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D1.1 - Knowledge Gaps and Contents Maps

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TERMINOLOGY

Terminology/Acronym	Description
KV	Knowledge Valorisation
PROs	Public Research Organisations
Acls	Academic Institutions
ASTP	Association of European Science and Technology Transfer Professionals
NAAC	National Association Advisory Committee
IAM	Intellectual Asset Management
R&D	Research and Development
IP	Intellectual Property
MOOCs	Massive Online Open Courses



Executive Summary

This report presents the findings of a landscape analysis conducted under Work Package 1 of the IAM4RE.eu project. The focus of this study is to identify knowledge gaps and capacity needs in the areas of Knowledge Valorisation (KV) and the implementation of the [Codes of Practice on Intellectual Asset Management](#)¹ (IAM) and [Standardisation](#)² (2023) among Public Research Organisations (PROs) and Academic Institutions (AIs).

Based on responses from 66³ respondents from various public research organisations (PROs) across Europe, the analysis reveals a medium level of awareness and implementation of KV, with less familiarity and more passive approaches to standardisation. While some training activities are already in place, particularly in KV, there is a notable lack of targeted efforts to integrate standardisation practices into the day-to-day operations of research institutions.

The findings will inform the development of tailored training and support resources in subsequent work packages, including modular educational content and policy guidelines. The report also proposes content mapping to directly address the most prominent gaps, setting the stage for practical and scalable capacity-building interventions.

¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0499&qid=1678171231088>

² <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0498&qid=1678171117168>

³ The survey was completed by 65 respondents. One individual submitted responses on behalf of two distinct institutions, resulting in a total of 66 institutional entries.



1 Introduction

[The IAM4RE.eu project](https://iam4re.eu/)⁴ aims to empower PROs and Acls by enhancing their capacity to manage and valorise intellectual assets more effectively, not only through patents, but also through know-how, data, and other non-traditional forms of IP.

The European Union is actively reshaping its research and innovation (R&I) ecosystem to ensure that knowledge generated within public institutions translates into real-world impact. This strategic shift is underpinned by a series of high-level policy frameworks, including the [Guiding Principles for Knowledge Valorisation](#)⁵ (2022), the [Codes of Practice on Intellectual Asset Management](#)⁶ (IAM) and [Standardisation](#)⁷ (2023), and most recently, the 2025 [European Competitiveness Compass](#)⁸. The Compass outlines key performance drivers for Europe's long-term competitiveness, highlighting the critical role of research valorisation, innovation capabilities, and knowledge-based entrepreneurship in maintaining Europe's economic and technological leadership.

Within this evolving policy landscape, the IAM4RE project (Intellectual Asset Management for Research and Entrepreneurship) plays a strategic role. It redefines how entrepreneurship and valorisation are understood and supported within Public Research Organisations (PROs) and Academic Institutions (Acls). By shifting the focus from traditional intellectual property (IP) protection to early-stage intellectual asset (IA) management and standardisation, IAM4RE empowers research institutions to better capitalise on their outputs and foster innovation-led growth.

The project delivers a comprehensive set of resources aligned with EU priorities, including a modular training suite, a Massive Open Online Course (MOOC), a “train-the-trainer” programme, and actionable policy guidance. These tools are designed to enhance institutional support services, embed a culture of innovation, and promote alignment with EU standards on valorisation and standardisation.

A key component of this effort is understanding the current landscape of knowledge and practices related to Knowledge Valorisation (KV) and standardisation, especially in alignment with European Commission frameworks such as the [Guiding Principles for Knowledge](#)

⁴ <https://iam4re.eu/>

⁵ <https://eur-lex.europa.eu/eli/reco/2022/2415/oj/eng>

⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0499&qid=1678171231088>

⁷ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0498&qid=1678171117168>

⁸ https://commission.europa.eu/document/download/10017eb1-4722-4333-add2-e0ed18105a34_en?filename=Communication_1.pdf

[Valorisation](#)⁹ and the Codes of Practice on [Intellectual Asset Management \(IAM\)](#)¹⁰ and [Standardisation](#)¹¹.

This report, produced under Task 1.1, documents the results of a targeted analysis designed to assess current levels of awareness, implementation, and training needs in these areas. The insights gained will directly inform the development of capacity-building tools and content, ensuring that the resources created by IAM4RE.eu are demand-driven, evidence-based, and suited for practical uptake by European research institutions.

An online questionnaire was designed with contributions from all relevant IAM4RE consortium members to assess the awareness and implementation of intellectual assets management within publicly funded research organisations (universities as well as research institutes), aligning with the European Commission's Codes of Practice as mentioned above. The questionnaire was available on the Google Forms platform between May 20 and July 28 and received a total of 66 responses.

⁹ Council Recommendation (EU) 2022/2415 of 2 December 2022 on the guiding principles for knowledge valorisation

¹⁰ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0499&qid=1678171231088>

¹¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H0498&qid=1678171117168>



2 Methodology

To assess the landscape of KV and standardisation practices, an online survey was designed and distributed to PROs and Acls across Europe. The survey focused on four core areas:

- Awareness and understanding of KV and standardisation
- Current implementation of EU Codes of Practice
- Institutional and systemic capacity gaps
- Training and support needs

The questionnaire is included in this document as an annex.

2.1 Survey Distribution

The survey was distributed through partner networks, notably through the extensive European network of the Association of European Science and Technology Transfer Professionals (ASTP), reaching a broad and diverse sample of institutions represented in the National Association Advisory Committee (NAAC). The whole IAM4RE consortium also actively disseminated and promoted the survey. In total, 66 responses were received from across Europe¹², representing both research-intensive and teaching-focused institutions, along with a few contributions from the academic spin-off community.

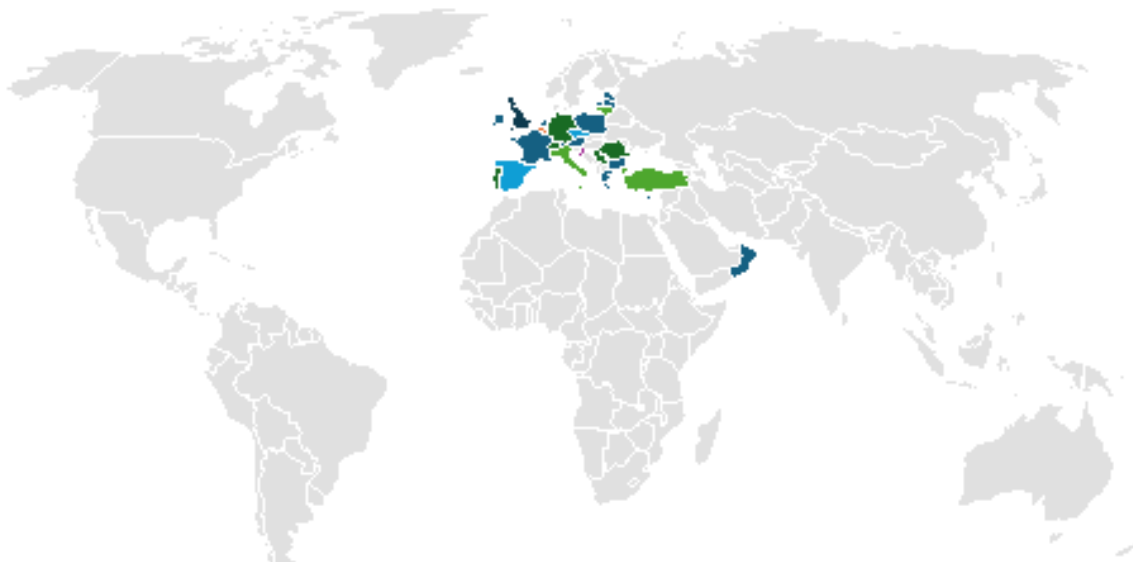


Figure 1 – Visualising the survey geographical distribution

¹² Most respondents are from EU countries, with additional participation from the United Kingdom, Turkey, Switzerland, Serbia, and Oman.

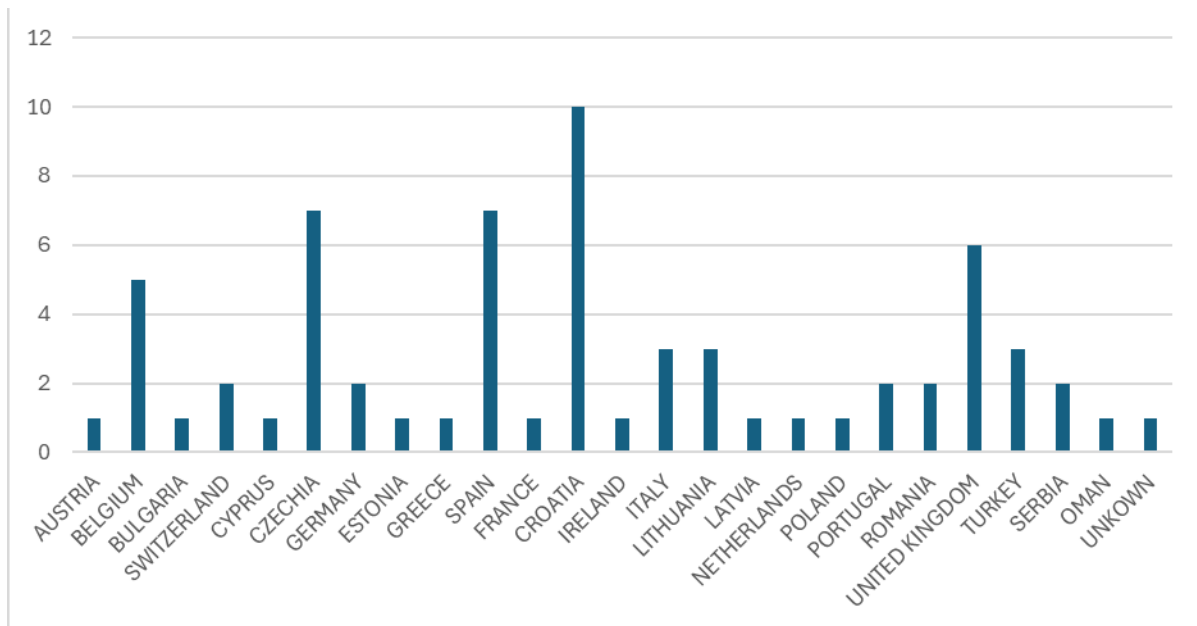


Figure 2 – Survey geographical distribution per country¹³

2.2 Data Analysis

Quantitative data was analysed using descriptive statistics, while open-ended responses were thematically analysed to identify recurring challenges and needs as well as further contacts for respondents relevant to related work packages and activities of the IAM4RE project. The analysis supports a qualitative understanding of where institutions stand and what kind of support is required.

¹³ In Figure 2, the 'Unknown' category indicates that the respondent's location could not be determined based on the information provided.

3 Awareness and Understanding

3.1 Awareness and Understanding of Knowledge Valorisation

The survey data indicate a **moderate level of awareness and institutional engagement with knowledge valorisation (KV)**. Most respondents demonstrated familiarity with the concept and its relevance to research impact and spin-off creation. However, the depth of understanding and the extent to which KV practices are embedded in institutional processes vary widely.

Key insights:

- A significant proportion of respondents indicated that **KV is considered** in their institutions, but **implementation often remains informal or ad hoc**.
- While **strategic awareness is present**, many institutions lack operational models and guidelines for effective valorisation.
- **Capacity-building** in this area appears uneven, with some institutions running training or support programmes; however, these are often still based on the traditional “technology transfer” approaches and do not fully reflect the recommendations for Intellectual Asset Management (IAM) and other codes of practice.

Regional variation may exist, though further data segmentation would be needed to confirm this.

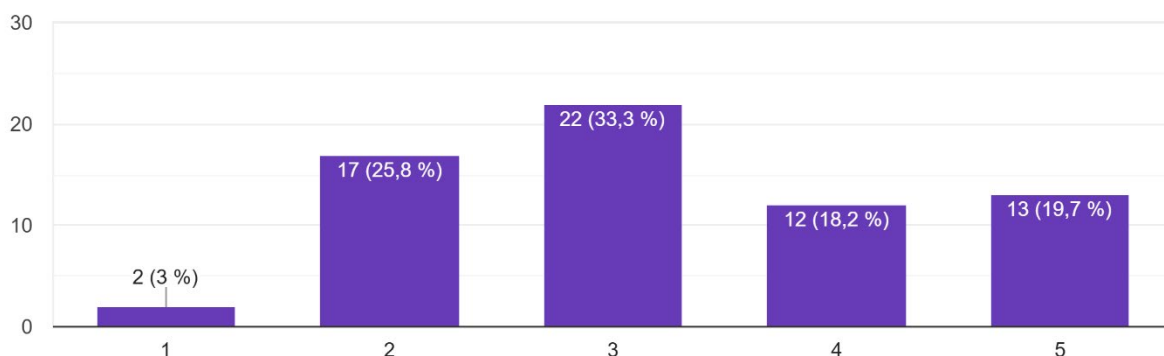


Figure 3 - Respondents' self-assessed awareness of Knowledge Valorisation

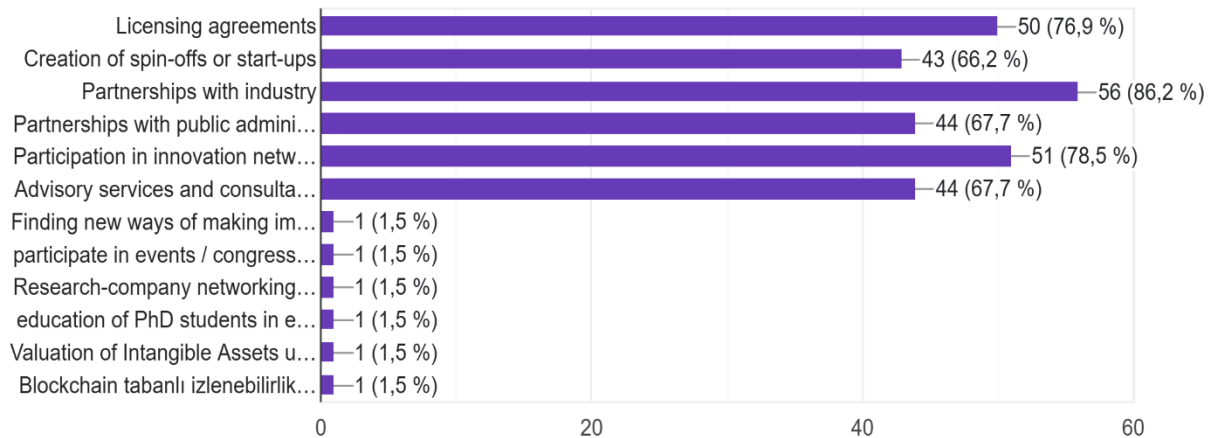


Figure 4 - Reported institutional engagement in KV activities (e.g., support for spin-offs, industry collaboration). The full legend description is provided below¹⁴

Full legend description for Figure 4

- Licensing agreement
- Creation of spin-offs or start-ups
- Partnerships with industry
- Partnerships with public administration bodies
- Participation in innovation networks
- Advisory services and consultancy
- Finding new ways of making impact with research results (as creating non-profit organisations, etc.)
- Participate in events / congresses to talk about intangibles / Intellectual Capital / IAS 38
- Research-company networking events organisation
- Education of PhD students in entrepreneurship and TT
- Valuation of Intangible Assets using IAS 38
- To establish a farmer-consumer information cycle with blockchain-based traceability systems and to develop carbon-based economic models through BereketCoin

¹⁴ The original reply in Turkish is included in the graph, while the EN version (translated with DeepL.com) has been included in the "Full legend description for Figure 4".

3.2 Awareness and Understanding of Standardisation

The survey data indicates a **less-than-moderate level of awareness and institutional engagement with standardisation (in the context of KV)**. Most respondents demonstrated general knowledge of and compliance with the existing standards. A few mentioned an ambition to create, or at least influence, the development of new industrial standards as part of their institution's research projects, but they did not mention a vision to leverage this opportunity as a potential knowledge valorisation pathway.

The survey reveals a **lower overall awareness and institutional engagement in standardisation** compared to knowledge valorisation.

Key Findings:

- The average self-assessed awareness of standardisation practices is **2.5 on a 5-point scale**, notably lower than the 3.5 average for knowledge valorisation.
- Only approximately **44%** of institutions report having any formal strategy or policy related to standardisation.
- Among those with a strategy, very few include structured mechanisms such as **incentives or monitoring systems**.
- Standardisation is often misunderstood as a purely technical or sector-specific concern, with minimal integration into Research and Development (R&D) workflows.

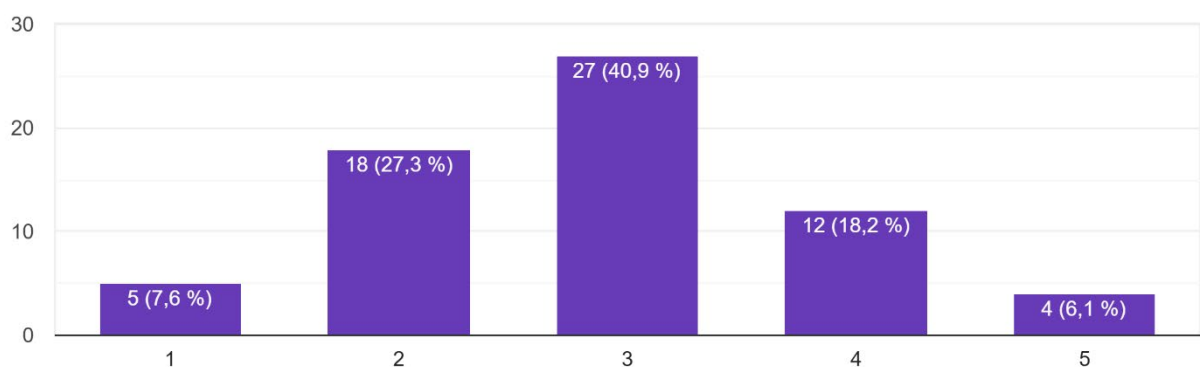


Figure 5 - Self-assessed awareness of standardisation practices

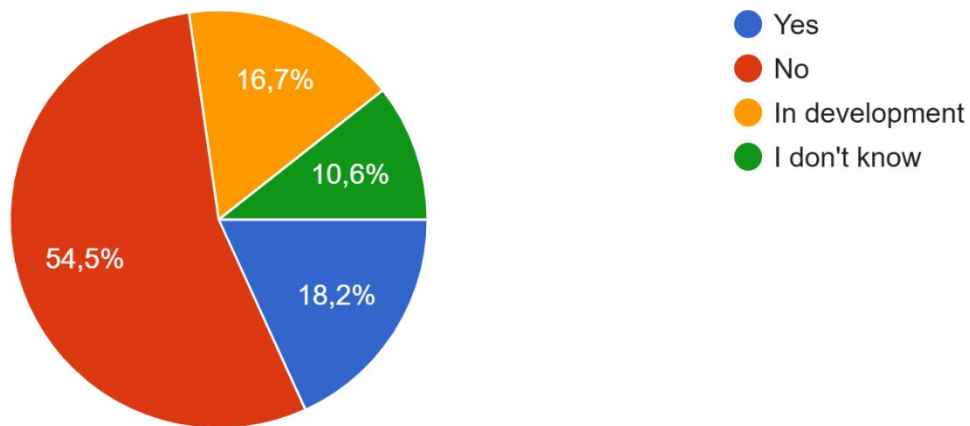


Figure 6 - Percentage of institutions with a formal standardisation strategy

This demonstrates that although there is latent interest in standardisation, **institutional mechanisms and cultural adoption are lacking**, particularly when compared to KV.

4 Training and Capacity Building Needs

The survey includes detailed feedback on both existing and desired training efforts, and once again highlights the **contrast between KV and standardisation**:

Knowledge Valorisation:

- More than half of the institutions reported **existing training on topics such as Intellectual Property (IP) protection, entrepreneurship, and asset identification**.
- However, these efforts are often **not fully integrated into broader institutional strategies** and are not consistently updated to reflect the full scope of IAM. Only 60% of respondents are aware of a KV strategy within their institutions.

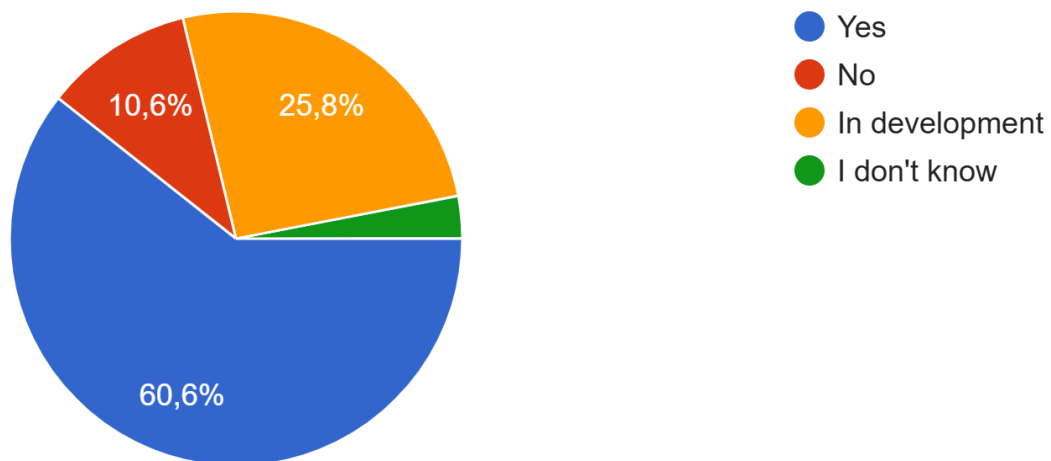


Figure 7 - Percentage of organisations with a formal strategy in place for managing intellectual assets

Standardisation:

- Very few respondents indicated the existence of **training programmes related to standardisation**. The survey also shows a lack of strategic approach at institutional level.

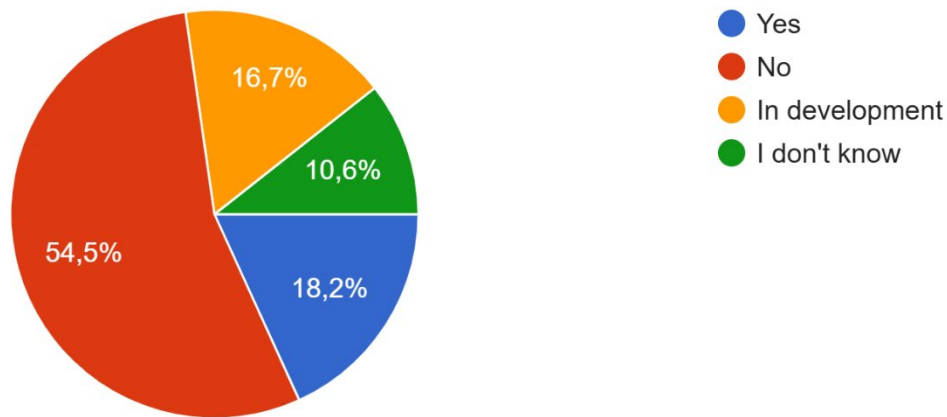


Figure 8 - Percentage of organisations with a formal policy or strategy addressing standardisation activities



Figure 9 – Breakdown of standardisation-related elements included in formal policies or strategies, as reported by 24 out of 66 respondents. The full legend description is provided below¹⁵

¹⁵ The original reply in Turkish is included in the graph, while the EN version (translated with Deepl.com) has been included in the "Full legend description for Figure 9".

Full legend description for Figure 9

Integration of standardisation in research and innovation processes

Incentives for staff participation in standardisation

Collaboration with standardisation bodies

Monitoring and evaluation mechanisms

All of the above as they are complimentary actions

No

Not integrated

As SuDem Biotechnology, we have initiated a process to ensure that our products comply with European Union standards and criteria focused on sustainable agriculture (e.g. organic fertiliser regulations, biopesticide standards) to expand our products in national and international markets

- There is a **clear desire for structured learning materials**, especially:
 - Integration of standardisation into research funding proposals
 - Inclusion of standardisation in PhD curricula and staff development
 - Case-based learning from research projects that used standards effectively

Selected illustrative quotes from respondents:

"My perception is that, although there is no formal strategy from the organisation regarding standardisation, many researchers participate in these processes as an initiative of the research groups themselves."

"In our current context, standardisation practices in knowledge valorisation are not formally regulated at the national or institutional level. There is no systematic framework or coordinated policy that guides how universities or public research organisations integrate standardisation into their knowledge transfer processes. Individual research teams and laboratories may choose to follow relevant standards as part of their R&D activities—particularly when required for specific projects, collaborations with industry, or compliance with technical specifications. However, these practices are typically ad hoc and project-driven, without central monitoring or institutional oversight. As a result, the use of standardisation as a formal pathway for valorising research results remains underdeveloped and highly dependent on the initiative of individual researchers or project consortia. There is a clear opportunity to strengthen institutional capacities and develop structured approaches to standardisation in the context of technology transfer and intellectual asset management."

"I think our people have minimal information about what "standardisation activities" mean in the context of knowledge valorisation."



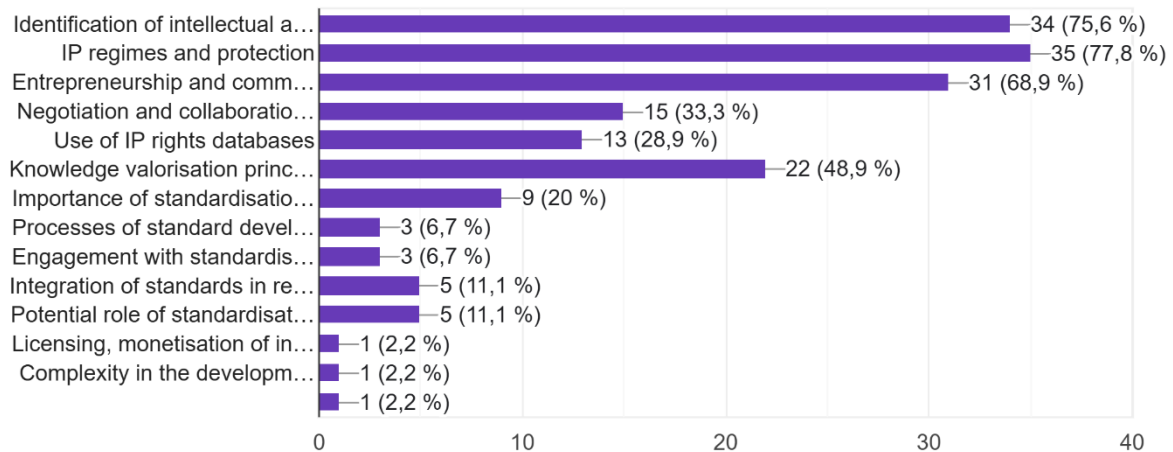


Figure 10 – Key topics covered in training sessions on intellectual assets management and standardisation over the past 12 months, as reported by 45 respondents. The full legend description is provided below

Full legend description for Figure 10

Identification of intellectual assets
 IP regimes and protection
 Entrepreneurship and commercialisation
 Negotiation and collaboration agreements
 Use of IP rights databases
 Knowledge valorisation principles
 Importance of standardisation in research
 Processes of standard development
 Engagement with standardisation bodies
 Integration of standards in research outputs
 Potential role of standardisation in knowledge valorisation
 Licensing, monetisation of intellectual assets, the role of IAS 38, ESG and Intangible assets, AI and intangible assets, Areopa 10 steps, Areopa's 4 leaf model, Putting IA on the balance sheet, Complexity thinking and IA, KMI certification training Value Managers Certification training
 Complexity in the development of Intangible Assets Strategies to create simultaneous multiple value flows

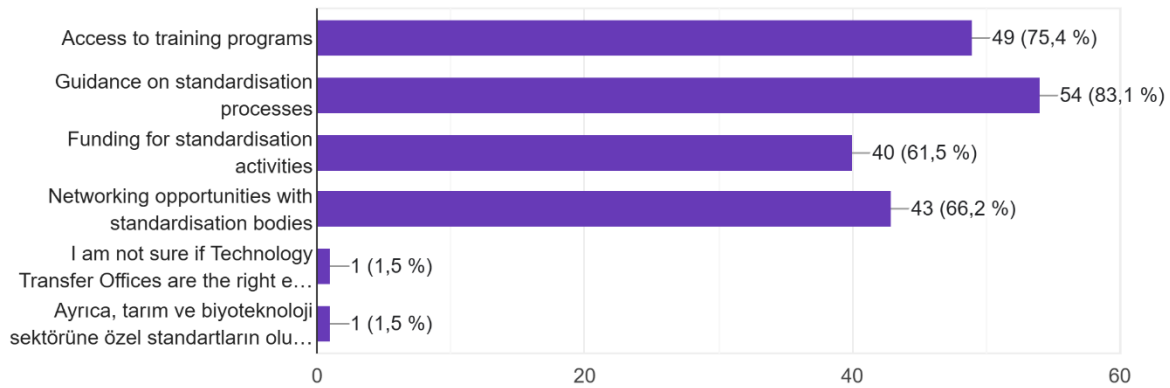


Figure 11 – Training and support needs ranked by priority (IAM, KV, Standardisation, Codes). The full legend description is provided below¹⁶

Full legend description for Figure 11

Access to training programmes
 Guidance on standardisation processes
 Funding for standardisation activities
 Networking opportunities with standardisation bodies
 I am not sure if Technology Transfer Offices are the right entry point for academic institution level "standardization" matters
 In addition, opportunities to participate in joint calls, pre-regulatory research grants and pilot region implementation support will be of great benefit in actively contributing to the creation of standards specific to the agriculture and biotechnology sectors

Preferred training formats:

- Online short modules and webinars
- Structured MOOCs with certification
- Institutional “train-the-trainer” models to ensure sustainability

¹⁶ The original reply in Turkish is included in the graph, while the EN version (translated with Deepl.com) has been included in the "Full legend description for Figure 11".

5 Content Mapping and Recommendations

5.1 Implementation of the EU Codes of Practice

When asked about familiarity and implementation of the **EU Guiding Principles and Codes of Practice on IAM and Standardisation**, responses show limited engagement.

Key Observations:

- A significant proportion of respondents were **unfamiliar with the specific EU Codes of Practice**.
- Even among those aware of the Codes, **formal adoption, or alignment with them is rare**.
- The **IAM Code of Practice** appears to be more widely recognised than the Standardisation; but both lack clear institutional integration.

Barriers to implementation include:

- Lack of awareness or understanding of what the Codes imply.
- Limited national policy incentives or integration.
- Competing priorities within institutions with few resources for new strategy implementation.



5.2 Recommendations for the development of content and services

Based on the findings, the following priority areas are proposed for the development of content and services under the IAM4RE project.

Table 1 – Recommended content topics for training

<i>Area</i>	<i>Priority training topics</i>
IAM (general)	Asset identification, IP and non-IP management, asset auditing, IAM strategy
KV	Support for wider stakeholders in the implementation and co-creation of IAM such as licensing and spin-off creation, finding new ways of making impact with research results
Standardisation	How to integrate standards in R&D, collaboration with standard bodies, impact pathways
Codes of Practice	How-to guides for institutional implementation and alignment

Strategic Recommendations:

- **Embed standardisation within IAM frameworks** as a routine practice, rather than a specialist activity, emphasising mutual synergies.
- **Develop simplified materials explaining the EU Codes and how to embed these into internal strategies and guidelines**, tailored to various levels (TTO staff, researchers, institutional leaders).
- **Design modular educational formats** with progressive levels of depth, allowing institutions to tailor learning to their internal capacities.
- **Include practical case studies** from institutions that have successfully implemented IAM principles and standardisation in research valorisation.



6 Conclusions

This landscape analysis confirms that **knowledge valorisation is more mature** as a practice among European PROs and Acls, while **standardisation remains underdeveloped** in terms of awareness and institutional strategy. Awareness of the EU Codes of Practice is limited, and structured implementation is rare.

IAM and the mutual synergies between KV and standardisation need to be better understood by the PROs community and should be continually explained. Therefore, once the **general awareness** has increased, more **practical guidance** will be required to support professionals within PROs in managing these processes in practice.

To support institutions in bridging these gaps, IAM4RE should prioritise:

- The development of **modular training** in IAM, KV, and standardisation (MOOCs).
- Institutional **toolkits** to support the integration of practices in everyday operations.
- **Simplified guides** outlining the EU Codes and their application.
- **Peer learning** opportunities through **case studies** and community exchange (e.g., open webinars, fireside chats, etc.).

The results presented here will directly inform the design of the IAM4RE educational suite, training formats, and policy recommendations developed in subsequent work packages.



7 Annexes

7.1 Questionnaire

The complete questionnaire is presented below and is structured into three main sections:
(1) Awareness and Practices related to Intellectual Asset Management and Standardisation,
(2) Challenges, Support, and Training in Managing Intellectual Assets and Standardisation, and
(3) Additional Information and Contact Details.

PART 1: Awareness and Practice in relation to Intellectual Assets Management and Standardisation

(1) On a scale of 1 to 5, how would you rate the overall awareness of the new approaches related to knowledge valorisation principles and intellectual assets management among your staff?

Answer options: 1 meaning "Very low" and 5 meaning "Very high"

(2) Does your organisation have a formal strategy for managing intellectual assets (including both formally protected intellectual property and "non-IP" assets)?

Answer options: Yes/No/In development/I don't know

(3) Knowledge Valorisation: does your organisation engage in activities to bring research outputs to market and/or society? (Select all that apply)

Licensing agreements

Creation of spin-offs or start-ups

Partnerships with industry

Partnerships with public administration bodies

Participation in innovation networks

Advisory services and consultancy

Other

If you selected "other" feel free to add your comments

(4) On a scale of 1 to 5, how would you rate the overall awareness of standardisation practices among your staff?

Answer options: 1 meaning "Very low" and 5 meaning "Very high"

(5) Does your organisation have a formal policy or strategy addressing standardisation activities?

Answer options: Yes/No/In development/I don't know

(6) If yes, does this strategy include



Integration of standardisation in research and innovation processes

Incentives for staff participation in standardisation

Collaboration with standardisation bodies

Monitoring and evaluation mechanisms

Other:

If you selected "other" feel free to add your comments

(7) Does your organisation participate in standardisation activities? (Select all that apply)

Contribution to standard development

Membership in standardisation committees

Collaboration with standardisation bodies

Implementation of standards in research projects

Other:

If you selected "other" feel free to add your comments

(8) Are standardisation considerations integrated into your research project planning and execution?

Answer options: Yes/No/In development

Yes

No

In development

(9) If yes, at which stages are they integrated? (Select all that apply)

Project proposal development

Research design

Data collection and analysis

Dissemination of results

Other:

If you selected "other" feel free to add your comments

(10) In collaborative projects, are there established protocols for addressing standardisation in joint research activities?

Answer options: Yes/No/In development

(11) In collaborative projects, are there established protocols for defining roles and responsibilities related to standardisation?

Answer options: Yes/No/In development

(12) Does your organisation engage in knowledge valorisation activities to promote the adoption of standards derived from research outputs? (Select all that apply)

Licensing of standardised technologies



Participation in standardisation forums

Collaboration with industry partners

Other:

If you selected "other" feel free to add your comments

PART 2: Challenges, Support and Training in Managing Intellectual Assets and Standardisation

(13) What are the main challenges your organisation faces in managing intellectual assets and in engaging with standardisation processes? (Select all that apply)

Lack of awareness or training

Insufficient resources

Complex legal frameworks for in managing intellectual assets

Balancing openness with protection

Complexity of standardisation procedures

Limited collaboration with standardisation bodies

Other:

If you selected "other" feel free to add your comments

(14) What types of support would be most beneficial to enhance your organisation's engagement with standardisation? (Select all that apply)

Access to training programs

Guidance on standardisation processes

Funding for standardisation activities

Networking opportunities with standardisation bodies

Other:

If you selected "other" feel free to add your comments

(15) Has your organisation conducted training sessions on intellectual assets management or on standardisation in the past 12 months?

Answer options: Yes/No

(16) If yes, which topics were covered? (Select all that apply)

Identification of intellectual assets

IP regimes and protection

Entrepreneurship and commercialization

Negotiation and collaboration agreements

Use of IP rights databases

Knowledge valorisation principles

Importance of standardisation in research



Processes of standard development
Engagement with standardisation bodies
Integration of standards in research outputs
Potential role of standardisation in knowledge valorisation
Other:
If you selected "other" feel free to add your comments

PART 3: Additional information and contact

(17) Which type of organisation do you represent?

A university
Another type of publicly funded research organisation
Other:
If you selected "other" feel free to add your comments

(18) Are you willing to share your contact details with us and obtain a copy of your answers?

If yes, please provide your name, job title and e-mail address:
Answer options: Yes/No

(19) Are you also interested in obtaining a final set of anonymised data when this survey closes?

Answer options: Yes/No

(20) Are you willing to share more information in a short phone or video interview?

Answer options: Yes/No

(21) Would you recommend another person whom we may contact to get more feedback in the framework of the topics of intellectual assets management and/or standardisation - please provide us with contact details:

(21) Would you recommend another person whom we may contact to get more feedback in the framework of the topics of intellectual assets management and/or standardisation - please provide us with contact details:

Click here to sign up for the IAM4RE.eu newsletter and stay up to date with all our activities.
Answer options: Yes/No



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