Traction
Opera co-creation for a social transformation

Innovation Management Plan

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Control sheet

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Legal disclaimer

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Abbreviations

Abbreviation	Definition
CIP	Competitiveness and Innovation Framework Programme
DoA	Description of Action
EC	European Commission
ES	Spain
FP7	Framework Programme 7
GA	General Assembly
H2020	Horizon 2020
ICT	Information and Communication Technologies
IPR	Intellectual Property Rights
IT	Information Technologies
MARL	Market Adoption Readiness Level
PT	Portugal
PU	Public
R&D	Research and Development
R-W-W	Real-Win-Worth-It
SME	Small and Medium Companies
TRL	Technology Readiness Level
WP	Work Package

Executive summary

The objective of T1.1 Project and Innovation Management, within WP1, is to deal with the overall management of the TRACTION project. As part of this task, the consortium also makes sure that the project work plan is adjusted as needed in order to seek that the final results of TRACTION are implemented in such a way that they best meet the needs of the market with the technologies available at the time. TRACTION has appointed an Innovation Manager (Esther Novo from VICOM), who:

- Works with partners and stakeholders to keep track of end-user needs and of the state of the art of products and services available in the market (competition).
- Makes sure that the planned work is adjusted as needed to adapt it to the all the time moving target.

Therefore, this deliverable describes the plan and guidelines for innovation management in the project, including links to exploitation management strategies where necessary. The document is structured as follows:

- Section 1 includes an introduction to the TRACTION projects and the deliverable itself.
- Section 2 introduces the Innovation Process in collaborative environments, and H2020 projects in particular.
- Section 3 describes the TRACTION Innovation Management approach and the project's innovation potential.
- Section 4 includes the Innovation Management Strategy and tools that will be used in the project.
- Section 5 finally sumarises the conclusions of the document.

1 Introduction

1.1 TRACTION concept and approach

Opera uses all the visual and performing arts to create extraordinary worlds of passion and sensibility. It is rightly recognised as a great achievement of European culture. And yet a form that once inspired social and artistic revolutions is often seen as the staid preserve of the elite. With rising inequality and social exclusion, many see opera—if they think of it at all—as symbolic of what is wrong in Europe today. TRACTION aims to change that using opera as a path for social and cultural inclusion, making it once again a force for radical transformation.

We do not want to make opera palatable to those who do not attend. We want to define new forms of artistic creation through which the most marginalised groups can work with artists to tell the stories that matter now. By combining best practice in participatory art with digital technology's innovations of language, form and process, we will define new approaches to co-creation and innovate in three fields: a) Opera creation and production; b) Immersive and interactive digital media; and c) Social integration and community development.

Experimental projects in inner-city Barcelona (ES), a youth prison in Leiria (PT) and diverse communities in Ireland will test and share new ideas. Bridging the social and cultural divides involved will challenge many existing beliefs, structures and habits. The exceptional resources of the TRACTION partnership will help us meet that challenge through mutual support. The immediate outcomes will be new routes for social and economic integration for the people involved, better relationships between opera producers and society, and cutting-edge technological development. But the long-term prize is the definition of new processes that renew the art's potential to build cohesive societies and imagine a revitalised, common culture in which everyone can feel that they belong.

1.2 Purpose of the deliverable

This deliverable describes the plan and guidelines for innovation management to be followed during the TRACTION project development. The document provides supporting literature with regards to the concept of innovation and innovation management, to ensure its understanding. In addition, some of the main innovation management tools are described. The TRACTION innovation management plan is dynamic and will be adapted during the project both according to the timeline and the achieved results.

1.3 Intended audience

The dissemination level of D1.3. is public (PU). This deliverable is intended to serve as an internal guideline for the appropriate innovation management of the TRACTION project. The main goal is for all beneficiaries to understand the procedures dealing with innovation management. It may also be an informative report for those external partiers interested on different aspects concerning TRACTION innovation potential and its development.

2 Innovation Process

With a view on addressing innovation management in collaborative environments such as the present project, the concept of innovation must be first be understood. In the context of H2020, the TRACTION Innovation Management Plan will be based on the European Commission's (European Commission, 1995) definition for innovation, which is the "*successful production, assimilation and exploitation of novelty in the economic and social spheres*". From this perspective, innovation offers new solutions to problems and responds to the needs of both the individual and society.

Innovation points organisations towards ambitious long-term objectives, leads to the renewal of industrial structures, and fosters the emergence of new sectors of economic activity. Technological advances, changes in customer behaviour, intensified competition and the changing business environment are some of the key factors that are increasing the need for innovation (Goffin & Mitchell, 2010).

Innovation is also related to the organisations' ability to recognise opportunities in the market and to establish commercial relationships in order to make them economically viable. However, one of the biggest challenges organisations face is how to manage the innovation process. Innovative organisations are influenced by their macro-environment. The quality of the educational system, the regulatory, legislative and fiscal framework, the competitive environment and the firm's partners, the legislation on patents and intellectual property, and the public infrastructure for research and innovation support services are all examples of factors impeding or promoting innovation. The fabric of economic and social activities in a region constitutes the innovation systems, whose dynamics are a complex matter. Innovation systems can be defined as "*the elements and relationships which interact in the production, diffusion and use of new, and economically useful, knowledge and are either located within or rooted inside the borders of a nation state*" (Lundvall, 1992).

The lack of a common definition for innovation is partly due to its multidisciplinary origin and, thus, influences the theory on innovation management. Various models of innovation break down the innovation process into various stages (Palmberg, 2006). The innovation processes have some common basic activities that support the generation of ideas for new product and process development and the management of the entire innovation process. These fundamental activities are as follows:

- Generation of ideas which potentially could become new products or processes after implementation,
- Acquisition of knowledge on the generated ideas, and
- Implementation and market monitoring to verify customer satisfaction and after sales.

Innovative organisations have a number of characteristics that can be grouped into two major categories of skills: strategic skills (long-term view; ability to identify and anticipate market trends; ability to collect, process and assimilate technological and economic information) and organisational skills (mastery of risk; internal cooperation, and external

cooperation with public research, consultancies, customers and suppliers; involvement of the whole firm in the process of change, and investment in human resources).

In fact, innovation needs to be part of the organization's culture. Areas such as Project Management or Research and Development are key elements for enabling innovation. However, all the company must share this culture and to achieve this at an organisation level, Human Resources will play an important role, since it is the department responsible for promoting the training of the staff.

Advances in information technology are rapidly changing the market environment, and companies need to look outside to identify new skills and knowledge. In this context, the ability to innovate, by combining internal and external knowledge, is becoming one of the most critical components that leads to a sustainable competitive advantage (Stanko & Calantone, 2001).

According to the literature, the stages of development and pre-development activities belong to technology management (Specht, 2002). The field of R&D management is determined by adding upstream fundamental research, as well as product and process development. Finally, innovation management includes the final product and market introduction phase. TRACTION aims to tackle all phases of innovation management.

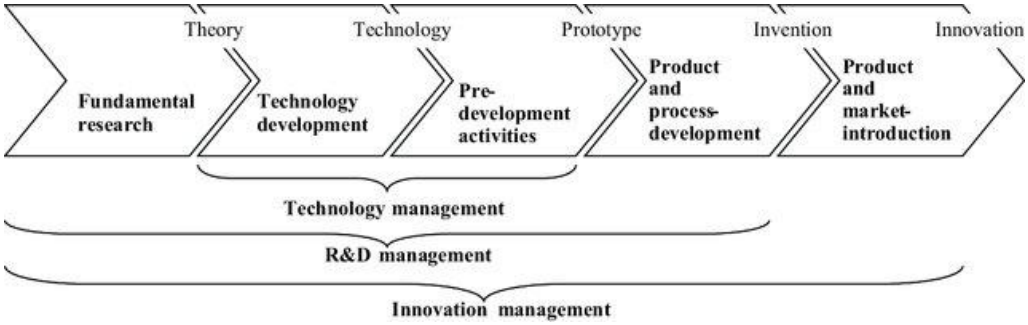

Figure 1 Classification of management phases (Specht, 2002)

3 Innovation Management

3.1 Innovation Management Approach

The different models following the innovation management approach do not focus on the development of innovation itself, but rather on the evolution of companies' innovation management strategies under different social, economic and political circumstances. Among the infinite innovation management strategies, the approach chosen for the TRACTION project is commonly known as Open Innovation. This method supports the idea that innovation occurs as a result of interactions between different actors, rather than being the result of an isolated genius (Von Hippel, 1988).

In the current interconnected world, it is becoming impossible for organisations to remain isolated, making it necessary to integrate internal and external ideas and complementary technologies. In fact, this idea of interconnectivity is supported by the European Commission's H2020 programme and is the basis of the present project. Collaborative approaches to the research and innovation process have shown to deliver a positive effect on the results of innovation activities and business profitability.

Chesbrough (2003) defined the concept of Open Innovation as a strategy that leverages internal and external sources of ideas and takes them to market through multiple paths. According to the author, collaboration allows for high innovation rates and efficient product development, and the cooperation capacity of organisations through agreements lets ideas flow across organisational boundaries.

The term Open Innovation from the firm level is opposed to Closed Innovation (Chesbrough, Vanhaverbeke, & Wet, 2006), where the innovation process, from conception of the idea to marketing, happens internally in the organisation. One of the pillars of Closed Innovation is the profit generated by pioneering innovation in the market. In Open Innovation, not only the internal environment of the organisation is involved, but also the external environment.

Some of the advantages of developing Open Innovation strategies, i.e. rely on external research and development, compared to relying just on the organisation's internal R&D, are the possibility of exploring new markets and the increased flexibility. Furthermore, Open Innovation strategies facilitate access to new markets and new knowledge, allow to share both risks and resources in the process, support innovation, and foster the creation of new value, the confrontation of ideas and practices, and the creation of synergies. Therefore, collaboration networks represent a promising paradigm in a knowledge-driven society, also enabled by the current advances in Information and Communication Technologies (ICT).

However, there are also certain barriers to overcome when following an Open Innovation strategy, such as the dependence on the underlying value system, the difficulty in identifying the "added value" contributed by each partner, the complicated distribution of income and liabilities, and the change in valuable aspects from tangible to intangible. Some of the key factors that influence collaboration are the existing incentive schemes, the trust

relationships established with other organisations, the management process, the ethical code and culture of the organisation, as well as the negotiation of contracts and collaboration agreements.

In order to develop these strategies, the TRACTION partners need to build certain core capabilities (Smith, 2013). Organisations must rely on their absorption capacity to integrate sophisticated and costly technology. Moreover, they have to recognise the value of new external information, assimilate that information and apply it to the market, making use of efficient generation and integration processes. Organisations have to be able to code and share their knowledge. Finally, organisations need to develop an effective connection capacity to build and maintain relationships with partners, particularly with complementary entities and competitors.

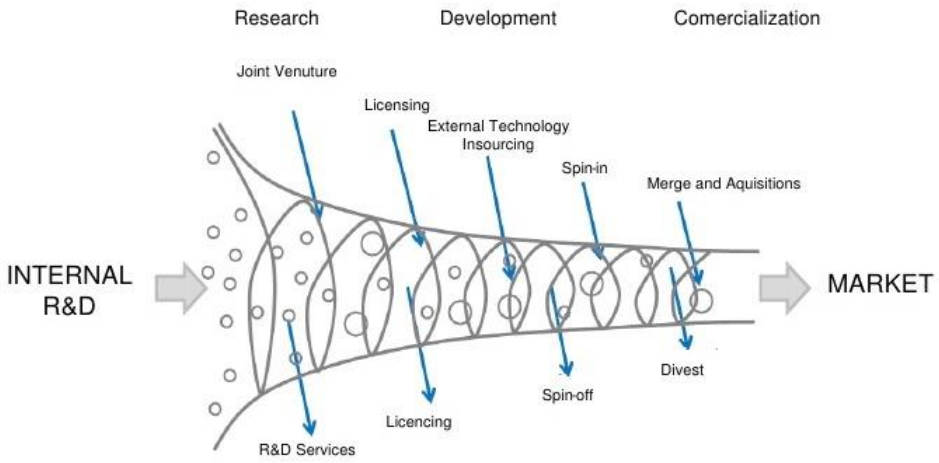

Figure 2 Open Innovation Funnel, modified from Chesbrough (2003)

3.2 TRACTION's Innovation Potential

TRACTION is rooted in opera, and will contribute substantially to the development of that quintessentially European art. But it is equally ambitious in relation to social integration and technological advancement. Indeed, the three areas are conceived as mutually supportive and the project's success depends on the balance between them. Our multidisciplinary team of artists, practitioners and academics includes specialists in all three fields. TRACTION will enable them to learn from—and challenge—one another in a collaborative culture that reduces intellectual and organisational divisions. This approach is creative in itself, and it is designed to support real innovation in each area:

- **Social integration**: by building on the best European experience in community development practice, TRACTION will not only ensure positive outcomes for participants but define a replicable model for building relationships with marginalised communities. A clear, principle-based model will be developed to protect respect for human rights, dignity and autonomy and provide evidence-based guidance on cultural co-creation and inclusion. TRACTION aims to define an innovative model that is replicable and sets the standard for future good practice.
- **Opera creation and production**: opera will only survive as a living form if it continues to renew itself. Among its greatest contemporary challenges are the era-defining impact of digital technology on cultural production, distribution and consumption, and the perception of opera's irrelevance or elitism that many people feel in our increasingly diverse and unequal societies. TRACTION confronts both head-on, with the aim of creating innovative ways of using new technology in the process of co-creation and of opening the form to different communities. It will demonstrate the viability and potential that exists when opera is created and experienced in radically new ways.
- **Technological advancement**: new technology changes not only how art is seen but how it is made and, as the invention of photography shows, people can take a long time to adapt to the new reality. So far, the classical arts have made cautious use of digital technology, rarely going much beyond marketing and education. TRACTION will take this opportunity much further. The toolset developed and tested during the project will bring innovative new possibilities to artists and producers, helping them transform their offer to audiences. The ideas and tools created will have potential for use beyond the arts, for example in user-centred products and services for tourism, retail, architecture etc. They will contribute to keeping European technology at the forefront of innovation and economic exploitation.

4 Innovation Management Strategy

4.1 Overall Framework

Some of the fundamental activities to be developed in this and any innovative process are as follows:

- Generation of ideas which potentially could become new products or processes;
- Acquisition of knowledge on the generated ideas; and
- Implementation and market monitoring to verify customer satisfaction and after sales.

Innovation management within European projects is a process that requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. Corresponding business models and process innovations are hence an integral part of creating, adapting, and maintaining a product or service to market maturity. These new business models and process innovations are very often triggered through technological innovations, which act as enablers, but also generate requirements for the development of technology.

As part of the TRACTION management structure, the Innovation Manager reports to the Steering Committee and also provides guidance to the Consortium with regard to best practices on innovation management, such as:

- Planning for innovation success, understanding and using innovation management techniques and processes during the lifetime of the project;
- Identifying and fostering innovation enablers/driving factors;
- Evaluating and improving the performance of the innovation management system;
- Identifying the “go to market” needs of high potential innovations;
- Systematically capture structured data on project innovations, related to innovation readiness, innovation management, and market potential (both TRL – Technology Readiness Level, and MARL – Market Adoption Readiness Level); and
- Identification and exploitation of positive spill-overs.

Innovation does not just require new technologies and products, but also new business models. In the European knowledge economy, production and services are based on knowledge-intensive activities. These activities contribute to an accelerated pace of technical and scientific advance. We will use existing business model tools and strategies to:

- Brainstorm and quick scan tooling for new Business Models focussed on formulating value propositions, branding and market segmentation in relation to organisational resources and capabilities and earning logics (examples: Business Model Canvas helps to structure the process of business model innovation and to early on deal with issues of business model implementation);
- Test Business Models in different scenarios;
- Define roadmaps on how to move to a new Business Model;

- Analyse impact for business processes, applications and IT infrastructure when Business Models are implemented;
- Align new Business Models with relevant partners in the environment of the SME (their eco-system), but also with existing IT-systems, platforms and architectures; and
- Facilitate codification, transfer and adaptation of successful BMs from other sectors and countries.

4.2 Framework for Assessment

The aim of this section is to let partners know about the processes or steps that the Innovation Manager will follow to make sure that the previously established innovation TRACTION objectives are adapted to trend on the market. In order to achieve this, trends in the field of R&D must be closely and regularly monitored, as well as market breakthroughs. Some of the tasks for the overall assessment are:

- The TRACTION Innovation Management Plan will be first submitted during month 6 of the project and will be regularly updated throughout its development.
- Each partner will be responsible of updating the rest of the consortium in case they are aware of events affecting the Innovation Management of the project.
- A slot of the consortium meetings will be dedicated to the analysis of the Innovation Management strategy.
- Possible risks will be previously identified and classified according to the likelihood of occurrence.
- Given the context of a non-identified and unexpected threat emerges, the Innovation Manager will call for a meeting to the Steering Committee in order to jointly determine the next steps.

Below, we present a brief explanation of the work to be carried out in each of the innovation management activities:

- **Innovation management plan and tools preparation**. During the initial stages of the TRACTION project, the set-up and launch of innovation management system and processes will take place.
    - Identification of the most relevant sources to conduct market and technological monitoring,
    - Selection of appropriate Innovation Management tools to be used and implemented throughout the TRACTION project.
- **IPR Management principles.** Related to these initial activities, IPR management mechanisms will also be defined as part of *T5.3 Exploitation activities and IPR Management* and links will be established with the Innovation Management Strategy for coherence and consistency.
- **Innovation Management data gathering, analysis and refinement**. The Innovation Manager will gather information related to potential innovations developed in TRACTION from all project participants using any of the tools identified in the following section of this document, or others when appropriate. Information will be compiled and analysed in parallel to the Steering Committee

meeting schedule for the project. In every cycle, previously collected information will be checked and updated as required. Moreover, Innovation and IPR results will be used to identify, assess, and prioritise ideas, stablishing links between potential innovations and identified results, as well as their route to market.

- **Market monitoring and links to exploitation strategy**. Within this task, and in liaison with the *T5.3 Exploitation activities and IPR Management*, TRACTION will monitor market needs and technical evolutions. This activity includes the continued monitoring of the market and technological data sources in the innovation areas identified. It also includes the filtering and distribution of the relevant information within the project stakeholders.

4.3 Innovation Management Tools

For an efficient innovation management during the project, a number of specific tools have been proposed in order to respond to the innovation management requirements. The Innovation Manager and Steering Committee will be held responsible for these tools and procedures and will be implemented by all Consortium members.

4.3.1 S-curve Framework

A tool that can aid in the identification of technological innovations is the S-curve (Foster, 1986) often used to describe the origin and evolution of technologically discontinuous or radical innovations. The S-curve framework can also be used at the firm level for planning new technology development and has become a centrepiece in technology strategy. As depicted in the figure below, during early stages of technology the rate of progress in performance is relatively slow. Then the improvement increases, after been understood, controlled, and diffused. In a mature stage, technology will approach a limit.

Figure 3 Technology/Marketing S-curve, adapted from (Foster, 1986)

4.3.2 Stage Gate Model

The “Stage Gate” model (Cooper, 1990) is the industry standard for managing new product innovation excellence. It integrates numerous performance-driving practices into easy-to-understand steps for success. Its design engages users of all decision-levels and functions, enabling quality execution, timely decisions, alignment, and speed. This process allows products to reach markets faster and organisations to generate better profits.

The Stage-Gate business process and risk model designed to transform an organisation's new ideas into new product, fostering a culture of product innovation excellence: product leadership, accountability, high-performance teams, customer and market focus, robust solutions, alignment, discipline, speed and quality. The model takes the complex innovation process and divides it into smaller stages (project activities) and gates (where business evaluations and decisions are made).

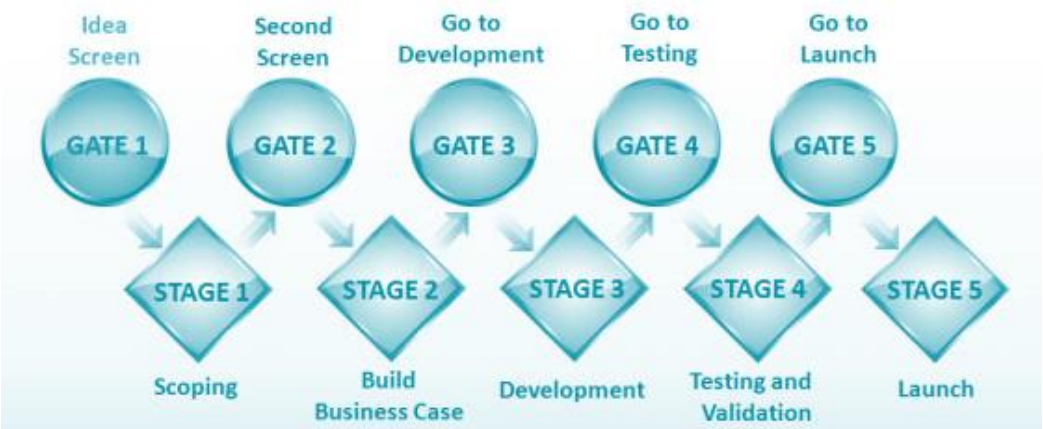

Figure 4 Stage-Gate Innovation Process

4.3.3 Funnel Model

The “Funnel” model (Wheelright & Clark, 1992), as well as the Stage Gate model, have become reference models for innovation management. Many models that have emerged since are variations of these two models.

As represented in the Figure below, the overall innovation process starts with a broad range of inputs and gradually refines and selects from them, creating a reduced number of formal projects that can be completed and introduced in the market. The phases of the funnel are: input of ideas, development goals, project planning, project management, execution, learning, improved post-project. The limits of the funnel represent the boundaries of the organisation, in the case of TRACTION, they represent the boundaries of the project’s consortium.

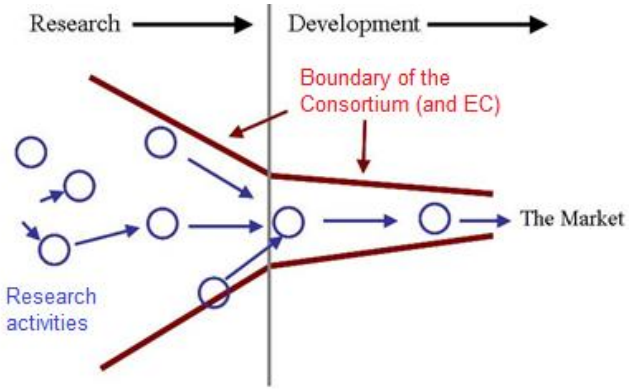

Figure 5 Innovation Funnel (Modified from Wheelright & Clark, 1992)

4.3.4 Risk Matrix

To balance TRACTION 's innovation portfolio, the consortium needs a clear picture of how its activities fall on the spectrum of risk. The risk matrix employs a unique scoring system and calibration of risk to help estimate the probability of success or failure for each project based on how big a stretch it is: the less familiar the intended market (x axis) and the product or technology (y axis), the higher the risk.

A position on the matrix is determined by its score on a range of factors, such as how closely the behaviour of targeted customers will match that of the TRACTION partners' current customers, how relevant their brands are to the intended market, and how applicable the technology capabilities are to the new product. The Innovation Manager together with the Steering Committee will conduct the evaluation, with the support of the WP Leaders and Trial Leaders. Team members will rate each activity independently and then explain their rationale. They will discuss reasons for any difference of opinion and seek consensus. The resulting scores serve as the project's coordinates on the risk matrix.

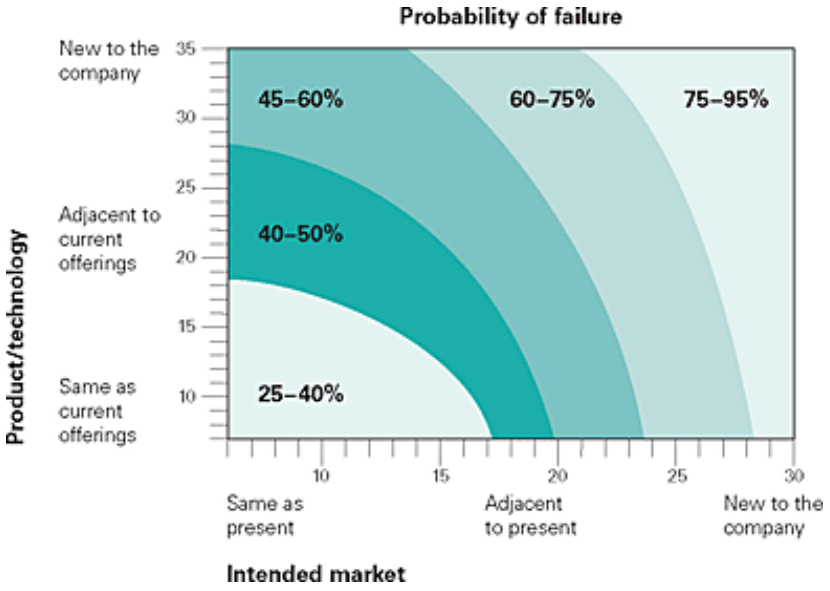

Figure 6 Risk Matrix for innovations

4.3.5 R-W-W Screen

The Real-Win-Worth-It screen, sometimes known as the Schrello screen, is a tool built on a series of questions about the innovation concept or product, its potential market, and the consortium's capabilities and competition. It is not an algorithm for making go/no-go decisions, but a disciplined process that can be employed at multiple stages of product development to expose faulty assumptions, gaps in knowledge, potential sources of risk, and to ensure that every avenue for improvement has been explored. The R-W-W screen can be used to identify and help fix problems that are miring a project, to contain risk, and to expose problems that might lead to termination of an activity.

The R-W-W screen can be used to evaluate individual activities, concepts, or ideas by answering questions in three broad topic areas: "Is it real?" explores the nature of the potential market and looks at the feasibility of building the product. "Can we win?" considers whether the innovation and the company can be competitive. "Is it worth doing?" examines the profit potential and whether developing the innovation makes strategic sense (Annex I).

4.3.6 Innovation Radar

The Innovation Radar is an initiative of the European Commission focused on the identification of high potential innovations in FP7, CIP and Horizon 2020 projects. It supports innovators by suggesting a range of targeted actions to assist them in fulfilling their potential in the market. This initiative involves: assessing the maturity of innovations developed within the projects and identifying high potential innovators and innovations; providing guidance during the project duration in terms of the most appropriate steps to reach the market; and supporting innovators through entrepreneurship initiatives to cover specific needs concerning networking, access to finance, Intellectual Property Rights, etc.

According to De Prato, Nepelski, and Piroli (2015) the market potential and innovation readiness are among the strongest dimensions of the ICT innovations developed in the projects analysed in the report, while innovation management has the most room for improvement. In the context of TRACTION , the structured questionnaire that is used to review projects with respect to their innovative output by the innovation radar can be used to perform an internal qualitative evaluation of the potential innovations developed within the project (see Annex II).

4.3.7 Monnier's Innovation Matrix

According to the literature reviewed, very few authors have addressed the problem of managing collaborative innovation projects. The Monnier's Innovation Matrix (Monnier & Zolghadri, 2010) is a tool aimed at measuring the level of innovation of an offer or an organisation. The study suggests a method for measuring innovation in seven levels that can be applied to most industrial companies. The tool is composed of a two-dimensional matrix where the "X" axis represents the market level and the "Y" axis the new idea. This matrix will serve as a means to evaluate the technical level of the products or the relevance of a new service based on this new idea.

This tool could be considered as an efficient collaborative work platform, for the benefits of an innovation project management. Moreover, the Matrix could be used for evaluation of the innovation level for an offer, a supplier, for the evaluation of the innovation capability of the main outputs of a research study, as a strategic tool for decision making (e.g. patents), etc.

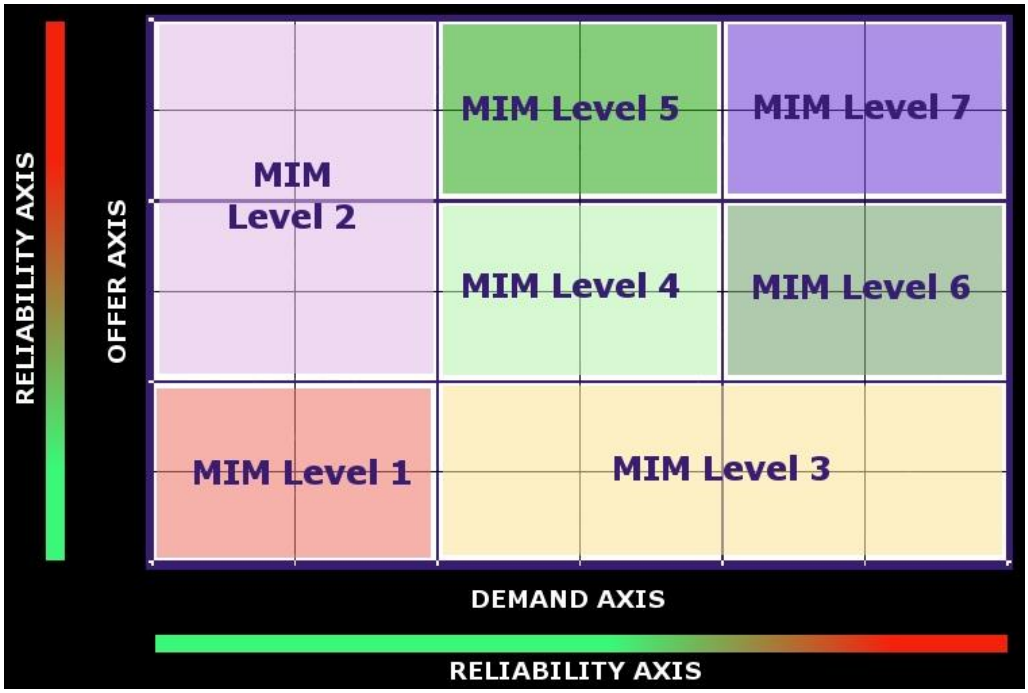

Figure 7 Monnier's Innovation Matrix

5 Conclusion

Innovation management is a process which requires an understanding of both market and technical issues, with a goal of successfully implementing appropriate creative ideas. TRACTION sees corresponding business models and process innovations as an integral part of creating, adapting, and maintaining a product or service to market maturity. To this end, an innovation management plan and strategy has been defined from the early beginning of the project to foster developments in social integration, opera creation and production, and technological advancements.

This report provides the required literature and enables the reader to fully understand the chosen innovation management approach for the TRACTION project. This deliverable will also serve as guidance for consortium members and will be updated throughout the development of the project, in order to adjust to the innovation activity requirements. Thus, the Innovation Management Plan is considered as an adaptive living document and it will be further updated according to different project phases.

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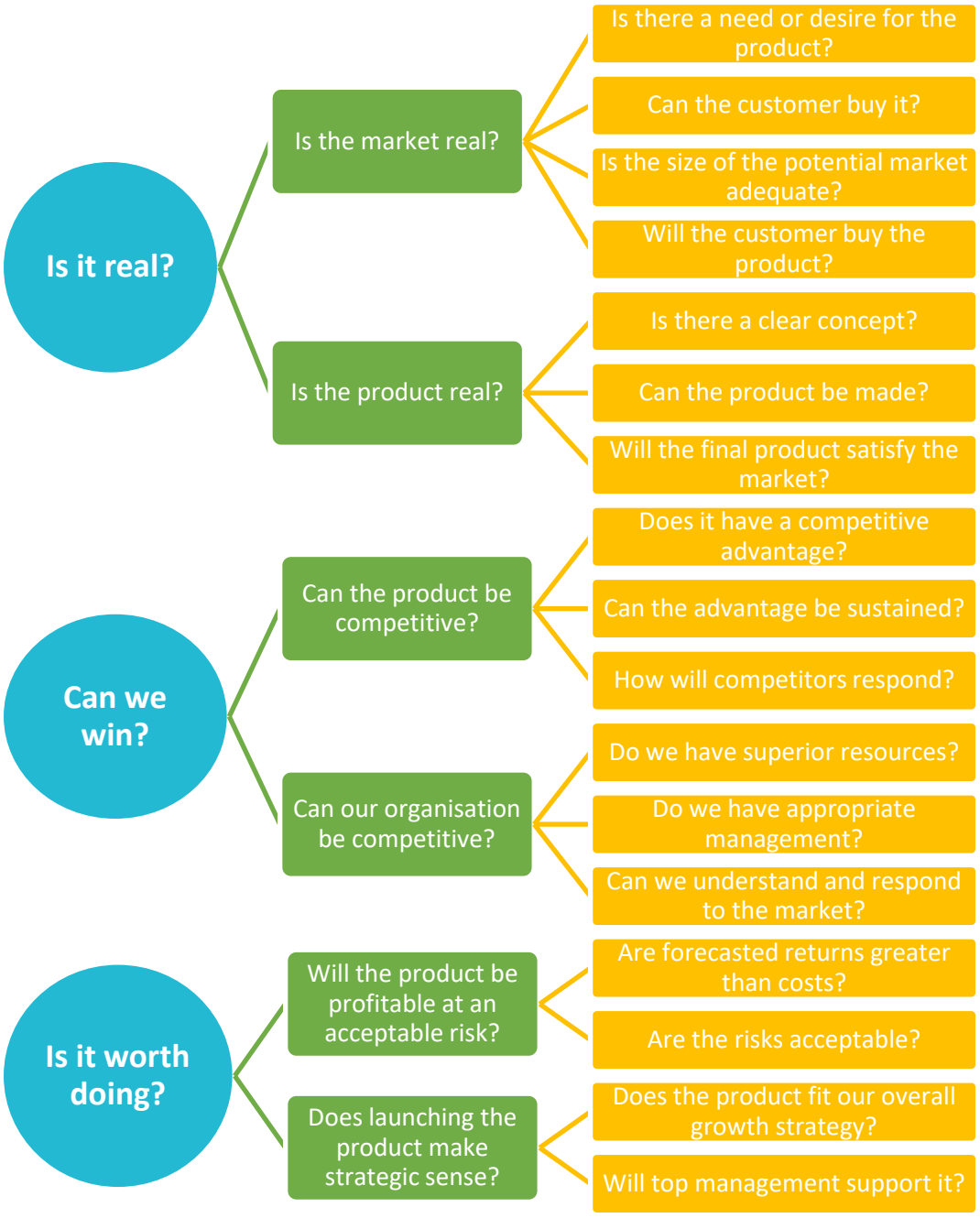
Annexes

Annex 1 - R-W-W Questionnaire



Annex 2 - Innovation Radar Questionnaire

Innovation Radar Questionnaire by EC DG CONNECT

Note: the first 16 questions below are to be answered for **each** innovation the project develops (up to a maximum of 3 innovations).

1) **Describe the innovation (in less than 300 characters, spaces included):**

2) **Is the innovation developed within the project…:**
   a) Under development
   b) Already developed but not yet being exploited
   c) being exploited

3) **Characterise the type of innovation (only to be answered if 2b or 2c is selected)**
   - Significantly improved product
   - New product
   - Significantly improved service (except consulting ones)
   - New service (except consulting ones)
   - Significantly improved process
   - New process
   - Significantly improved marketing method
   - New marketing method
   - Significantly improved organisational method
   - New organisational method
   - Consulting services
   - Other

4) **If other, please specify:**

5) **Characterise the macro type of innovation (only to be answered if "under development" is selected for Q2):**
   - Product
   - Marketing method
   - Organisational method
   - Process
   - Service (non-consulting)
   - Consulting service
   - Do not know yet

6) **Will the innovation be introduced to the market or deployed within a partner:**
   a) Introduced new to the market (commercial exploitation)
   b) Deployed within a partner (internal exploitation: Changes in organisation, new internal processes implemented, etc.)
   c) No exploitation planned

7) **If no exploitation planned, please explain why no exploitation is planned (answer only if 6(c) is selected)**

8) **Is there a clear owner of the innovation in the consortium or multiple owners?**
   - A clear owner
   - Multiple owners

9) Indicate who is the "owner" of the innovation: …

10) Indicate the step(s) already done (or are foreseen) in the project in order to bring the innovation to (or closer to) the market (answer only if 6(a) is selected)

	Done	Planned in project	Not Planned	Desirable
1. Technology transfer				
2. Engagement by Industrial research team of one of their company's business units in project activities				
3. Pilot				
4. Capital investment (VC, Angel, other)				
5. Investment from public authority (national, regional)				
6. Business plan				
7. Prototyping				
8. Market study				
9. Demonstration or Testing activities				
10. Feasibility study				
11. Launch a start-up or spin-off				
12. Other				

11) If other, please specify

12) Indicate which participant(s) (up to a maximum of 3) is/are the key organisation(s) in the project delivering this innovation. For each of these identify under the next question their needs to fulfil their market potential.

Org1:
Org2:
Org3:

13) Indicate their needs to fulfil their market potential

	Investor readiness training	Investor introductions	Biz plan development	Expanding to more markets	Legal advice (IPR or other)	Mentoring	Partnership with other company (technology or other)	Incubation	Startup accelerator
Org 1									
Org 2									
Org 3									

14) When do you expect that such innovation could be commercialised? (answer only if 6(a) is selected)

- Less than 1 year
- Between 1 and 2 years
- Between 3 and 5 years
- More than 5 years

15) Have any of the project partners…

(only to be answered if "Done" or "Planned in Project" is chosen for 10.5 "Investment from public authority")

a) already applied for support from private investors

b) already applied for investement from public authorities
c) Planning to start discussions with private or public investors

16) Which partners are in discussion with investors (or are planning such discussions)?

(the above questions are to be answered for **each** innovation developed by the project, up to a maximum of 3 innovations)

General Questions

(questions below are to be answered once in the project review, not for each innovation)

1) How does the consortium engage end-users?
- End user organisation in the consortium
- An end user organisation outside of the consortium is consulted
- No end user organisation in the consortium or consulted

2) Are there in the consortium internal IPR issues that could compromise the ability of a project partner to exploit new products/solutions/services, internally or in the market place?
- yes
- no

3) Please provide specifics of the IPR issues:

4) Which are the external bottlenecks that compromise the ability of project partners to exploit new products, solutions or services, internally or in the market place?
- IPR
- Standards
- Regulation
- Financing
- Workforce's skills
- Trade issues (between MS, globally)
- Others

5) Indicate how many patents have been applied for by the project: _____

6) Does the review panel consider the project performance in terms of innovation?
- Exceeding expectations
- Meeting expectations
- Performing below expectations

7) General observations of innovation expert on this project's innovation performance:

8) How would you rate the level of commitment of relevant partners to exploit the innovation?
- Very low
- Low
- Average
- High
- Very High
- None