you want to set up a spin-off (during or after the project period), it is very important to clarify at the time of application who is willing and able to take on which positions. These people will play an important role in the interview at the latest.

  - The CEO
  - The CSO, chief scientific officer
  - The CFO, chief financial officer
  - The rest of the main team members and their unique expertise.

- If not (yet) applicable explain how you intend to acquire them or why they are not needed.

Make sure you mention all relevant people in the proposal, both here or in the work package leader's list. It is relevant in the interview process as you can only include people already mentioned in this proposal.

This detail has been added this year, so even if it is not yet applicable to your particular project, at least a clear vision should be demonstrated (adapted to the current state of development), to ensure the solidity of the (future) business approach, comprising all financial, IPR and market focuses.

- Other countries and international organisations: If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

When discussing the participation of entities from countries or international organizations that are not automatically eligible for EU funding (such as entities from non-EU countries), it's crucial to provide a clear rationale for their inclusion in the project.

Examples:
The participation of [Non-EU Entity] in our project is crucial to its success due to their unparalleled expertise in [specific technology domain], which is pivotal for advancing our innovation objectives. Their cutting-edge research facilities and deep knowledge in [specialized field] significantly enhance our ability to develop and validate prototype solutions underpinning our project.
Additionally, [Non-EU Entity]'s established partnerships with leading global firms in [relevant industry sector] provide invaluable insights into international market trends and regulatory landscapes. This strategic advantage not only accelerates our market entry strategy but also strengthens our competitive edge in scaling our innovation globally.
Collaborating closely with [Non-EU Entity] allows us to leverage their extensive network of academic and industrial collaborators, facilitating cross-border knowledge exchange and fostering international cooperation essential for addressing global challenges in [specific application area]. Their involvement ensures that our project outcomes are globally relevant and impactful, contributing to broader societal and economic benefits beyond EU borders."

3.2 KPIs, milestones and risks

- Describe technological (e.g., performance) and go-to market milestones.Please include here also KPIs necessary to measure the achievement of the milestones (please include a narrative in this section and summarise it in table 3.3d). Include for example number of meetings with potential customers to validate initial business plan or other means of interacting with potential customers, market experts, investors and potential partners to mature your business model via market validation. Maturing both the technology and business model is a key characteristic and requirement of EIC Transition!

By elaborating on technological and go-to-market KPIs, milestones, and risk management strategies, you demonstrate a structured approach to project management and progress tracking. This approach not only enhances transparency and accountability but also positions the project for successful technological advancements and market entry. Effective integration of KPIs with milestone achievements ensures alignment with project objectives and enhances the project's overall impact and sustainability.

Examples:
"Our project integrates a robust framework of technological and go-to-market KPIs, milestones, and risk management strategies to ensure efficient progress towards our objectives. Key technological KPIs include achieving a 15% reduction in energy consumption and increasing data processing speed by 25% compared to current benchmarks by Year 2.
Go-to-market KPIs focus on validating customer demand through pilot tests with industry partners, aiming for a minimum customer satisfaction rating of 90% by Year 3. Milestones include completing prototype development by Quarter 2 and securing regulatory approvals for market entry by Year 4.
Critical risks such as technological scalability and regulatory compliance have been identified, with mitigation measures in place including iterative testing phases and proactive engagement with regulatory authorities to streamline approval processes. This comprehensive approach ensures that we maintain momentum towards commercialization while addressing potential obstacles effectively."

- Performance readiness: 100% or 50% reached.
- Proposal should include min performance KPIs that should be achieved during project life.
- Can include evolutive KPIs, e.g., mid of the project 50% performance, 100% towards the end (but not at the very end).

Make sure you include meaningful milestones every 6 months. It should be linked to a deliverable and if possible to a KPI.

- Describe the critical technical and market-related risks, which are relevant to track progress along the pathway towards objectives. Detail any risk mitigation measures (please include a short narrative

in this section and summarise it in table 3.3e). Please include here any KPI necessary to measure the achievement of the milestones.

3.3 Work plan and resources

The work plan in a lump sum proposal is essentially the same as in any proposal, except that work packages with a long duration (e.g. management, communication, dissemination and exploitation, etc) may be split along the reporting periods. In this way, the relevant activities can be paid at the end of each reporting period. This may be relevant for the cash flow in your project.

- Please describe the work plan (work packages, tasks, deliverables, time-line, etc.):
  - brief presentation of the overall structure of the work plan;
  - timing of the different work packages and their components (Gantt chart or similar);

Please use the below table when planning Reporting Periods for your project:

This table is for information purposes only and has not to be included in the final version of your proposal.

Use this table to adapt your reporting periods to your project duration. Once you know when you have the reporting work plan, you can split your general work packages (management, C&D, etc) to make sure you have cash flow during the project.

Project duration	Number of periods	RP1 duration	RP2 duration	RP3 duration	RP4 duration
12	1	12	-	-	-
18	1	18	-	-	-
24	2	12	12	-	-
30	2	12	18	-	-
36	2	12	24	-	-

(after 36 months, reporting occurs every 12 months)

- graphical presentation of the components showing how they inter-relate (Pert chart or similar);

When drawing a pert chart, please note that the meaning should be obvious to the reader. Ask friends who are not working on the project for feedback.

- detailed work description, i.e.:

Pay attention to the consistency of the work plan in terms of resources, distribution of work between partners and person-months. Have an interconnection between tasks and deliverables. You can include, for instance, a project management table and an organizational table, detailing the team members and their roles in each;
these will serve to support the identification on major progress points and, if relevant, could reflect key technological breakthrough achievements identified in the proposal;
All partners should contribute to the project- keep in mind when allocating tasks that all participants should have a valid role and adequate resources to fulfil this role.

- a list of work packages (table 3.3a);

Please do not subdivide your project into many small work packages.

Consider that in this table you should include the name of the people leading, and so, their gender. This gender balance (and part A) is used in case of proposal with same score (third criteria).

- a description of each work package (table 3.3b);
- a list of deliverables (table 3.3c);
- *Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. Each work package should be a substantial part of the work plan, and the number of work packages should be proportionate to the scale and complexity of the project.*
- *Structure each work package by breaking it down into tasks. If tasks are not appropriate, work packages can be organised according to other criteria (e.g., according to the type of work or thematically). For each task or element of the work package, describe all activities to be carried out and quantify them (e.g., number of protocols, tests, measurements, combinations, study subjects, conferences, publications, etc.). Provide enough detail to clarify who will do this work and why it is needed for the project, (e.g., the level of qualification and number of person-months for personnel, as well as the requested equipment, consumables, meetings, etc.), to justify the proposed resources and so that progress can be monitored, including by the Commission.*
- *Resources (person-months) assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management' 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.*
- *You will be required to update the 'plan for the dissemination and exploitation of results including communication activities', and a 'data management plan', (this does not apply to topics where a plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.*
- *Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.*

- a list of Key Performance Indicators (KPI) and milestones (table 3.3d);
- a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.3e);
- a table showing number of person months required (table 3.3f);

This table of PM, should make sense with the role of each partner and the resources used.

- a table showing description and justification of subcontracting costs for each participant (table 3.3g);
- a table showing justifications for 'purchase costs' (table 3.3h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.3i);

- if applicable, a table showing in-kind contributions from third parties (table 3.3j);
- if you want to deviate from the maximum recommended budget (Euro 2.5 mln) and/ or duration (36 months), please DO explain AND motivate why this is really necessary.

Tables for section 3.3

Use plain text for the tables in section 3.3. If the proposal is invited to start Grant Agreement preparation, these tables will have to be encoded in the grant management IT tool, where no graphics or special formats are supported.

Table 3.3a: List of work packages

In lump sums, payment can be claimed after the completion of a work package. Therefore, should you wish to get a payment after the first reporting period (month 12), please ensure you complete a work package at month 12."

Work package No	Work Package Title	Lead Participant NO	Lead Participant Short Name	First name and family name of the Work Package Leader	Gender of Work Package Leader	Person-Months	Start Month	End month
						Total person-months		

I confirm that this is a Women-led consortium (the majority of the WP leaders plus the coordinator).[6]	Yes No

Table 3.3b: Work package description

For each work package:

Work package number	
Work package title	

6 Women-led consortia means consortia where at least 50% of Work Package leaders including the consortium coordinator are women (as explained in the EIC Work Programme under Glossary section).

Participants involved in each WP and their efforts are shown in table 3.3f. Lead participant and starting and end date of each WP are shown in table 3.3a.)

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants. For each task, quantify the amount of work. Provide enough detail to justify the resources requested and clarify why the work is needed and who will do it. Deliverables linked to each WP are listed in table 3.3c (no need to repeat the information here).

Table 3.3c: List of Deliverables

Only include deliverables that are meaningful to the intended outcome of the project (e.g. no project hand book). The content of the technical deliverables should target scientific or technology expert monitors and focus on outcomes and results rather than description of the activities and processes.

You must include as distinct deliverables

- project website by month 2 (preferably .eu)
- data management plan (DMP) by month 6 (the DMP will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available in the Online Manual on the Funding & Tenders Portal).
- Draft business plan (including a draft Business Model Canvas) by month 12
- Final business plan (including a draft Business Model Canvas) by the end of the project
- Report on IP management (ideally a FTO analysis to be performed during the execution of the project)
- Plan for dissemination and communication activities within the first 6 months of the project.

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

R: Document, report (excluding the periodic and final reports)
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
DATA: Data sets, microdata, etc.
DMP: Data management plan
ETHICS: Deliverables related to ethics issues.
SECURITY: Deliverables related to security issues
OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:

Use one of the following codes:

PU: Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)
SEN: Sensitive, limited under the conditions of the Grant Agreement
Classified R-UE/EU-R: EU RESTRICTED under the Commission Decision No2015/444
Classified C-UE/EU-C: EU CONFIDENTIAL under the Commission Decision No2015/444
Classified S-UE/EU-S: EU SECRET under the Commission Decision No2015/444

Delivery date:

Measured in months from the project start date (month 1)

Table 3.3d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification (KPI)

Make sure regular and meaningful milestones are set every six months (see also the definition of the milestones at the beginning of the template). Milestones must be major achievements, decision points on whether the work (objectives and tasks) should continue as planned, modified or terminated. All milestones should be associated with deliverables and/or additionally be phrased in specific, quantitative terms where

possible and relevant (means of verification (KPI)), which will verify the attainment of the milestones. In other words, how long will it take and what are the intermediate and final checks/verifications for success?

KEY

Due date:

Measured in months from the project start date (month 1)

Means of verification:

Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated. Please include here any KPI necessary to measure the achievement of the milestones.

Table 3.3e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical 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.

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.

Table 3.3f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person - Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

Table 3.3g: 'Subcontracting costs' items

It is crucial to emphasize that subcontracting actions should not involve any essential developments that the consortia could achieve on its own. Doing so may expose potential shortcomings in the current consortia's capabilities, thereby undermining the credibility of your proposal.

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.3h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services') exceeds 15% of the personnel costs for that participant (according to the budget table in the proposal). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs

are below 15% of personnel costs. Please be aware that CFS and audit costs are not needed and therefore not eligible in lump sum.

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.3i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participant that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
...		

Table 3.3j: 'In-kind contributions' provided by third parties

Please complete the table below for each participant that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	**Category**	**Cost (€)**	**Justification**
	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		

ANNEXES TO PROPOSAL PART B

There is no possibility to upload Letters of Intent (LOI). If you would like to include any, you must integrate them in Part B. However, you can quote from the LOIs.

The annexes to be uploaded for this call are (standard templates are published in the Funding & Tenders portal):

- **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.
- **LUMP SUM DETAILED BUDGET TABLE**
- **CLINICAL TRIALS:** Annex with information on clinical trials
- **ETHICS:** ethics self-assessment should be included in proposal part A. However, in calls where several serious ethics issues are expected, the character limited in this section of proposal part A may not be sufficient for participants to give all necessary information. In those cases, participants may include additional information in an annex to proposal part B.

Notes

Access2EIC

National Contact Points for Innovation

Access2EIC

ACCESS2EIC is a 84-months coordination and support action aimed to empower and facilitate transnational cooperation within the network of National Contact Points – NCPs focused on the Horizon Europe European Innovation Council – EIC and the European Innovation Ecosystems - EIE. It involves a consortium made of formally appointed NCPs.

ACCESS2EIC comprise a network of 16 partners:

1. AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA (APRE), Italy
2. CENTRO PARA EL DESARROLLO TECNOLOGICO INDUSTRIAL (CDTI), Spain
3. ÖSTERREICHISCHE FORSCHUNGSFÖRDERUNGSGESELLSCHAFT MBH (FFG), Austria
4. INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK (IPPT PAN), Poland
5. NATIONAL TECHNOLOGICAL INNOVATION AUTHORITY (IIA), Israel
6. DEUTSCHES ZENTRUM FUER LUFT – UND RAUMFAHRT EV (DLR), Germany
7. INNOVASJON NORGE (IN), Norway
8. BPIFRANCE FINANCEMENT SA (BPIFRANCE), France
9. IDRYMA TECHNOLOGIAS KAI EREVNAS (FORTH), Greece
10. ENTERPRISE IRELAND (EI), Ireland
11. ANI – AGENCIA NACIONAL DE INOVACAO, SA (ANI), Portugal
12. GIS-TRANSFERCENTER FOUNDATION (GIS-TC), Bulgaria
13. CENTRUM VEDECKO TECHNICKYCH INFORMACII SLOVENSKEJ REPUBLIKY (CVTISR), Slovakia
14. NEMZETI KUTATASI FEJLESZTESI ES INNOVACIOS HIVATAL (NKFIH), Hungary
15. TECHNOLOGICKE CENTRUM AKADEMIE VED CESKE REPUBLIKY (TC CAS), Czechia
16. MINISTERE DE L'ENSEIGNEMENT SUPERIEUR, DE LA RECHERCHE ET DE L'INNOVATION (MESRI), France

www.access2eic.eu

Join us on

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