INNOV-8-2-CREATE TOOLKIT

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1. Introduction

1.1 Purpose of the Toolkit

The INNOV-8-2-CREATE Toolkit is designed to enable universities, innovation hubs, and stakeholders across Europe to replicate the programme effectively. In addition to providing step-by-step guidance, templates, and examples, the toolkit ensures the programme's sustainability, inclusivity, and scalability.

1.2 Target Audience

Universities and Academic Institutions

Innovation stakeholders (e.g., investors, policymakers)

Technology Transfer Offices (TTOs)

Programme Faciliators

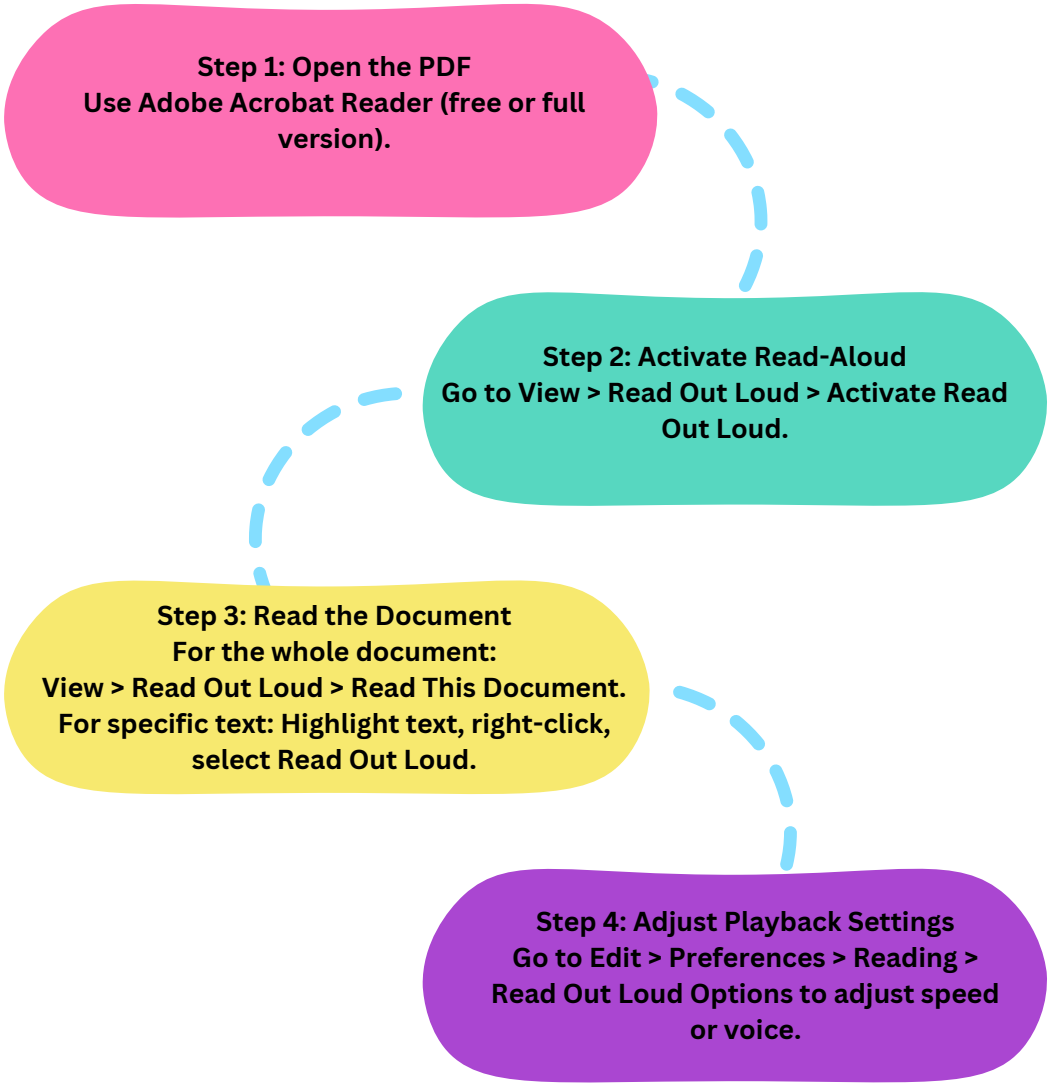
1.3 Key Objectives

- Equip universities and innovation hubs with tools to design and deliver impactful programmes.
- Foster collaboration among academia, industry, and government.
- Build pathways for entrepreneurial individuals, researchers and postgraduate students to bring their ideas to life.
- Provide frameworks for impact measurement and scaling.
- Promote diversity and accessibility in innovation programmes.
- Offer strategies for long-term sustainability and scaling.

1.4 Note on Accessibility:

To make the INNOV-8-2-CREATE Toolkit accessible to all users, including individuals with physical impairments or those who prefer auditory learning, this guide provides steps to enable the read-aloud feature in Adobe Acrobat Reader. This feature reads the content of the PDF aloud, improving engagement and accessibility.

Follow these steps to activate the feature:



For a detailed tutorial, visit Adobe's Guide on Read Out Loud.

2. The INNOV-8-2-CREATE Programme

The INNOV-8-2-CREATE project is a 2-year initiative to institutionalise innovation in ecosystems, with universities as engines of change. Innovation ecosystems are defined as the structures that are formed between actors that pursue technology development and innovation as one of their objectives (European Commision). The programme offers tailored training for individuals to translate their ideas into real-world impact, providing the right guidance at the right time based on individual goals.

The programme fosters collaboration among stakeholders through a transnational, transdisciplinary pre-accelerator, empowering diverse entrepreneurs. INNOV-8-2-CREATE emphasises equality, diversity, and inclusion (EDI), encouraging women and individuals from minority groups to share ideas and drive innovation.

For more information please visit innov-8-2-create.eu

2.1 Universities Catalysing Impact

Universities are at the heart of the innovation ecosystem (Figure 1) and have the potential to be the catalyst to kick-start high quality, high value innovation through the creation of spinout enterprises.

3. Conduct a Current Situation Analysis

The Current Situation Analysis aims to provide universities and stakeholders with a clear understanding of their innovation ecosystems. This section ensures that institutions can identify their strengths, weaknesses, opportunities, and threats (SWOT) while creating a foundation for impactful innovation programmes. It combines structured self-assessment, stakeholder engagement, and resource evaluation to prepare institutions for the INNOV-8-2-CREATE programme.

3.1 Understand your Institutional Context

Map Key Attributes:

- **Identify your institution's size, research capacity, and focus areas.**
- **Consider metrics like number of researchers, administrative staff, and technical personnel.**

Evaluate Innovation Goals:

- **Refer to your institution's strategic goals related to innovation and entrepreneurship.**

3.2 SWOT Analysis

The SWOT Analysis framework enables stakeholders to assess their regional innovation ecosystems, identifying strengths, weaknesses, opportunities, and threats.

3.2.1 SWOT Analysis Template for Innovation Ecosystems

Category	Description
Strengths	Internal assets, capabilities, and advantages that enhance innovation in the region
Weaknesses	Internal limitations or areas for improvement that hinder innovation
Opportunities	External factors that could benefit or enhance the innovation ecosystem
Threats	External risks or challenges that could negatively impact innovation efforts

3.2.2 Guiding Questions and Examples for Each Category

3.2.2.1 Strengths

- **Guiding Questions:**
  - What resources (e.g., funding, facilities) does our institution or region have that support innovation?
  - Are there any existing partnerships, networks, or support systems that strengthen our innovation ecosystem?
  - What skills or expertise are prominent in our local workforce?
  - How accessible are resources like labs, research facilities, or technology hubs?

- **Examples:**
  - High levels of R&D funding available through regional grants.
  - Strong university-industry partnerships enabling collaborative research projects
  - A strong local workforce proficient with skills concentrated in an area such as engineering or data science.
  - A well-funded technology incubator that provides early-stage support to startups.

3.2.2.2 Weaknesses

- **Guiding Questions:**
  - Are there limitations in our infrastructure, such as technology or research facilities?
  - What skills or resources are lacking that might hinder innovation progress?
  - Are there bureaucratic or regulatory barriers that slow down project initiation?
  - Do we face any challenges in attracting or retaining talent in the region?

- **Examples:**
  - Gaps in digital infrastructure impacting connectivity and access to online tools.
  - Insufficient funding options for early-stage innovation projects.
  - Regulatory restrictions that make it difficult for startups to scale quickly.
  - Limited access to specialised talent due to a small local talent pool.

3.2.2.3 Opportunities

- **Guiding questions:**
  - What government programmes, incentives, or grants could we leverage for innovation?
  - Are there local or international partnerships that we could establish to support our goals?
  - What recent developments in our industry could give us a competitive edge?

- **Examples:**
  - New EU funding opportunities focused on sustainable and digital innovation.
  - Expansion of innovation clusters in neighbouring regions creating synergies for regional growth.
  - Increased interest in academia-industry collaboration to drive commercialisation of research.

3.2.2.4 Threats

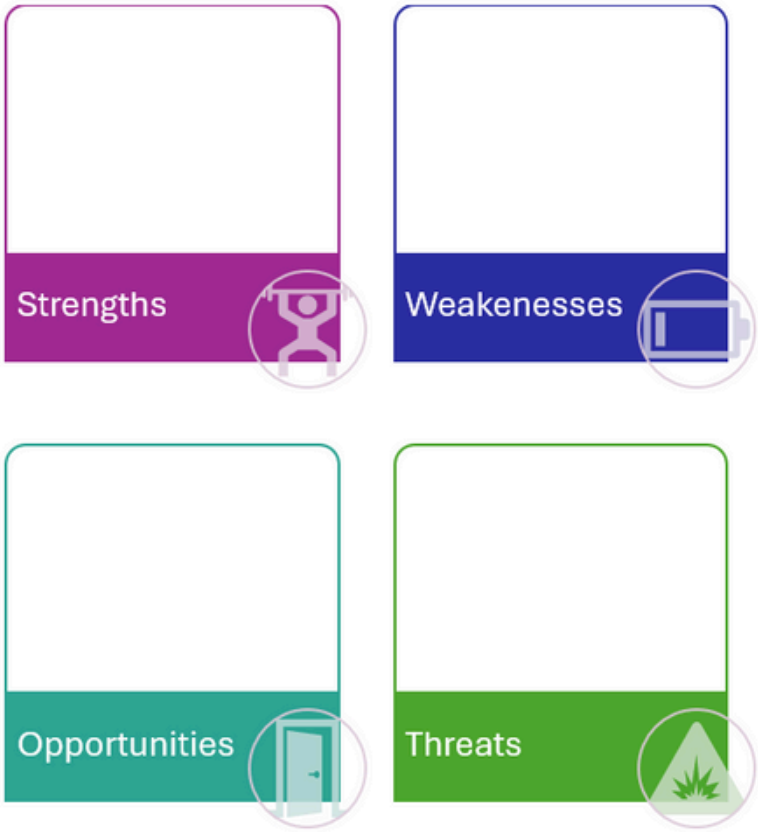
- **Guiding Questions:**
  - Are there economic or political changes that could impact our innovation initiatives?
  - What competitive forces exist in the region or sector that might challenge our growth?
  - Are there global market trends or shifts that could threaten our current model?
  - What external factors, such as supply chain issues or inflation, could hinder our progress?

- **Examples:**
  - Uncertainty in government funding affecting long-term project sustainability.
  - Rising competition from well-established innovation hubs drawing talent and investment away from the region.
  - Economic downturn reducing the availability of private sector funding for innovation.
  - High costs of living making it challenging for startups to attract employees to the region.

3.2.3 SWOT Analysis Action Plan

Identify actions for strengths	Address weaknesses	Pursue opportunities	Mitigate threats
•Decide how to leverage these strengths further. For example, if you have strong university-industry partnerships, plan more collaborative projects.	•Develop strategies to improve or mitigate weaknesses. If there's a talent gap, consider partnerships with educational institutions to develop relevant training programmes.	•Create a roadmap to capitalise on identified opportunities, such as applying for relevant grants or forming new partnerships.	•Develop contingency plans for potential threats, like establishing alternative funding sources if government support is uncertain.

3.2.4 SWOT Template



3.2.5 SWOT Template Example

3.3 Self-Assessment Tool

This section helps universities and innovation stakeholders understand the broader institutional and ecosystem context in which they operate. By focusing on four critical pillars —Support for Innovation and Entrepreneurship, Stakeholder Engagement, Innovation Programmes, and Collaboration and Networking—institutions can evaluate their strengths and gaps before implementing or adapting the INNOV-8-2-CREATE programme.

3.3.1 How to Use the Self-Assessment Tool

1

Complete each section:

- Answer the questions by selecting the statement that best reflects your institution's current state.
- Responses are scored on a scale of 1 to 5, with higher scores indicating greater readiness or capacity.

2

Review Feedback and Scores

- Once complete, review your section scores.
- Scores provide a profile highlighting your institution's strengths and areas for improvement.

3

Use Actionable Insights

- Leverage your scores to implement tailored recommendations.
- Focus on improving your institution’s innovation readiness and ability to replicate the INNOV-8-2-CREATE programme.

3.3.2 Self-Assessment Tool's Sections

3.3.2.1 Section 1: Innovation and Entrepreneurship

Evaluates the institution's internal resources and capacity to support innovation.

Question	Scoring
Are there structures (offices or departments) supporting innovation?	No = 1; Yes = 5
Are there structures, offices, departments, partnerships supporting entrepreneurial activities for researchers?	No = 1; Yes = 5
Does the university have funding for innovation activities?	Not specified for innovation, low budget = 2 Not specified for innovation, high budget = 3 Specified for innovation, low budget = 4 Specified for innovation, high budget = 5
How many entrepreneurial training programmes are offered annually?	No training programmes are offered = 1, Some but not held annually = 2, 1 Annual training programme = 3 2+ Training programmes = 5
Does the university have dedicated budget to protect and manage intellectual property?	No budget= 1 Limited budget, covering basic needs = 2 Moderate budget for regular IP activities = 3 Substantial budget with advanced support = 4 Comprehensive budget enabling strategic IP management = 5
How many personnel work in your university TTO?	No dedicated personnel = 1 1-2 staff = 2 3-5 staff = 3 6-10 staff = 4 11+ staff = 5

3.3.2.2 Section 2: Stakeholder Engagement

Assesses the local and regional ecosystem of stakeholders supporting innovation.

Question	Scoring
How would you rate the presence of investors, funds, and business angels in your region?	None = 1; Limited = 3; Extensive = 5
How would you rate the presence of technology/science parks in your region?	None = 1; Limited = 3; Extensive = 5
How would you rate the presence of incubators/accelerators in your region?	None = 1; Limited = 3; Extensive = 5
How would you rate the presence of innovation-focused associations in your region?	None = 1; Limited = 3; Extensive = 5

3.3.2.3 Section 3: Innovation Programmes

Focuses on the institution's internal and external involvement in innovation training.

Question	Scoring
Are administrative staff or professors involved in delivery of innovation programmes?	None = 1; Some = 3; Many = 5
Are external stakeholders engaged in innovation programmes locally?	None = 1; Some = 3; Many = 5

3.3.2.4 Section 4: Collaboration and Networking

Explores cross-disciplinary and international collaboration opportunities.

Question	Scoring
How many international collaborations are currently in place?	None = 1; Some = 3; Many = 5
Does the university encourage cross-disciplinary interaction?	No = 1; Some = 3; Many = 5

3.3.3 Interpreting Your Results

1. **Section 1: Support for Innovation**

a. **7-18:** Limited support; consider partnerships with incubators or organisations achieving support through academic champions.

b. **19-30:** Strong environment; build on current strengths and mentor less experienced partners.

2. **Section 2: Stakeholder Engagement**

a. **4-15:** Low stakeholder presence; initiate local outreach programmes, consider attending national events to broaden reach to relevant stakeholders.

b. **15-20**: Strong ecosystem; enhance collaboration nationally to maximise impact.

3. **Section 3: Innovation Programmes**

a. **2-5:** Limited engagement; INNOV-8-2-CREATE can fill gaps with its structured modules.

b. **6-10:** Strong engagement; track outputs from current activity to map new initiatives.

4. **Section 4: Networking**

a. **4-10:** Limited collaborations; prioritise networking

b. **11-20:** Strong network; leverage it for new collaborative opportunities.

3.3.4 Action Plan Template

Category	Score	Gap (Current Score to Desired)	Action Steps	Deadline	Responsible Team/Individual
Support for Innovation					
Stakeholder Engagement					
Innovation Programmes					
Networking					

3.3.4.1 How to Use the Action Plan Template

1. Fill in Scores and Gaps: Enter the current and desired scores from your self-assessment.
2. Identify Actions: List specific steps to bridge gaps. Use targeted strategies like forming partnerships, funding innovation programmes, or hosting events.
3. Set Deadlines: Assign realistic deadlines for each action.
4. Assign Responsibility: Ensure accountability by designating a team or individual to each task.

3.3.5 Stakeholder Mapping Template

This template helps institutions map out key stakeholders in their innovation ecosystem, identify gaps, and strengthen collaborations.

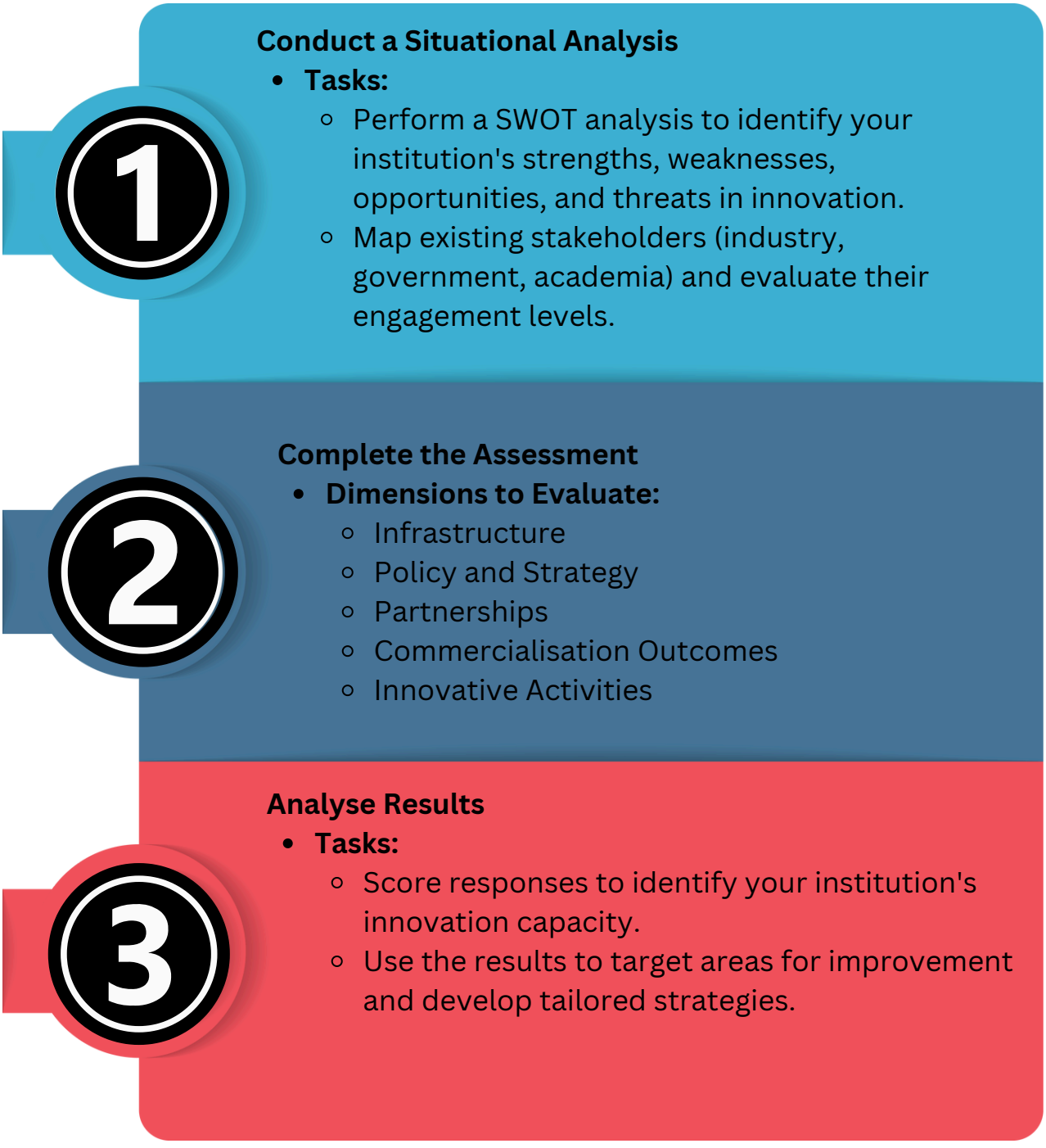
Stakeholder Category	Example Stakeholders	Role in Ecosystem	Engagement Actions
Investors			
Technology Parks			
Government Agencies			
Academic Partners			
Community Organisations			

3.3.5.1 How to Use the Stakeholder Mapping Template

1. Identify Categories: Include investors, incubators, public agencies, and others relevant to your ecosystem.
2. List Stakeholders: Specify key organisations, companies, or groups within each category.
3. Define Roles: Articulate how each stakeholder contributes to innovation (e.g., funding, mentorship).
4. Plan Engagement: Document actions to maintain or strengthen partnerships.

3.4 Self-Assessment Tool: Identifying Your Role as an Innovator

This section introduces a self-assessment tool designed to help universities and partner organisations evaluate their innovation ecosystem and determine their role as an innovator. The assessment enables participants to align with one of four roles: Emerging Innovator, Moderate Innovator, Strong Innovator, or Leader Innovator, based on their current practices, resources, and strategies. By identifying their position, institutions can better plan their development path and allocate resources efficiently.



3.4.1 Self-Assessment Tool: Identify Your Role as an Innovator Framework

Dimension	Indicators	Score (1-5)
Infrastructure	Dedicated innovation spaces and labs.	
Policy and Strategy	Existence of strategic innovation plans.	
Partnerships	Active collaborations with external entities.	
Commercialisation Outcomes	Licences and spin-outs secured in the last 5 years.	
Innovative Activities	Invention Disclosure and patent applications filed on an annual basis	

3.4.2 Scoring Criteria

1. Infrastructure

- No dedicated innovation spaces or labs.
- Minimal facilities available; shared or multi-purpose use.
- Basic infrastructure in place (e.g., a small innovation hub or accelerator).
- Well-equipped innovation spaces and dedicated labs.
- Advanced facilities with state-of-the-art labs and co-working spaces.

2. Policy and Strategy

- No formal policies or strategies for innovation.
- General policies or strategies exist that mention innovation but lack meaningful focus on the topic.
- An innovation strategy exists but is not implemented widely.
- Clear and active innovation strategies and/or policies in place.
- Comprehensive, regularly updated strategies and/or policies aligned with global innovation trends.

3. Partnerships

- No external collaborations or partnerships.
- Limited collaborations with local stakeholders.
- Active partnerships with regional stakeholders.
- Strong collaborations with national and some international stakeholders.
- Extensive partnerships with global industry leaders, academia, and policymakers.

4. Commercialisation Outcomes

- No licences, spin-outs or commercialised innovations in the past 5 years.
- Low commercialisation; 1-2 licences in 5 years
- Moderate commercialisation ; (e.g., 3–5 licences in 5 years).
- High commercialisation; 1 spin-out per year alongside 1-3 licences per year.
- Outstanding commercialisation; 3-5 spin-outs per year alongside 3-7 licences per year with global market impact.

5. Innovative Activity

- No invention disclosures filed on annually.
- Low innovative activity; <10 invention disclosures filed on annually.
- Moderate innovative activity; >10 invention disclosures and at least 1 patent filed on an annual basis.
- High innovative activity; >25 invention disclosures and at least 5 patents filed annually.
- Outstanding innovative activity; >40 invention disclosures, at least 10 patents filed annually and patents reaching national phase.

3.4.2.1 How to Use the Scoring Framework

1. Evaluate each dimension using the criteria above.
2. Assign a score (1-5) for each dimension based on the descriptions.
3. Calculate the total score and categorise your role as follows:

Total Score	Innovator Role
1–10	Emerging Innovator
11–15	Moderate Innovator
16–20	Strong Innovator
21–25	Leader Innovator

3.4.3 Understanding Your Innovator Role

Emerging Innovator	Moderate Innovator:	Strong Innovator:	Leader Innovator:
•Institutions in the early stages of innovation development. •Limited infrastructure or strategies for commercialisation. •Focused on capacity building and initial engagement with stakeholders.	•Organisations with established innovation frameworks but still evolving processes. •Actively engaging in partnerships and moderate technology transfer activities.	•Advanced institutions leading regional or national innovation efforts. •High success rates in technology transfer and innovation commercialisation.	•Recognised globally as innovation hubs. •Continuous, sustainable impact across multiple sectors through innovation.

3.4.4 Suggested Actions by Role

Innovator Role	Suggested Actions
Emerging Innovator	- Build basic infrastructure (e.g., innovation centres). - Focus on capacity-building programmes for staff and researchers. - Initiate partnerships with local industry and government.
Moderate Innovator	- Enhance existing policies to set specific innovation targets. - Develop advanced mentorship programmes for researchers and students. - Expand partnerships to include international stakeholders.
Strong Innovator	- Increase technology transfer activities and commercialisation outputs. - Establish global networks for innovation and collaboration. - Invest in digital platforms for sharing knowledge and fostering collaboration.
Leader Innovator	- Maintain leadership with continuous investment in research and development. - Drive policy changes to support innovation at the national and international levels. - Foster a culture of innovation through ongoing training, community engagement, and proactive leadership.

4. INNOV-8-2CREATE Programme Content

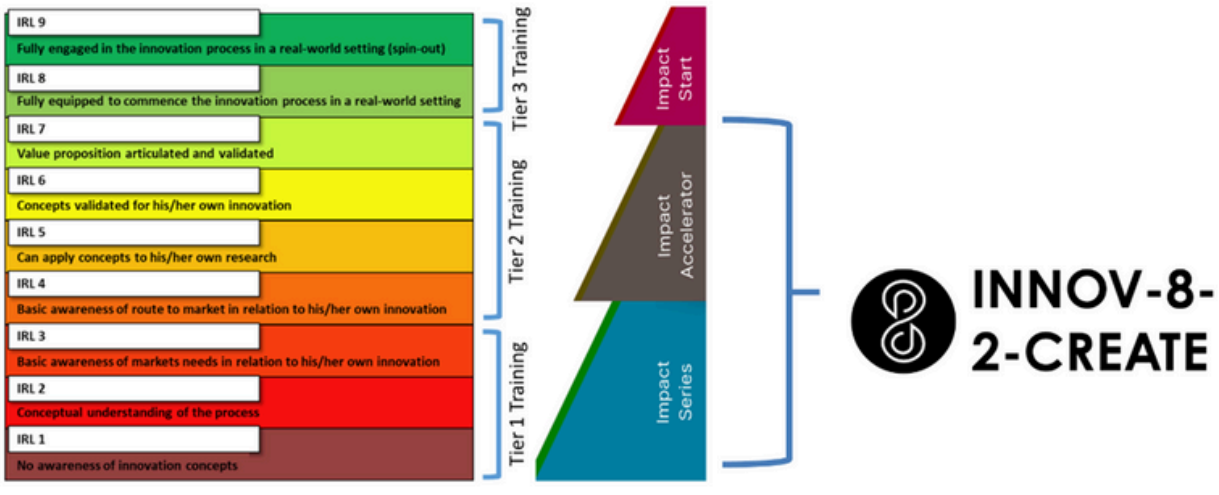
The INNOV-8-2-CREATE Programme is a groundbreaking initiative designed to empower, academics, and innovators to transition their ideas from research to real-world impact. Funded by the European Commission, the programme is tailored to provide participants with the tools, mentorship, and strategies needed to drive innovation and commercialisation.

The programme consists of two tiers to accommodate participants at different stages of their innovation journey:

Tier 1: Impact Series - Foundational knowledge and skills for individuals new to innovation.

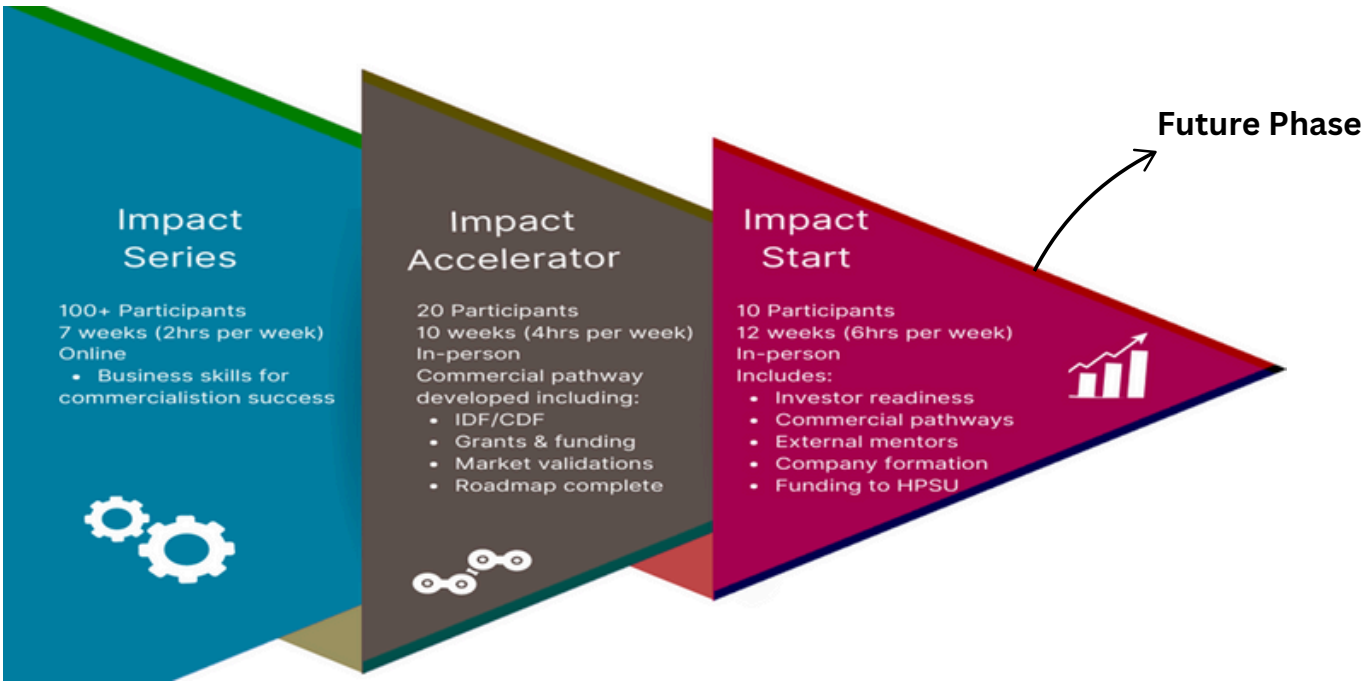
Tier 2: Impact Accelerator - Advanced, practical training for participants with validated ideas ready for commercialisation.

The INNOV-8-2-CREATE Programme aligns with the Innovation Readiness Level (IRL) framework to provide tailored training. The following visual demonstrates how the training tiers correspond to participants' readiness progression:



IRL = Researcher Innovation Readiness Level

Programme's Structure



4.1 Tier 1: Impact Series

4.1.1 Purpose

TRL 1-2 Creating awareness of the steps to be taken in the Innovation and commercialisation process for or early-stage ideas. This is a 7-week programme of 2 hours per week blended learning that includes all the basics you need to know about developing your technology and understanding the steps required to commercialise it.

This is an excellent starter programme for those who have an interest in commercialisation but limited knowledge of the requirements involved, or for those with an early-stage idea, it allows them to assess if they feel the commercialisation pathway is suitable for them.

4.1.2 Impact Series Content

4.1.3 Impact Series Session 1: Introduction to Intellectual Property

This session introduces participants to the foundational concepts of Intellectual Property (IP), its different types, and its role in driving innovation and commercialisation. Participants learn how to identify, protect, and leverage IP in their research projects or innovations.

4.1.3.1 Learning Objectives

By the end of this session, participants should be able to:

1. Understand the various types of IP (e.g., patents, trademarks, copyrights, design rights, trade secrets).
2. Identify which types of IP are applicable to their ideas or an existing technology.
3. Appreciate the value of IP in commercialising research and global markets.

4.1.3.2 Suggested Content

The content should cover the following key topics:

1. **What is Intellectual Property?**
   - Definition and importance of IP in research and commercialisation.
   - The role of IP as a valuable asset (e.g., buying, selling, licensing, leasing).
2. **Types of IP:**
   - Patents: Protection for inventions (e.g., processes, devices, pharmaceuticals).
   - Trademarks: Brand identity and distinguishing products/services.
   - Copyright: Protection for literary, artistic, and creative works.
   - Design Rights: Product appearance, such as shapes or textures.
   - Trade Secrets: Confidential methods or processes (e.g., Coca-Cola recipe).
3. **The IP System:**
   - How the IP system protects innovators.
   - Examples of how IP fosters innovation and prevents imitation.
4. **Criteria for Patentability:**
   - Novelty, non-obviousness, and industrial application.
5. **Common Pitfalls:**
   - Risks of premature disclosure (e.g., publishing articles or sharing ideas).
   - Importance of patent searches and record-keeping.
6. **Applying IP to Research:**
   - Examples of how universities manage IP and create spin-outs.
   - Case studies of successful commercialisation through IP.

4.1.3.3 Delivery Guidance

1. **Pre-Seminar Preparation:**
   - Send participants reflection questions to guide their thinking during the session:
     i. My idea is ...
     ii. My idea is different because ...
     iii. I think the following types of IP might be applicable to my idea..
2. **Interactive Presentation:**
   - Use real-world examples of IP (e.g., trademark for McDonalds or design patent for Apple iPhone).
   - Encourage participants to consider their own research ideas.
3. **Practical Activity:**
   - Case Study Exercise: Participants evaluate an existing innovation (e.g., Dyson Vacuum Cleaner or Bottle of Coca-Cola) and determine which types of IP might apply.
   - Conduct a live demonstration of patent searches using platforms like Google Patents or Espacenet.

4.1.4 Impact Series Session 2: Innovation and Ideation

This session focuses on developing participants' abilities to generate creative solutions to problems through design thinking and ideation techniques. By the end of the session, participants will understand how to empathise with users, define problems effectively, and ideate solutions through collaborative and structured brainstorming processes.

4.1.4.1 Learning Objectives

By the end of this session, participants should be able to:

1. Apply empathy techniques to understand users' needs and pain points.
2. Formulate problem statements to frame challenges for ideation.
3. Generate diverse ideas using brainstorming and structured frameworks like the "How Might We" method.
4. Evaluate and refine solutions through tools like the Affinity Diagram and How-Wow-Now Matrix.

4.1.4.2 Suggested Content

The content should cover the following key topics:

1. Empathy in Problem-Solving

- What is empathy?
  - Understanding and sharing the feelings of users.
- Exercise:
  - Use role-playing to "walk in the shoes" of potential users.

2. Problem Definition

- Crafting Problem Statements:
  - Begin with "How Might We...?" to keep it inspiring yet focused.

3. Ideation Techniques

- Brainstorming:
  - Encourage wild ideas, avoid judgment, and aim for quantity.
- Affinity Diagram:
  - Group ideas by common themes.
- How-Wow-Now Matrix:
  - Categorise ideas by innovation and feasibility:
    - How: Innovative but impractical.
    - Wow: Innovative and feasible.
    - Now: Easy to implement.

4**. Prototyping and Validation**

- Start with low-fidelity prototypes for quick testing.
- Refine solutions through user feedback.

4.1.4.3 Delivery Guidance

1. **Pre-Seminar Preparation:**

- Send participants the following reflection questions to guide their thinking:
  a. If you had an hour to solve a problem, how long would you spend thinking about it?
  b. What is empathy?
  c. What are the core rules for ideation?

2. **Interactive Presentation:**

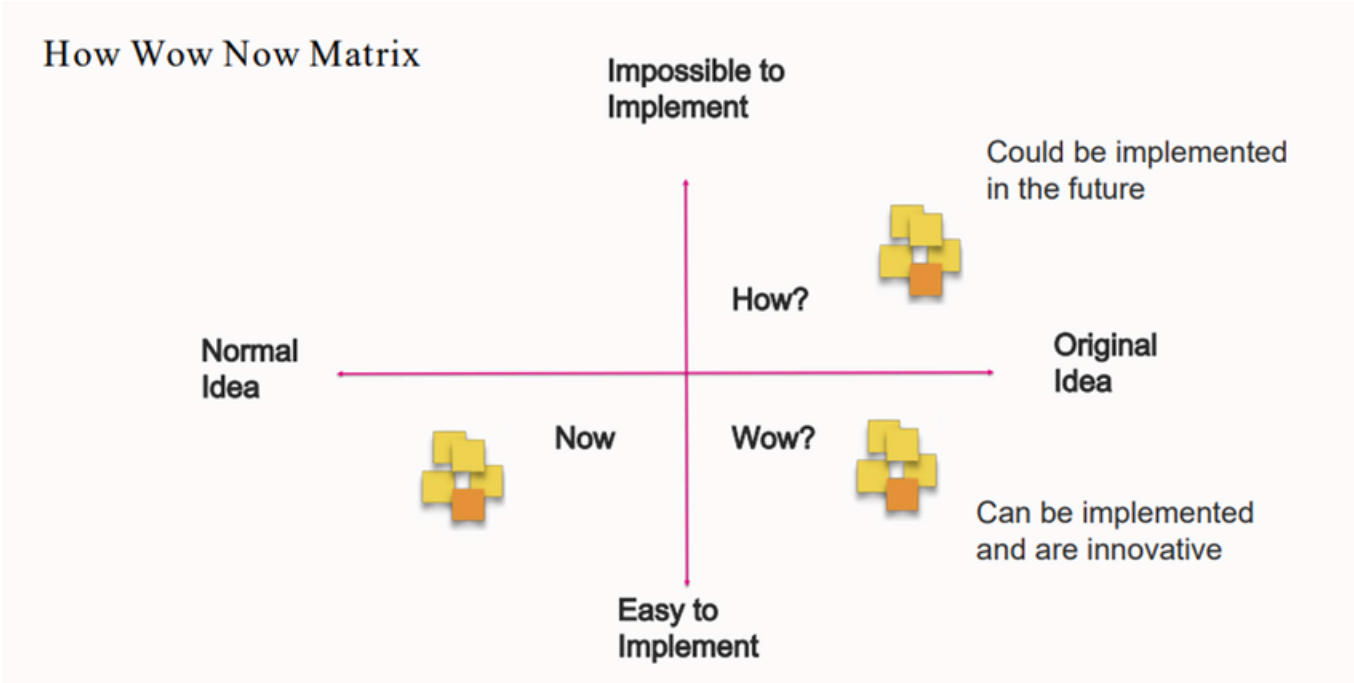
- Begin with an engaging story or example (e.g., the "Hero Rat" solving landmine detection problems).

4.1.4.4 Tools and Templates

Problem Definition Template

CONTEXT When does the problem occur?	**PROBLEM** What is the root cause of the problem?	**ALTERNATIVES** What do customers do now to fix the problem?
CUSTOMERS Who has the problem most often?	**EMOTIONAL IMPACT** How does the customer feel? **QUANTIFIABLE IMPACT** What is the measurable impact (include units)?	**ALTERNATIVE SHORTCOMINGS** What are the disadvantages of the alternatives?

How Wow Now Matrix



4.1.5 Impact Series Session 3: Research Impact and Engagement

This session introduces the concept of research impact and explores how researchers can design and implement effective impact plans. Participants will learn about various types of impact, practical tools for planning and engaging stakeholders, and innovative methods for disseminating their findings to a broader audience.

4.1.5.1 Learning Objectives

By the end of this session, participants will:

1. Understand the definition of research impact and its various types.
2. Learn to design an impact plan aligned with societal, economic, or environmental goals.
3. Identify strategies to disseminate research findings effectively to diverse audiences.

4.1.5.2 Suggested Content

The content should cover the following key topics:

1. **What is Research Impact?**

- Definition: The effect of research beyond academia, influencing society, policy, economy, or the environment.
- Types of Impact:
  - Societal: Improving public health or education.
  - Economic: Contributing to industry innovation or economic growth.
  - Environmental: Addressing climate change or promoting sustainability.

2. **Impact Planning:**

- Developing an Impact Journey using the Logic Model:
  - Inputs → Activities → Outputs → Outcomes → Impacts.

3. **Effective Dissemination Methods:**

- Formal: Research reports, academic papers, conferences.
- Informal: Blogs, social media, community workshops.
- Innovative: Videos, podcasts, multimedia art installations.

4. **Public Engagement in Research:**

- Use the Engagement Triangle to define purpose:

5. **Methods for Engagement:**
   - Stakeholder interviews.
   - Community workshops.
   - Citizen science initiatives.

4.1.5.3 Delivery Guidance

1. **Pre-Session Preparation:**

- Share pre-session questions to encourage reflection:
  - What are the types of research impact?
  - How can research impacts be monitored?
  - How does your research align with societal needs?

2. **Session Activities:**

- Start with a brief presentation on the Logic Model for planning impact.
- Facilitate breakout groups to draft an impact pathway for their research.
- Use role-playing exercises to practice stakeholder engagement.

4.1.5.4 Tools and Templates

Logic Model Template

Component	Description	Examples
Inputs	Resources and assets available to the project.	Funding, researchers, data access, equipment.
Activities	Actions and initiatives to achieve project objectives.	Conducting experiments, stakeholder workshops, public consultations.
Outputs	Immediate results or deliverables of the activities.	Research papers, prototypes, policy briefs, workshops conducted.
Outcomes	Medium-term effects or changes expected from the project.	Improved stakeholder awareness, changes in policy, better public health outcomes.
Impacts	Long-term societal, economic, or environmental changes resulting from the research.	Reduction in CO2 emissions, enhanced economic growth, improved education quality.

4.1.6 Impact Series Session 4: Licensing, R&D Collaboration, Spin-Outs

This session explores how participants can embed impact pathways into their research activities and engage effectively with stakeholders. It highlights the importance of licensing, R& D collaborations, and spin-outs as methods for transitioning research from academia to market.

4.1.6.1 Learning Objectives

By the end of this session, participants will be able to:

1. Assess the potential of their research for licensing opportunities.
2. Identify key collaborations needed to enhance research impact.
3. Understand the spin-out process and evaluate entrepreneurial readiness.
4. Develop an impact strategy tailored to their research goals.

4.1.6.2 Suggested Content

The content should cover the following key topics:

1. Licensing
   - What is Licensing?
     - Allows third parties to use intellectual property for fees or royalties.
   - Checklist:
     - Is the technology protected by IP?
     - Is there a market need?
     - Have potential licensees been identified?
2. R&D Collaborations
   - Why Collaborate?
     - Combines expertise and resources to advance innovations.
   - Key Success Factors:
     - Shared goals, clear agreements, and effective communication.
3. Spin-Outs: Academia to Start-Up
   - What is a Spin-Out?
     - A company formed to commercialise university research.
   - Key Steps:
     - Engage TTOs, build a team, secure funding, and develop a business plan.
4. Embedding Impact in Research
   - Impact Pathways:
     - Focus on societal, economic, or environmental benefits.

4.1.6.3 Delivery Guidance

1. Pre-Seminar Preparation:

- Send participants reflection questions to consider before the session:
  a. Can my technology be licensed?
  b. What are the key collaborations in my research activity?
  c. Do I feel like an entrepreneur?

2. Interactive Presentation:

- Use storytelling to present the journeys of the facilitators (licensing, collaboration, spin-outs).
- Include visual aids such as flowcharts to map licensing or spin-out checklists.

4.1.6.4 Tools and Templates

Licensing Checklist

Licensing Readiness	Yes/No
Is the IP protected?	
Is there a market demand for the technology?	
Are potential licensees identified?	

Spin-Out Checklist

Spin-Out Readiness	Yes/No
Is the technology de-risked for investors?	
Is the market sufficiently large?	
Does the team have entrepreneurial motivation?	

4.1.7 Impact Series Session 5: Grant Writing and Funding

This session introduces participants to the fundamentals of grant writing and explores a range of funding opportunities available for innovative projects. It provides a comprehensive overview of European and national funding schemes and provides participants with practical tools to develop competitive grant applications.

4.1.7.1 Learning Objectives

By the end of this session, participants should be able to:

1. Identify suitable funding sources for their research or innovation projects.
2. Understand key elements of a successful grant application.
3. Develop a funding roadmap, including next steps to secure financial resources.

4.1.7.2 Suggested Content

The content should cover the following key topics:

1. Overview of Funding Opportunities:

- European Programmes:
  - Horizon Europe:
  - European Innovation Council (EIC):
- National Funding Opportunities:
  - Each partner university provides an overview of key funding schemes

2. Grant Writing Essentials:

Understanding Calls for Proposals:

  - Break down topics, expected outcomes, and budgets.
- Key Elements of a Grant Application:
  - Excellence: Clear objectives, innovative methodologies, and addressing expected impacts.
  - Impact: Pathways for achieving outcomes and dissemination strategies.
  - Implementation: Work plans, risks, and resource allocation.

3. Tools and Resources:

- Participant Portals:
  - European Commission's Horizon Europe portal for calls and applications.
  - Research Office resources for funding updates and tools.
- National Contact Points (NCPs):
  - Tailored support for accessing EU programmes.

4.1.7.3 Delivery Guidance

1. Pre-Seminar Preparation:

- Send participants the following reflection questions:
  a. How much funding do I need to progress my idea?
  b. What funding sources are appropriate for my idea?
  c. What are my next steps to prepare a grant application?

2. Interactive Presentation:

- Begin with a funding landscape overview, emphasising the diversity of available grants.
- Share success stories from funded projects to inspire participants.

4.1.7.4 Tools and Templates

Funding Roadmap Template

Funding Source	Grant Amount (Approx.)	Deadline	Key Actions
Horizon Europe			
Marie Skłodowska-Curie			
Enterprise Ireland			
National Research Programme			

4.1.8 Impact Series Session 6: Launching a Start-Up

This session introduces participants to the journey of starting a business, focusing on transitioning research ideas into spin-out companies. Use real-world examples of successful start-ups that provide insights into the entrepreneurial process, challenges faced, and lessons learned.

4.1.8.1 Learning Objectives

By the end of this session, participants should be able to:

1. Understand the spin-out process, from idea validation to company formation.
2. Identify key steps and milestones in launching a start-up.
3. Develop a funding strategy tailored to their business needs.
4. Recognise challenges and solutions encountered by successful entrepreneurs.

4.1.8.2 Suggested Content

The content should cover the following key topics:

1. **What is a Spin-Out?**
- A spin-out commercialises university research or intellectual property.
- Benefits:
  - Scales research impact.
  - Creates economic opportunities.
  - Attracts investment.

2. **The Entrepreneurial Journey**
- Steps:
  a. Protect intellectual property.
  b. Validate the market.
  c. Build a team & engage with TTOs.
  d. Secure funding.
  e. Partner with industry stakeholders.

3. **Funding a Start-Up**
- Sources: Angel investors, venture capital, grants, Horizon Europe.
- Milestones:
  - Early: Prototype & testing.
  - Seed: Market entry.
  - Series A: Scaling operations.

4. **Overcoming Challenges**
- Challenges: Regulations, supply chains, cash flow.
- Solutions: Strong team, accelerators, mentorship networks.
- Available Support: Workshops, online pitch tools.

4.1.8.3 Delivery Guidance

1. **Pre-Seminar Preparation:**

- Send participants the following reflection questions:
  a. Have you considered starting a business? If so, what kind?
  b. How much funding would you need to start your business?
  c. What milestones would be required to launch successfully?

2. Interactive Presentation:

- Begin with inspiring stories to contextualise the spin-out process.
- Include visuals such as timelines or infographics of the entrepreneurial journey.

Hands-On Activities:

- Spin-Out Mapping: Participants outline potential milestones for transitioning their research into a start-up.

4.1.8.4 Tools and Templates

Spin-Out Milestone Template Example

Milestone	Description	Target Date	Responsible Party
Protect Intellectual Property			
Market Validation			
Funding Round			

4.1.9 Impact Series Session 7: Impact and Commercial Pathway Design

This session guides participants in designing a structured impact and commercialisation pathway for their innovations. It emphasises identifying societal, economic, and environmental impacts while defining actionable steps to bring their ideas to market.
This session is best delivered in person.

4.1.9.1 Learning Objectives

By the end of this session, participants should be able to:

1. Identify and articulate the impact of their innovation.
2. Map a commercialisation pathway, including key steps and resources needed.
3. Engage stakeholders effectively to support impact and commercialisation goals.

4.1.9.2 Suggested Content

The content should cover the following key topics:

1. **What is an Impact and Commercial Pathway?**
- Impact Pathway: Steps leading to societal, economic, or environmental benefits.
- Commercial Pathway: A roadmap for product or service development and market entry.

2. **Using the Lean Canvas**
- Simplifies complex business ideas into a single-page format.
- Helps articulate core business elements and identify gaps.

3. **Combining Impact and Commercialisation**
- Define Impact Goals: Identify the problems you're solving and align solutions with global priorities (e.g., UN SDGs).
- Apply the Lean Canvas: Structure the commercial aspects of your idea.
- Map Stakeholders & Engagement: Identify stakeholders (e.g., communities, investors) and develop strategies to engage them.
- Evaluate Feasibility & Risks: Use the Lean Canvas to pinpoint challenges like funding gaps or resource constraints.

4.1.9.3 Delivery Guidance

1. **Pre-Seminar Preparation:**

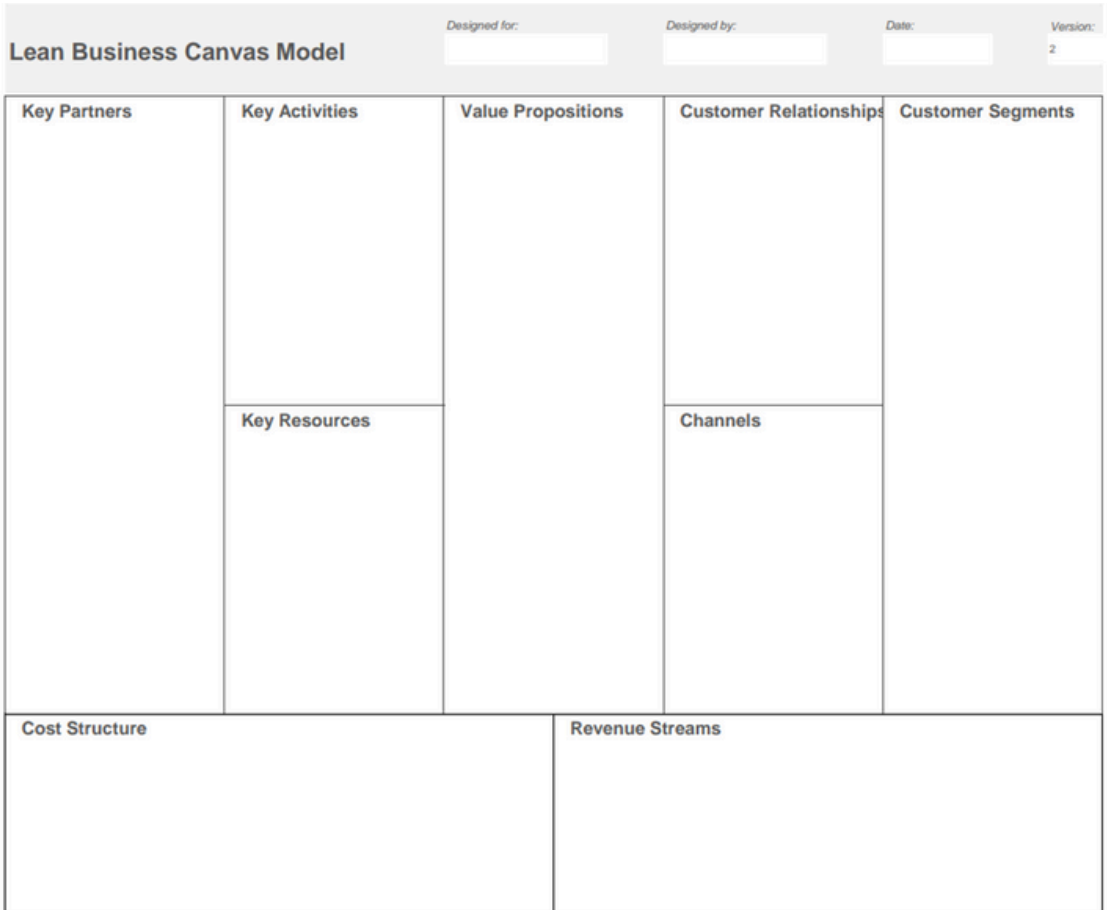
- Reflection Questions:
  a. What impact does your innovation aim to achieve?
  b. Who are your primary stakeholders?
  c. What are the key components of your business idea (e.g., value, customers, funding)?

2. **Interactive Presentation:**

- Introduce the Lean Canvas as a tool to complement impact pathway design.
- Provide real-world examples of impact-driven business models.

4.1.9.4 Tools and Templates

Lean Business Canvas Model



4.2 Tier 2: Impact Accelerator

4.2.1 Purpose

The Impact Accelerator, the second tier of the INNOV-8-2-CREATE programme, is a transnational and transdisciplinary pre-accelerator designed to build on the foundations of the Impact Series. It empowers researchers and innovators to transform ideas into real-world solutions, focusing on commercialisation, impact pathways, and stakeholder engagement.

Over nine weeks, participants engage in hands-on workshops, one-on-one mentoring, and expert coaching to evaluate, validate, and scale their innovations. The programme's participatory nature ensures that participants actively map their commercial and societal impact pathways, with a focus on best practices for innovators aiming to commercialise technologies by validating market needs and opportunities.

The accelerator blends webinars, practical sessions, and tailored support, leveraging in-house university expertise, including Innovation Offices, Business Innovation Centres, and centres of excellence. Participants also benefit from access to experienced mentors, past innovators, and an expert panel embedded in the entrepreneurial ecosystem.

4.2.2 Key Programme Features

Weekly 4-hour sessions, including:

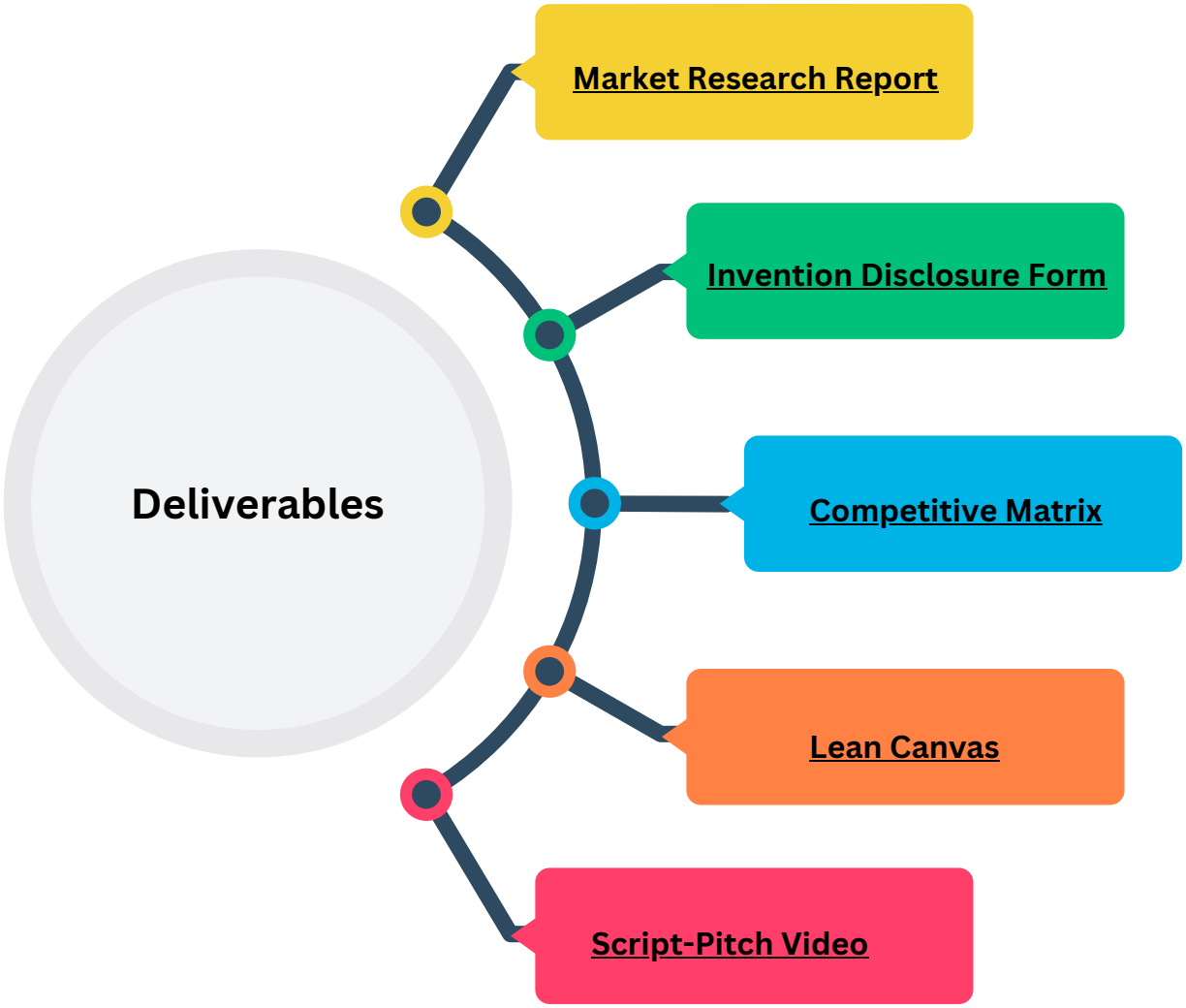
- Workshops led by experts with real-world experience.
- Interactive group activities and breakout discussions.
- Personalised mentoring sessions to refine ideas and pathways.

Access to a diverse network of stakeholders, including investors, policymakers, and industry leaders.

Real-life case studies to contextualise theoretical frameworks.

4.2.3 Learning Outcomes

- Evaluate their idea, its value, and its potential impact.
- Learn about different types of companies, including social enterprises, spin-outs and start-ups and licensing models.
- Validate the need for their idea including engagement with end-users and customers and the scale of their market.
- Map their needs through, needs led innovation lean canvas and other commercial toolkits.
- Understand their barriers, challenges, team & funding requirements and how to overcome these with the help of topic specific subject matter experts and mentors.
- Plan their project and learn how to drive it forward to reach commercialisation.
- Learn to communicate their idea effectively, including pitching, presenting and video communication.
- Learn about the importance of EDI in innovation and how to implement EDI principles in their project and subsequent work.
- Understand the protection model required for their innovation and protect it.
- Initiate grants or funding models required to progress development and achieve commercialisation.



4.2.4 Impact Accelerator Content

4.2.5 Impact Accelerator Session 1: Accelerating You

This first session introduces participants to foundational concepts critical for the accelerator, focusing on Value Proposition, Technology Readiness Levels (TRLs), Innovation Readiness Levels (IRLs), and crafting a 2-Minute Pitch. Participants engage in interactive presentations, hands-on activities, and mentoring to develop actionable outputs.

4.2.5.1 Learning Objectives

By the end of this session, participants will:

1. Define a compelling Value Proposition for their innovation.
2. Assess their current TRL and IRL to identify areas of development.
3. Plan a 2-Minute Pitch of their idea with initial feedback.
4. Begin developing their commercial and technical roadmap under mentorship guidance.

4.2.5.2 Suggested Content

The content should cover the following key topics:

1. Value Proposition Development

- What is a Value Proposition (VP)?
  - VP vs. USP:
- Why It Matters:
  - Defines the innovation's impact on stakeholders.
  - Forms the foundation of pitches and commercialisation plans.

2. TRL & IRL Assessment

- What Are TRLs and IRLs?
  - TRL (Technology Readiness Level): Tracks technology development from concept to deployment.
  - IRL (Innovation Readiness Level): Assesses the readiness of the innovator to commercialise.
- Why It Matters:
  - Identifies participants' position in the innovation journey.

3. The 2-Minute Pitch

- Communicate the core of an idea concisely and compellingly, highlighting:
  - Problem: What's the issue being addressed?
  - Solution: How does the innovation solve it?
  - Impact: Why does it matter, and who benefits?

4.2.5.3 Delivery Guidance

Interactive Presentation

- Method:
  - Use real-world examples (e.g., successful pitches, case studies) to explain key concepts.
  - Incorporate visual aids such as TRL/IRL charts and VP frameworks to enhance understanding.
- Suggested Flow:
  - Begin with a Zoom session for joint learning and discussion.
  - Follow with in-person breakout activities to apply concepts in small groups.

Hands-On Activities

1. Value Proposition Drafting:
   - Participants identify and articulate their unique value proposition.
   - Activity outcome: A clear, concise draft of their VP.
2. TRL/IRL Assessment:
   - Self-assessment exercise using TRL/IRL charts to identify readiness levels.
   - Mentors guide participants in creating a roadmap to address gaps.
3. Pitch Practice:
   - Participants deliver a draft script of their pitch presenting their ideas.
   - Structured feedback is provided by mentors and peers to improve clarity and delivery.

Mentoring Sessions

- Focus Areas:
  - Refining their Value Proposition.
  - Developing a TRL/IRL roadmap.
  - Structuring and rehearsing their initial pitch.

4.2.5.4 Tools and Templates

Script Tremplate

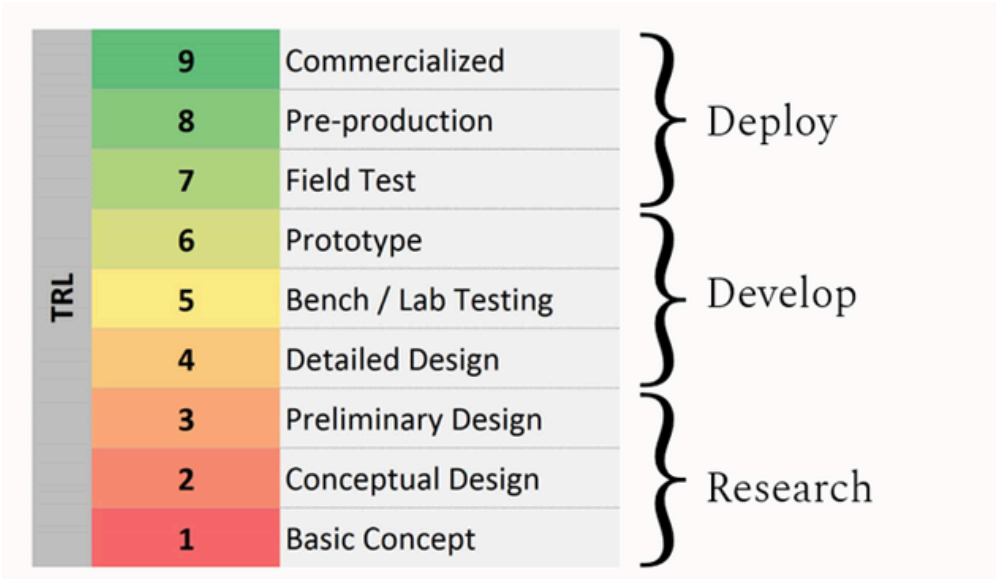
INNOV-8-2-CREATE

Script Template – 2/3 minute innovation pitch

(circa 400 words) Based on one speaker. Suggestions only below. Sections can be moved around.
Let's tell that story…
Name:
Project name:

- The problem is?
- This problem effects?
- My solution is?
- Market research shows?
- Current stage of development is? (Is it protected/is there a prototype/is it a service/ what testing has been completed/ TRL is, data gathered/ trails in place etc.)
- What value does your idea bring and to who? Your value proposition
- What is your ask? (Where to from here on your commercial pathway)

Technology Readiness Level



Innovation Readiness Level

4.2.6 Impact Accelerator Session 2: Market Validation

This session focuses on understanding the market potential for innovations by diving into customer needs, market dynamics, and competition. Participants will learn how to conduct primary and secondary research, use strategic tools, and develop a Market Research Report, a critical output of the Impact Accelerator. Including a case study allows participants to see practical examples of market research in action, making theoretical concepts more relatable.

4.2.6.1 Learning Objectives

By the end of this session, participants will:

- Understand the process and purpose of market validation in aligning innovations with market needs.
- Develop a Market Research Report that identifies unmet needs, market opportunities, and validation insights.
- Apply tools such as surveys and stakeholder engagement to gather actionable data for informed decision-making.

4.2.6.2 Suggested Content

The content should cover the following key topics:

Market Validation

What is Market Validation?

- Purpose:
  - Minimise risks by aligning innovations with actual demand.
  - Confirm the solution addresses a significant, unaddressed problem.

Key Components

1. Google Search Techniques
2. Survey Design
3. Key Opinion Leaders (KOLs)

Market Research Report

- Core Sections:
  - Unmet Needs: What customer problems remain unresolved?
  - Opportunities: Where are the gaps in the market?
  - Validation Insights: Key findings from surveys, interviews, or discussions.

Case Study

- Facilitator Guidance:
  - Choose a case study illustrating challenges, solutions, and lessons learned.
  - Discuss how it aligns with the concepts covered in the session.

4.2.6.3 Delivery Guidance

Interactive Presentation

- Delivered by a facilitator, the presentation should:
  - Explain key principles of market research.
  - Use real-world examples to contextualise each step.
  - Highlight how findings feed into commercialisation efforts.

Mentoring Session

  - Refine their market research approaches.
  - Identify gaps in their data collection plans.
  - Draft a plan for their Market Research Report.

4.2.6.4 Tools and Templates

Market Research Report Template

Market Research Report

1. Size of the Prize

Insert a paragraph of text that states the value of the opportunity that you are targeting, and the countries that is covers (Europe, USA, North America, China, Rest of Asia, Rest of World etc.

If you are targeting a sub-set of the opportunity initially (with your first product) and then going on to target a larger opportunity later, explain this in the text. If you have not got to this level of detail yet – that's OK.

Add a table that contains the numbers referred to in the text above. The text above might refer to the total market, in the table you can break this down by product, country, etc., if you have this level of information.

Table 1. Size of the Prize

Revenue £m p.a.	EU	USA	China	RoW	Total
1. Product 1	999	999	999	999	999
2. Product 2	999	999	999	999	999
Grand total	**999**	**999**	**999**	**999**	**999**

List the assumptions you have used in making these market estimates/

Key assumptions:

- Pricing; the price you will charge, and why
- Number of customers; number of customers in the market
- Purchase amount; the value of purchases by a customer in a year, the value of a transaction, the transaction frequency (e.g. daily, weekly, monthly, annual contracts, infrequently)

2. Existing Competitors

Insert a paragraph of text that lists the main competitors.
Insert a (high -level summary) paragraph that summarises the total competitive set:
Insert a paragraph of text for each competitor mentioned above, that describes:
The products and services that they provide, and that you will be competing against

- Their strategy for this market
- The R&D that they are doing
- How they sell their products and services (own sales force, via distributors, online, etc.)
- Any key partnerships they have, that are relevant to this market
- Their people and their skills – have they employed people who could build what you are developing?

3. Future Competitors

(This section is particularly relevant where the existing products and services are widely accepted to be unsatisfactory, and where there is considerable research interest in developing improved solutions. It is therefore likely that other solutions, currently in development, may be important future competitors).

Insert a paragraph of text that lists the main organisations and academic groups who are active in this area
Insert a paragraph of text that describes any ongoing activity to translate this research into products and services.
List any start-up companies emerging from this activity, the stage of development that they have reached, and the amount of funding that they have raised.

4. Notes of customers and expert interviews

List the people you spoke to in the table below.

Table 2: people interviewed

Person	Role
Name	Role
Name	Role
Name	Role

List the key things you learned from these conversations

Provide short notes of each individual conversation.

Name:
Role:
Date of conversation:

Notes:

Name:
Role:
Date of conversation:

Notes:

Name:
Role:
Date of conversation:

Notes:

4.2.7 Impact Accelerator Session 3: Protect and Prepare

This session focuses on providing participants with the knowledge and tools to protect their intellectual property (IP). Topics include an introduction to various forms of IP, real-world applications through a case study, and guidance on preparing and submitting an Invention Disclosure Form (IDF). The session is structured to balance conceptual learning, practical exercises, and tailored mentoring.

4.2.7.1 Learning Objectives

By the end of this session, participants will:

1. Understand the fundamental concepts and types of intellectual property (IP) and their relevance to innovation.
2. Recognise the importance of IP protection in facilitating commercialisation and preventing premature disclosures.
3. Identify the key components of an Invention Disclosure Form (IDF) and understand its role in recording and protecting innovations. If relevant Software Disclosure Forms or Creative Disclosure Forms can also be explored here.
4. Draft an IDF to capture and assess their innovation for potential IP protection and commercialisation.

4.2.7.2 Suggested Content

The content should cover the following key topics:

Introduction to Intellectual Property (IP)

1. What is IP?
2. Types of IP:
    - Copyrights: Protect creative works (e.g., books, music, films).
    - Patents: Legal protection for inventions, allowing exclusive use.
    - Trademarks: Distinguish goods/services of one entity from others.
    - Trade Secrets: Protect confidential business information.
    - Industrial Designs: Protect the visual design of products.
3. Key Organisations:
    - WIPO, EPO, EUIPO, and national patent offices.
4. AI and IP:
    - Explore challenges with AI as authors or inventors.

Case Study: Applying IP Concepts

- Facilitator Guidance:
    - Select a case study relevant to participants' innovations.
    - Discuss:
        - The type of IP applied.
        - Challenges faced and solutions.
        - Outcomes and lessons learned.

National Regulations and IDF Process

- Invention Disclosure Form (IDF):
- Each university/partner works offline on their own IDFs.
    - Purpose: Document and protect innovations for assessment and commercialisation.
    - Key Components:
        - Inventor vs. contributor roles.
        - Ownership and encumbrances.
        - Details of the invention’s uniqueness.

4.2.7.3 Delivery Guidance

Interactive Presentation:

- Delivered by an IP expert, focusing on:
  - Key concepts of IP protection.
  - The process of identifying the right type of IP for innovations.
  - Common pitfalls and how to avoid them (e.g., public disclosure risks).

Hands-On Activities:

1. IDF Completion:
   - Participants start to complete the IDF template with guidance from facilitators and mentors.

Mentoring Session:

- Mentors work with participants to:
  - Review plan to complete IDFs.
  - Discuss strategies for protecting their innovations.
  - Provide feedback on IP strategies tailored to each innovation.

4.2.7.4 Tools and Templates

Invention Disclosure Form Template

Each university or institution will have its own approach and template for the Invention Disclosure Form (IDF). Participants should consult their Technology Transfer Office (TTO) or equivalent for institution-specific guidelines.

The following template is summarised and adapted from Knowledge Transfer Ireland (KTI) as a general example to guide participants in understanding the typical structure and content of an IDF.

Invention Disclosure Form Template (Summarised sample)

1. Innovation Details

- Title of Innovation:
  - Provide a descriptive and unique name for the innovation.
- Brief Description:
  - What is the innovation, and how does it work?
- Problem Solved:
  - What challenge or need does this innovation address?

2. Unique Aspects

- Advantages:
  - What makes this innovation better than existing solutions?
- Stage of Development:
  - Concept, prototype, or market-ready?

3. Ownership & Contributors

- Inventors/Contributors:
  - Name, institution, and role (e.g., inventor, contributor).
- Ownership:
  - Are there any joint owners or collaborators?

4. Prior Art & Disclosure

- Existing IP or Literature:
  - Any relevant patents, papers, or public disclosures?
- Public Disclosure:
  - Has this been publicly disclosed? (Yes/No)

5. Funding Sources

- Research Support:
  - List funding sources or grants that contributed to the innovation.

6. Next Steps

- Commercialisation Pathway:
  - Is licensing, spin-out, or patent filing planned?

Declaration:

"I declare that the information provided is accurate to the best of my knowledge."

Signature: _____

Date: _____

4.2.8 Impact Accelerator Session 4: Market Research Findings

This session helps participants synthesise their Market Research Reports, translating data into actionable insights. It focuses on identifying competitive advantages and crafting funding strategies. Participants will articulate their market position and develop plans to engage stakeholders and investors.

4.2.8.1 Learning Objectives

By the end of this session, participants will:

1. Identify and articulate the unique attributes that define their competitive advantage within the market.
2. Use a Competitive Analysis Matrix to assess competitors and highlight areas where their innovation excels.
3. Understand the funding landscape, including investor expectations, and craft a strategy to engage stakeholders effectively.

4.2.8.2 Suggested Content

The content should cover the following key topics:

1. Competitive Advantage

- Core Questions:
  - Who are your competitors?
  - What makes your proposition unique?
  - Why would customers choose you?
- Sources:
  - Operational excellence, product leadership, brand image, intellectual property, supply chain security.

2. Competitive Analysis Matrix

- Steps:
  a. Identify traits important to customers.
  b. List competitors and score them against these traits.
  c. Highlight gaps where your innovation excels.
- Example: Comparing features of medical devices, AI tools, or renewable energy solutions.

3. Funding Landscape Overview

- Trends:
  - High interest in AI, digital health, FinTech, and Cleantech.
- What Investors Look For:
  - Market familiarity.
  - Strong, cohesive teams.
  - Evidence of market engagement.
  - Clear exit strategies.

4.2.8.3 Delivery Guidance

Interactive Presentation:

- Content:
  - Introduce concepts of competitive advantage and funding landscape using visual examples.
  - Provide real-world examples of successful funding pitches.

Hands-On Activities:

1. Competitive Analysis Exercise:
   - Participants build their own Competitive Analysis Matrix.
   - Identify traits important to their customers and score competitors.

4.2.8.4 Tools and Templates

Competitive Analysis Matrix

	Trait 1	Trait 2	Trait 3	Trait 4	Trait 5	Trait 6	Trait 7
Competitor 1							
Competitor 2							
Competitor 3							
Competitor 4							
You							

4.2.9 Impact Accelerator Session 5: Impact Planning

This session focuses on planning the pathways to impact for participants' innovations, whether societal, economic, or commercial. By integrating project management principles with spin-out/start-up strategies, participants will learn how to structure their activities and resources to achieve measurable outcomes. This session also emphasises preparing for challenges in transitioning from innovation to implementation, ensuring scalability and sustainability.

4.2.9.1 Learning Objectives

By the end of this session, participants will:

- Understand the principles of impact planning and its importance in bridging research and application.
- Identify steps to create spin-outs, overcome challenges, and build successful pathways to impact.
- Apply project management techniques to achieve innovation goals efficiently.

4.2.9.2 Suggested Content

The content should cover the following key topics:

Impact Planning

1. What is Impact Planning?
   - Purpose:
     - Define objectives, milestones, and resources.
     - Identify challenges and strategies to address them.

2. Spin-Outs and Pathways to Impact

- Key Steps:
  - Develop a business plan.
  - Secure resources (IP, funding, facilities).
  - Build a team and validate product-market fit.
- Challenges:
  - De-risking technology, navigating IP agreements, and building entrepreneurial teams.

3. Project Management for Impact

- Key Areas:
  - Scope Management: Define objectives and deliverables.
  - Risk Management: Mitigate uncertainties.
  - Time Management: Track schedules with tools like Gantt charts.
  - Stakeholder Management: Communicate effectively with all parties.

4. Case Study on Impact Planning

- Facilitator Guide:
  - Showcase challenges, tools, and measurable outcomes.
  - Provide transferable lessons.

4.2.9.3 Delivery Guidance

Interactive Presentation:

- Content:
  - Explain the principles of impact planning, with a focus on:
    - Transitioning innovations from research to implementation.
    - Leveraging project management to achieve milestones.
    - Common pitfalls and strategies to overcome them.

Mentoring Session:

- Focused one-on-one sessions to:
  - Refine project plans and scripts.
  - Provide actionable feedback on challenges related to spin-out formation or start-up scaling.
  - Provide actionable feedback on project management strategies.

4.2.9.4 Tools and Templates

Spin-Out Readiness Checklist

Question	Your Answer	Action Required (if applicable)
Will this technology advance faster in academia?	Yes / No	
Is there a real unmet need?	Yes / No	
Can't sell an invention that doesn't address a real need.	Yes / No	
Is the IP protected?	Yes / No	
Can your invention lead to at least a 10x improvement in how things are done today?	Yes / No	
Have you talked to real customers?	Yes / No	
Is the market big enough?	Yes / No	
Is the team ready to leave academia?	Yes / No	
Has the team got all the skills required?	Yes / No	
Are you willing to work on this for the next 5–10 years?	Yes / No	

4.2.10 Impact Accelerator Session 6: Filling the Gaps

This session focuses on helping participants identify and address gaps in their commercialisation plans using the Lean Business Canvas Model (LBCM) The session introduces the Lean Canvas as a practical tool for structuring and refining business ideas.

4.2.10.1 Learning Objectives

By the end of this session, participants will:

1. Understand the Lean Business Canvas Model and its role in visualising and organising business ideas.
2. Learn to identify and define the nine key sections, including Value Proposition, Customer Segments, and Revenue Streams.
3. Use the LBCM to evaluate risks, opportunities, and resources effectively in their business planning.

4.2.10.2 Suggested Content

The content should cover the following key topics:

Lean Business Canvas Model (LBCM)

- Simplifies complex business ideas for clarity and communication.
- Identifies risks and opportunities early.

Core Sections of the Lean Canvas

1. Value Proposition:
   - The unique value your solution provides to customers.
2. Customer Segments:
   - Define distinct groups of potential customers using personas.
3. Customer Relationships:
   - Interaction points between the business and customers.
4. Channels:
   - Methods for delivering value (e.g., social media, events, direct sales).
5. Key Activities:
   - Essential actions to deliver the Value Proposition (e.g., product development, marketing).
6. Key Resources:
   - Assets required for operations (e.g., staff, equipment, labs).
7. Key Partners:
   - External entities that help achieve business goals (e.g., suppliers, investors).
8. Cost Structures:
   - Fixed and variable costs, including opportunity costs.
9. Revenue Streams:
   - Methods for generating income (e.g., subscriptions, pay-per-product).

4.2.10.3 Delivery Guidance

Guided Lean Business Canvas Completion:

- Facilitator walks participants through each section, using examples and prompts for discussion.
- Sessions alternate between:
  a. Online Group Work:
     - Explanation and live Q&A for each section.
  b. Offline Individual Work:
     - Participants draft their responses for the assigned sections.

Interactive Components:

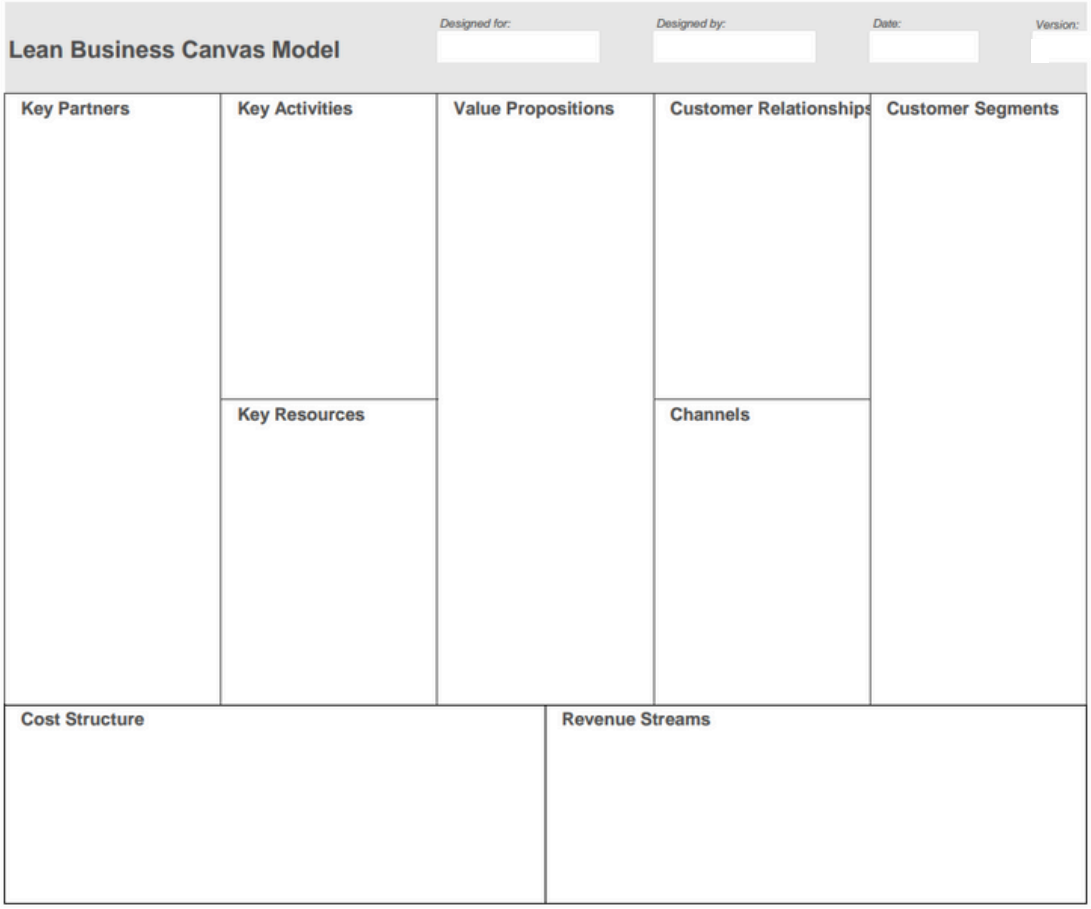
1. Step-by-Step Lean Canvas Walkthrough:
   - Use real-world examples relevant to participants' fields to illustrate each section.

Mentoring Sessions:

- Focused one-on-one discussions to:
  - Validate participants' Lean Business Canvases.
  - Offer tailored advice on specific sections.

4.2.10.4 Tools and Templates

Lean Business Canvas Template



Lean Business Canvas Model

Designed for: | Designed by: | Date: | Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

4.2.11 Impact Accelerator Session 7: Presentation Skills

This session provides participants with the skills and techniques needed to deliver impactful presentations and communicate their ideas effectively. It focuses on refining presentation structure, enhancing delivery through verbal and nonverbal communication, and leveraging tools to prepare polished slide decks and video presentations.

4.2.11.1 Learning Objectives

By the end of this session, participants will:

1. Understand the principles of effective presentation, including clarity, confidence, and structure.
2. Learn to design visually appealing slides and deliver engaging video presentations.
3. Develop strategies for simplifying messages, engaging audiences, and handling Q&A sessions effectively.

4.2.11.2 Suggested Content

The content should cover the following key topics:

Presentation and Communication Skills

1. Presentation Skills

- Core Principles:
  - Clarity, conciseness, confidence.
- Key Elements:
  - Body Language, tone of voice, structure.

2. Slide and Video Preparation

- Slide Design:
  - Use minimal text, visuals, and consistent formatting.
  - Tools: Canva, Google Slides, or Piktochart for professional designs.
- Video Tips:
  - Speak clearly, maintain good posture, and ensure proper lighting and audio.

3. Communication Strategy

- Simplify Your Message: Avoid jargon; tailor language to your audience.
- Engage Your Audience: Use storytelling, analogies, and interaction techniques like questions.
- Q&A Readiness: Anticipate and practice responses to likely questions.

4. Tools and Resources

- Recommended Tools:
  - Canva for slide decks.
  - Pexels/Unsplash for images.
  - Zoom or Loom for video recording.

4.2.11.3 Delivery Guidance

Interactive Presentation:

- Content:
  - Delivered by an experienced facilitator, this session emphasises:
    - Nonverbal and verbal communication strategies.
    - Structuring pitches for clarity and impact.
    - Incorporating energy and enthusiasm into delivery.
- Activities:
  - Facilitator demonstrates effective communication tactics using examples.

Hands-On Activities:

1. Pitch Practice:
   - Each participant delivers a 2-minute pitch.
   - Facilitators and peers provide constructive feedback on content and delivery.

Mentoring Sessions:

- One-on-one mentoring focused on:
  - Refining pitch content.
  - Enhancing delivery through practical feedback.
  - Planning slide decks.

4.2.11.4 Tools and Templates

Presentation Checklist

Component	Questions to Consider
Objective	Is your presentation designed to trigger action?
Clarity	Is the message clear and jargon-free?
Visuals	Do your slides enhance understanding, not distract?
Delivery	Are you confident and engaging in your tone?
Conclusion	Does your closing leave a lasting impression?

4.2.12 Impact Accelerator Session 8: Final Pitch Preparation

This session is dedicated to professionally recording participants' 2-minute pitch videos. These videos serve as a polished representation of their innovation, tailored for potential stakeholders, including investors, collaborators, and grant evaluators. Each participant's pitch will be filmed by professional videographers, ensuring high-quality visuals and audio.

4.2.12.1 Learning Objectives

By the end of this session, participants will:

1. Understand the purpose and impact of professional video pitches in showcasing innovations.
2. Prepare and structure a clear, engaging pitch highlighting the problem, solution, and impact.
3. Collaborate with videographers to ensure high-quality, professional recordings.

4.2.12.2 Suggested Content

The content should cover the following key topics:

Purpose of the Video Pitches

- Why Video?
  - A professional pitch boosts credibility and engagement.
  - Videos are concise, impactful tools to showcase innovations widely.

Preparing for Recording Day

- Confidence Through Practice:
  - Practice sessions during prior workshops help refine delivery for clarity and confidence.
- Key Elements of the Pitch:
  - Problem statement.
  - Unique solution or value proposition.
  - Market potential or societal impact.
  - Call to action (e.g., funding, partnerships).
- Guidelines for Visuals:
  - Use simple, engaging slides, props, or prototypes directly relevant to the pitch.

Role of Professional Videographers

- Sourcing:
  - Each partner organises professional videographers with high-quality equipment.
- Technical Setup:
  - High-resolution video (1080p+), proper lighting, clear sound, and professional backgrounds.

4.2.12.3 Delivery Guidance

Recording Day Schedule:

- Suggested Time Allocation:
  - Allocate 40 minutes per participant:
    - 10 minutes: Setup and technical checks.
    - 20 minutes: Recording multiple takes of the pitch.
    - 10 minutes: Review and adjustments with the videographer.
- Flexibility:
  - Allow buffer time between participants to manage unforeseen delays.

Structure of the Session:

1. Introduction and Briefing:
   - Provide an overview of the recording process.
   - Address any last-minute questions or concerns.
2. Individual Recordings:
   - Each participant records their pitch while videographers ensure technical quality.
   - Facilitators and mentors provide on-the-spot feedback for adjustments if needed.

4.2.13 Impact Accelerator Session 9: Light, Camera, Action

The final session serves as the culmination of the programme, celebrating the participants' journey and achievements. It features a two-stage panel pitch competition with an internal semifinal at each university, followed by a transnational final. Participants showcase their videos, answer expert questions, and receive recognition for their efforts. The session concludes with an award ceremony to honour outstanding participants and provide certificates to all.

4.2.13.1 Learning Objectives

By the end of this session, participants will:

- Present their innovation in a high-stakes setting and receive expert feedback.
- Understand evaluation criteria for effective pitching and commercialisation.
- Leverage their pitch videos and networks for future opportunities.

4.2.13.2 Suggested Content

The content should cover the following key topics:

Panel Pitch Semifinal (Internal Competition)

- Format:
  - Each university hosts an offline semifinal.
  - Participants present their 2-minute pitch videos, followed by Q&A from a panel of three experts.
- Evaluation Criteria:
  - Best Overall Pitch: Clarity, impact, and audience alignment.
  - Best Commercial Opportunity: Market readiness and scalability.
  - Best Presenter: Confidence and engagement.
  - One to Watch: High potential with room for growth.

Transnational Final (Eurovision-Style)

- Format:
  - Semifinal winners compete online, judged by a transnational panel.
- Judging Process:
  - One judge from each university scores finalists to select the overall winner.

Award Ceremony

- Internal Awards:
  - Best Overall Pitch, Best Commercial Opportunity, Best Presenter, One to Watch.
- Transnational Winner:
  - Announced online with closing remarks from all partners.
- Certificates:
  - Participants receive a completion certificate.

4.2.13.3 Delivery Guidance

Semifinal (Offline):

1. Preparation:
   - Ensure all videos are queued for playback.
   - Arrange panellists and provide them with evaluation tools.
   - Distribute and collect signed consent forms from participants.
2. Structure:
   - Play videos in sequence while participants stand at the front.
   - Allocate 10 minutes per participant:
     - 2 minutes for video playback.
     - 8 minutes for Q&A with the panel.
3. Scoring:
   - Judges evaluate participants using predefined criteria.

Final (Online):

1. Preparation:
   - Ensure judges have scoring tools and instructions.
2. Structure:
   - Play each finalist's video, followed by a brief panel discussion.
   - Judges submit scores in real-time to determine the winner.

4.2.13.4 Tools and Templates

Panel Evaluation Template

Participant Name: _____	**Date:** _____
Evaluator Name: _____	

Scoring Criteria

Category	Score (1–5)
Clarity of Pitch	
Market Potential	
Presentation Skills	
Impact Potential	
Overall Impression	

Awards Recommendations

Award	Does the participant qualify? (Yes/No)	Reason for Recommendation
Best Overall Pitch		
Best Commercial Opportunity		
Best Presenter		
One to Watch		

Comments:

Strengths:

Suggestions for Improvement:

Final Total Score: _____

4.3 Evaluation and Feedback

Feedback is critical for understanding the effectiveness of the programme, improving future iterations, and showcasing impact to stakeholders. A structured feedback process ensures that insights from participants and stakeholders are captured and utilised effectively.

4.3.1 Feedback for the Impact Series

Feedback is collected after each session to:

Identify the relevance and effectiveness of individual modules

Understand the participants' immediate takeaways

Collect suggestions for improvement

4.3.1.1 Sample Questions to Collect Feedback

1. Did the content of the course meet your expectations?
2. Was the course helpful at filling in any knowledge gaps you have?
3. List three things you found most beneficial about the course.
4. How could the course be improved?
5. On a scale of 1-5, how would you rate the effectiveness of:
    - The instructor?
    - The course overall?
6. Would you recommend the course to a colleague?

4.3.2 Feedback for the Impact Accelerator

Feedback is collected at the end of the programme to:

Assess the overall experience of participants

Evaluate transnational aspects of the course delivery

Measure participants' progress in innovation readiness

4.3.2.1 Sample Questions to Collect Feedback

1. Did the content of the course meet your expectations?
2. Was the course helpful at filling in any knowledge gaps you have?
3. Please list three things you found most beneficial about the course.
4. On a scale of 1-5, how would you rate the effectiveness of:
5. The instructors?
6. The course overall?
7. Would you recommend the course to a colleague?
8. How did you find the trans-national aspect of the course?
9. Please rate your researcher innovation level (1-9).
10. How could the course be improved?
11. Do you have anything else you'd like to add?

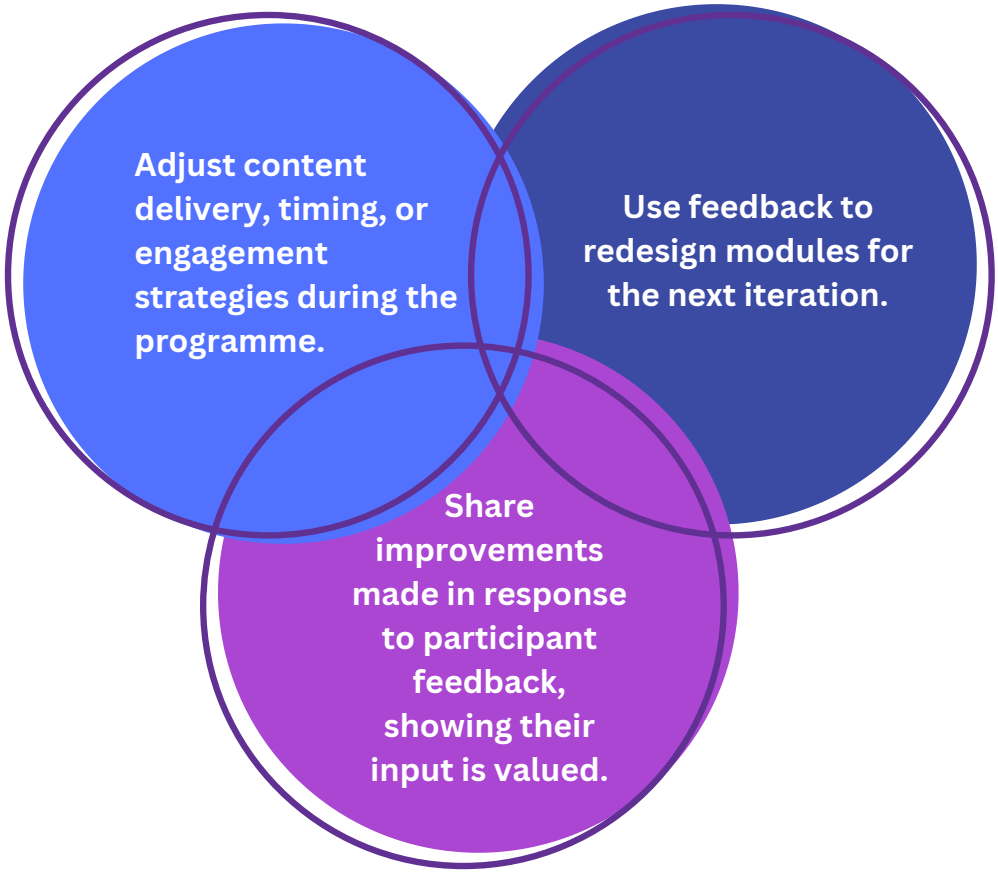
4.3.4 Feedback Collection Methods

- **Online Surveys:**
  - Use tools like Google Forms, Microsoft Forms, or SurveyMonkey.
  - Ensure anonymity to encourage honest responses.
- **Group Discussions:**
  - Facilitate group discussions at the end of key sessions or the programme.

4.3.5 Analysis and Reporting

- **Aggregate Results:**
  - Combine ratings and comments into a single spreadsheet for easy analysis.
- **Identify Themes:**
  - Look for recurring suggestions, challenges, or compliments.
- **Share Findings:**
  - Present summarised feedback to stakeholders.

4.3.6 Integrating Feedback into Programme Design



5. Communication and Dissemination

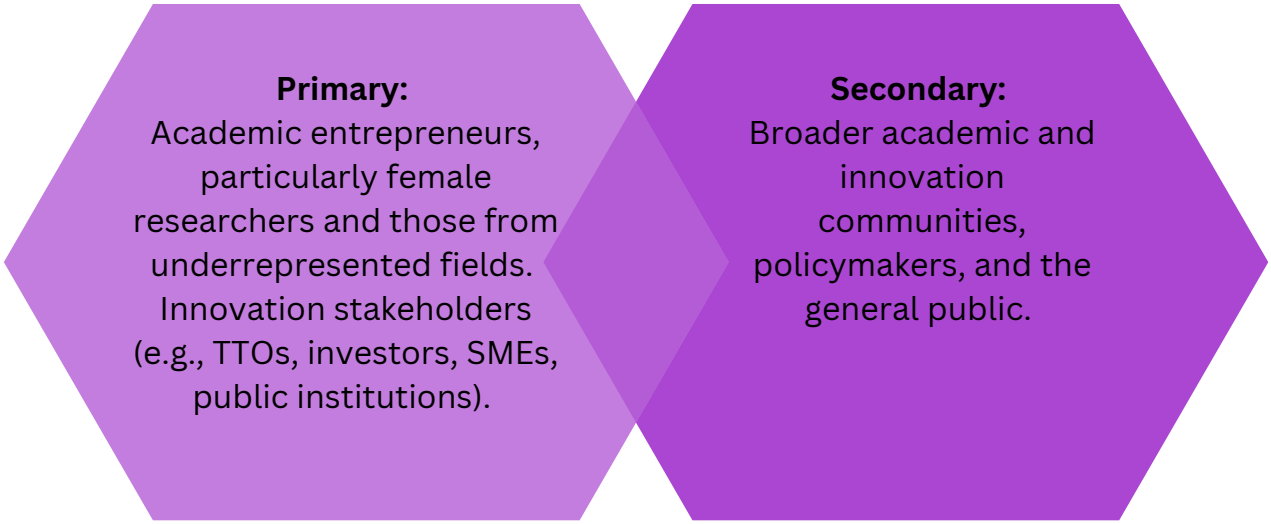
Effective communication and dissemination are vital to ensuring the success, visibility, and long-term impact of the INNOV-8-2-CREATE programme. This section provides guidance for universities and innovation hubs on how to design and implement a robust communication strategy tailored to pre-accelerator and accelerator programmes. The focus is on engaging stakeholders, showcasing outcomes, and creating a sustainable legacy.

5.1 Key Objectives of Communication and Dissemination

- **Raise Awareness:** Ensure broad awareness among stakeholders, participants, and the public about the programme's objectives, events, and outcomes.
- **Engage Stakeholders:** Create meaningful interactions with academic entrepreneurs, industry experts, policymakers, and funding bodies.
- **Promote Diversity and Inclusion:** Highlight programme accessibility for participants from diverse backgrounds and fields, particularly underrepresented groups.
- **Share Results:** Disseminate insights, tools, and success stories to inspire replication and scalability across regions.

5.2 Components of a Communication and Dissemination Strategy

5.2.1 Target Audience



5.2.2 Messaging Framework

5.2.2.1 Core Messages

"Empowering innovation through transnational collaboration."

"Transforming research into real-world impact."

"Building inclusive and scalable innovation ecosystems."

5.2.2.2 Tailored Messages

Develop messages specific to each audience segment, emphasising their unique interests and potential benefits.

5.2.3 Recommended Tools and Channels

5.2.3.1 Website

- Serve as the central hub for programme information, updates, and resources.
- Provide registration links, event schedules, and access to online learning materials.
- Include a dedicated section for success stories and participant testimonials.

5.2.3.2 Social Media

- Use platforms such as LinkedIn and Twitter to:
- Announce upcoming events and application deadlines.
- Share real-time updates and live coverage of programme sessions.
- Highlight participant achievements and milestones.
- Suggested Hashtags: #INNOV82Create #ImpactPathways #InnovationEcosystems

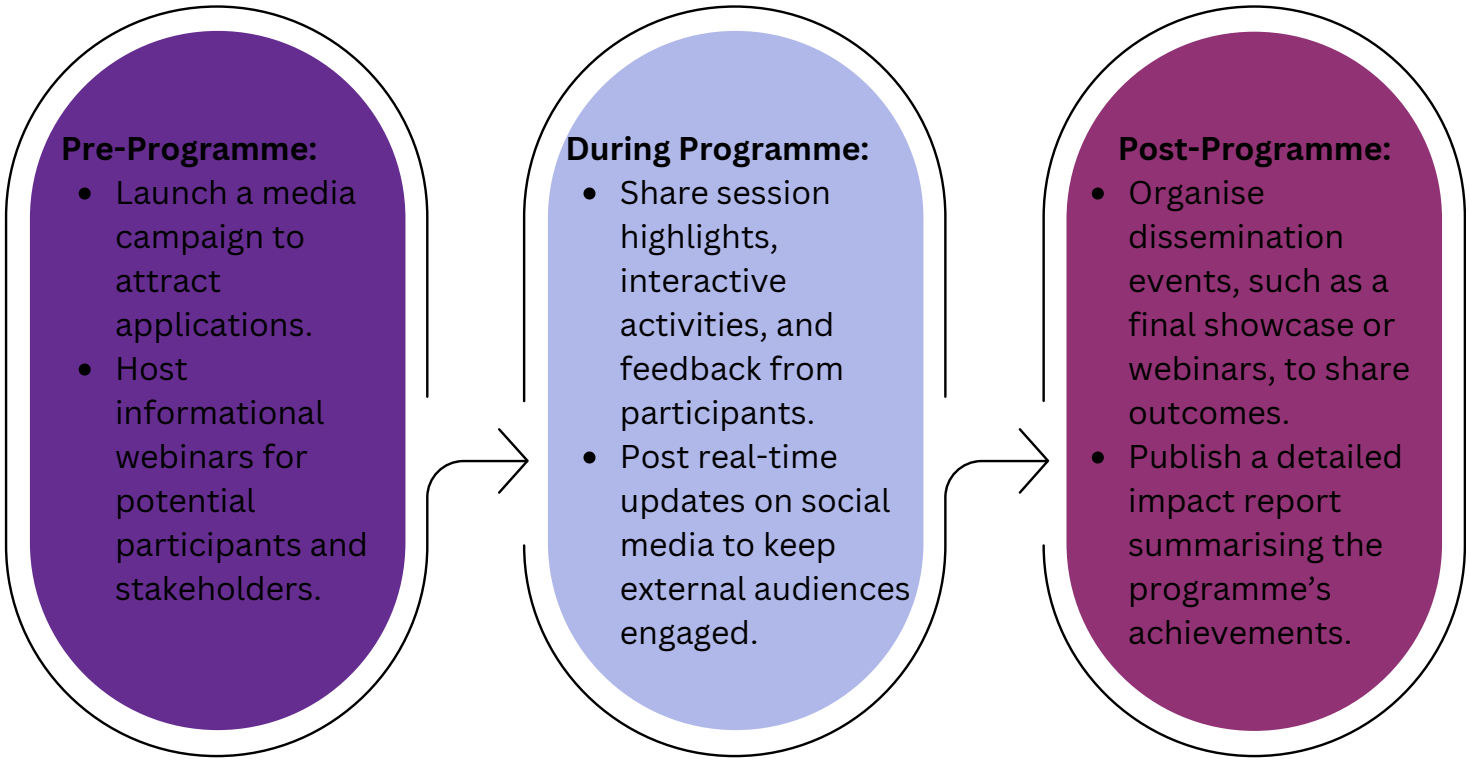
5.2.3.3 Promotional Materials

- Design flyers, brochures, and posters to share online and at in-person events.
- Example: Save the Date Flyer (see visual example provided).

5.2.3.4 Press and Media

- Publish press releases at key milestones, such as programme launches and award ceremonies.
- Collaborate with academic and innovation-focused journals to share results.

5.2.4 Suggested Activities



5.2.5 Visual Examples

Series Information Flyer

Save the Date Flyer

Registration Flyer

6. Managing a Transnational Programme

Managing a transnational programme like INNOV-8-2-CREATE requires meticulous planning, clear communication, and a collaborative framework. This section provides practical steps and guidelines for universities and TTOs to effectively coordinate such initiatives, ensuring consistency, inclusivity, and measurable impact across all locations.

6.1 General Principles

Foster collaboration between all partners by maintaining transparency and open communication.

Adhere to timelines and milestones established at the project's inception.

Ensure consistency across programme delivery while allowing flexibility to address regional needs.

6.2 Recommended Management Structure

To oversee the programme effectively, establish a clear governance structure:

- **General Assembly:** A decision-making body with representatives from each partner institution.
- **Project Management Team (PMT):** Provides day-to-day support and ensures alignment with project goals.
- **Regular Meetings:**
  - **Impact Series:** Biweekly virtual meetings to review progress, session feedback, and next steps.
  - **Impact Accelerator:** Weekly virtual meetings for tighter coordination and troubleshooting.

6.3 Key Components of Transnational Management

6.3.1 Online Delivery

- Use a reliable platform like Zoom or Microsoft Team for virtual meetings and sessions.
- Set up a professional environment with:
  - High-quality audio and video equipment.
  - Stable internet connections.
  - Adequate lighting and quiet surroundings.
- Train speakers and facilitators on engaging both in-person and online participants effectively.

6.3.2 Communication and Documentation

- Prepare and share agendas at least 7 days before meetings.
- Document minutes for all meetings, including action points, responsibilities, and deadlines.
- Create a centralised document repository accessible to all partners for seamless sharing of resources and updates.

6.3.3 Feedback Mechanism

- Collect session feedback after every tier through surveys.
- Partners should discuss feedback during biweekly/weekly meetings to ensure continuous improvement.

6.3.4 In-person Meetings

While much of the programme can be managed virtually, in-person meetings are essential for building trust and strategic alignment. Schedule at least three in-person meetings during the project:

Kick-Off Meeting: Establish objectives, KPIs, and timelines.

Midpoint Review: Discuss progress, challenges, and adjustments for subsequent sessions.

Final Meeting: Review outcomes, plan dissemination, and discuss scalability and sustainability strategies.

6.4 Challenges and Mitigation Strategies

Challenge	Mitigation Strategy
Time Zone Differences	Schedule meetings at mutually convenient times. Record sessions for those unable to attend.
Language Barriers	Use multilingual materials if possible and provide live translation or subtitles if needed.
Unequal Resource Availability	Share resources equitably and identify best practices for scalability.
Engagement in Virtual Sessions	Train facilitators to engage the online users and use interactive tools effectively.

6.4.1 Practical Tips

1. **Facilitation:**
   - Encourage facilitators to use clear, simple language and repeat key points.
   - Emphasise participant involvement through interactive Q&A and discussions.
2. **Session Coordination:**
   - Test technology before sessions to ensure smooth delivery.
   - Use co-hosts to manage technical issues and participant engagement.
3. **Cultural Sensitivity:**
   - Celebrate diverse perspectives and ensure materials are culturally inclusive.

6.4.2 Monitoring Progress

Establish KPIs and evaluation frameworks to track:

Participation rates and demographic diversity.

Feedback scores per tier.

Achievement of session and programme objectives.

7. Inclusiveness and Equality Plan (IEP)

The INNOV-8-2-CREATE Pre-Accelerator Programme is committed to fostering diversity and inclusiveness. This section provides a structured approach to developing an IEP, ensuring that all participants, regardless of gender, ethnicity, background, or ability, have equal opportunities to succeed. By embedding Equality, Diversity, and Inclusiveness (EDI) principles into its framework, the programme sets a benchmark for global innovation initiatives.

7.1 Key Objectives

Ensure diverse participation across all programme modules.

Address and remove barriers to inclusion and equality.

Establish measurable Key Performance Indicators (KPIs) to track progress.

Create a supportive and welcoming environment for all participants.

7.2 Steps to Create an Inclusiveness and Equality Plan

7.2.1 Step 1: Assess the Current Landscape

- **Demographic Audit:**
  - Collect baseline data on applicants and participants (e.g., gender, ethnicity, educational background).
  - Use anonymous surveys to identify potential barriers, such as language proficiency or accessibility needs.
- **Barriers to Inclusion:**
  - Conduct interviews or focus groups to explore obstacles like systemic biases or logistical issues (e.g., time zones, childcare responsibilities).
- **Resource Mapping:**
  - Identify tools and support systems, such as interpreters, accessible venues, or software for participants with disabilities.

7.2.2 Step 2: Set Goals and Objectives

- **Define Objectives:**
  - E.g., achieve gender parity by Year 2 or ensure accessible materials for all participants.
- **SMART Goals:**
  - Example: Increase applications from underrepresented groups by 25% in the next cycle through targeted outreach campaigns.

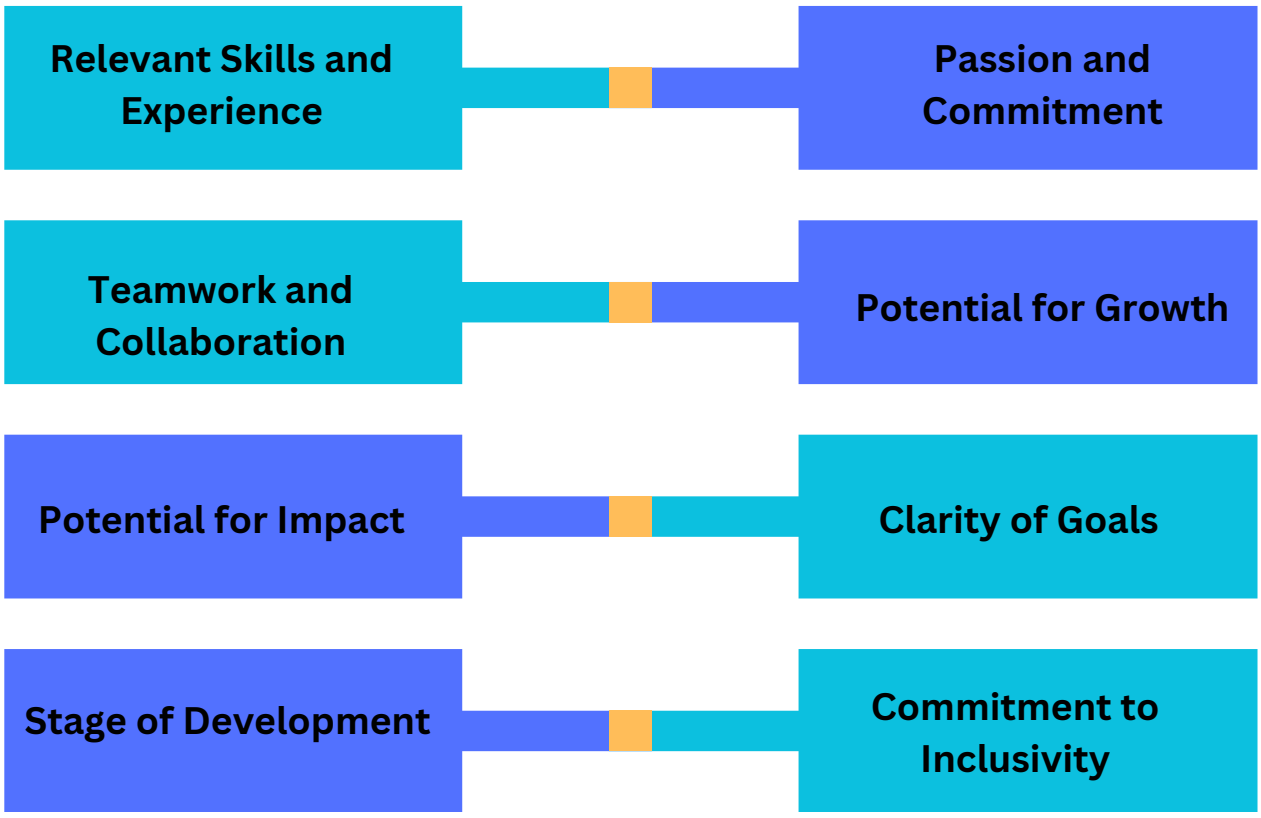
7.2.3 Step 3: Develop Inclusive Practices

7.2.3.1 Recruitment and Outreach

- Use diverse communication channels (e.g., social media, community networks) to reach and attract underrepresented groups.
- Highlight inclusiveness in promotional materials using testimonials from diverse participants.
- Implement transparent and equitable selection criteria that prioritise inclusiveness and diversity.

7.2.3.2 Selection Process:

Develop and use a standardised selection framework based on the following criteria**:**



7.2.4 Step 4: Monitor and Evaluate

7.2.4.1 KPI Development

- Metrics:
  - Participation rates by demographics
  - Retention and completion rates
  - Participant satisfaction

7.2.4.2 Evaluation

- Compare with similar programmes and involve EDI experts for feedback.

7.2.4.3 Continuous Improvement

- Use data from KPIs and evaluations to refine goals, processes, and outcomes.
- Inform speakers of the diversity of participants and share materials in advance.
- Use multilingual or universally understandable visuals and slides to cater to diverse audiences.
- Create spaces for networking and shared experiences to foster community and collaboration.

7.2.5 Summary of Steps to create an Inclusiveness and Equality Plan

7.2.6 Tools and Templates to create an Inclusiveness and Equality Plan

Selection Criteria and Evaluation Template

Incorporate a streamlined scoring sheet for evaluators to ensure fairness and consistency during participant selection. For example:

Criterion	Score Range	Comments
Relevant Skills and Experience	1–10	
Passion and Commitment	1–10	
Teamwork and Collaboration	1–10	
Potential for Growth	1–10	
Potential for Impact	1–20	
Clarity of Goals	1–5	
Stage of Development	1–5	
Commitment to Inclusivity	1–5	
Total Score	75	

Inclusiveness Checklist Example

Aspect	Action Required	Status
Demographics Audit		
Accessibility Review		
EDI Training for Facilitators		

KPI Tracking Example

Metric	Target	Current Status	Actions Needed
Gender Parity			
Applications from Minorities			
Material Accessibility			
Training Completion			
Participant Satisfaction			

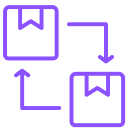
8. Sustainability and Scalability

Building a sustainable and scalable framework is crucial for ensuring the longevity and widespread impact of innovation programmes like INNOV-8-2-CREATE. This section provides actionable strategies and tools to guide universities, TTOs, and programme managers in designing programmes that remain relevant, operationally efficient, and financially viable while expanding their reach to diverse regions and stakeholder groups.

The sustainability strategy encompasses financial, operational, and educational sustainability, while scalability ensures the program's adaptability across regions and industries. Together, these principles ensure that the programme continues to drive innovation, create value, and meet societal needs beyond its initial implementation phase.

8.1 Key Objectives

Ensure the programme remains impactful, relevant, and operationally efficient over the long term.



Enable replication and adaptation across diverse regions, industries, and stakeholder groups.

Drive social and economic impact through inclusivity, accessibility, and alignment with regional development goals.

8.2 Key Components

8.2.1 Financial Sustainability

- **Diversified Revenue Streams:** Secure funding from various sources, such as:
  - Grants from programs like Horizon Europe and the European Innovation Council.
  - Paid training programmes, licensing toolkits, or offering consultancy services (If applicable).
  - Partnerships with private investors or industry sponsorships.
- **Revenue Generation Models (If applicable):**
  - Workshops on innovation management.
  - Subscription-based access to online learning platforms and innovation resources.
  - Tailored consultancy packages for SMEs and academic institutions.

8.2.2 Operational Sustainability

- **Digital Infrastructure:**
  - Maintain and regularly update online platforms, such as websites and collaboration tools.
  - Use cloud storage to secure knowledge repositories for continuity.
- **Knowledge Management:**
  - Develop centralised systems to archive training materials, methodologies, and lessons learned.
  - Promote easy access for future participants and stakeholders.
- **Stakeholder Engagement:**
  - Continuously involve key stakeholders through feedback loops, networking events, and co-designed initiatives.

8.2.3 Educational and Capacity-Building Sustainability

- **Integration with Curricula:**
  - Embed training modules into academic programmes to ensure ongoing skill development.
- **Ongoing Capacity Building:**
  - Organise regular workshops, webinars, and peer-learning sessions.
- **Community Building:**
  - Develop alumni networks and online forums for continuous knowledge-sharing.

8.2.4 Social and Economic Sustainability

- **Inclusivity and Accessibility:**
  - Ensure underrepresented groups and marginalised communities have access to programme resources.
  - Promote ethical and socially responsible innovation practices.
- **Regional Impact:**
  - Align programme outcomes with regional development goals, such as job creation and economic growth.

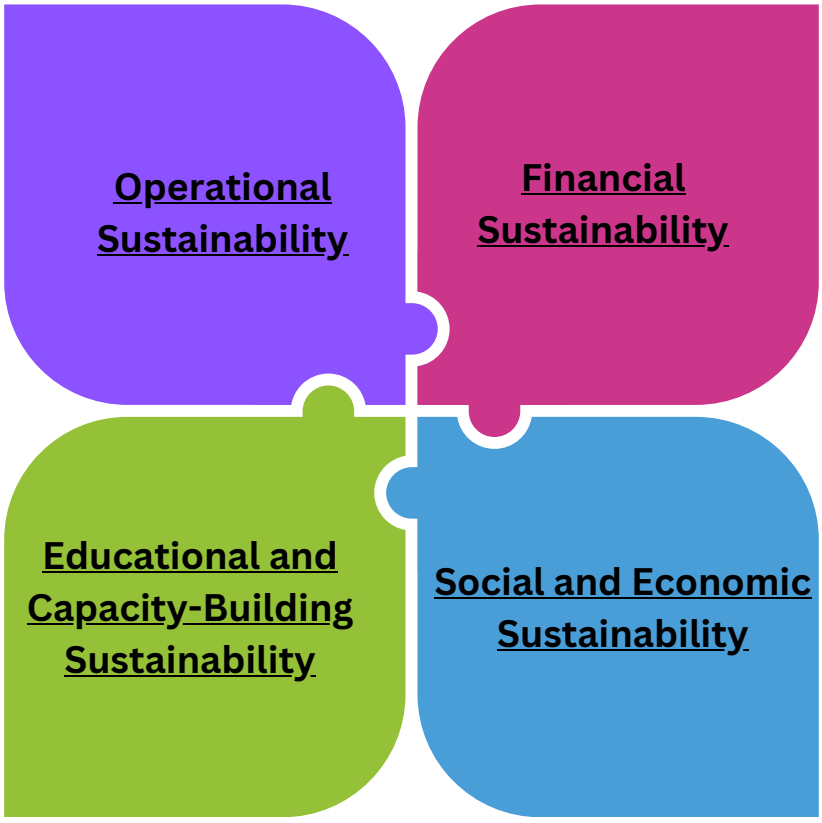
8.2.5 Tools and Templates for Sustainability and Scalability Strategy

Milestones for Sustainability Template Example

Milestone	Objective	Timeline
Establish governance structures		
Secure diversified funding		
Expand stakeholder network		
Rollout educational programmes		
*Launch market-ready products		
Evaluate and improve		

*If applicable

8.2.6 Summary of Key Components



9. References and Further Reading

To deepen your understanding and access additional resources, consider the following:

- Knowledge Transfer Ireland: Practical resources for technology transfer. https://www.knowledgetransferireland.com
- Horizon Europe Framework Programme: Comprehensive information on EU innovation funding. https://ec.europa.eu/programmes/horizon2020
- European Innovation Council: Insights into EU funding and innovation ecosystems. https://eic.ec.europa.eu
- ASTP: Supporting technology transfer professionals across Europe. https://www.astp4kt.eu
- European Commission: Innovation Union: Policy guidance on building innovation ecosystems. https://ec.europa.eu/info/research-and-innovation/innovation-union_en
- Global Innovation Index (GII): Explore benchmarks and trends in innovation. https://www.globalinnovationindex.org

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- All programme participants, facilitators, mentors, and stakeholders who provided feedback and insights to refine this framework.
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11. Call to Action

The INNOV-8-2-CREATE Toolkit is designed to inspire and empower universities, TTOs, and innovation hubs to implement transformative pre-accelerator and accelerator programmes.

We encourage you to:

- Adapt the toolkit to your specific context.
- Leverage the provided tools, templates, and insights to foster your innovation ecosystem.
- Join the INNOV-8-2-CREATE community to collaborate, learn, and scale impactful programmes globally.

Together, we can drive meaningful innovation.

INNOV-8-2-CREATE

INNOV-8-2-CREATE

Supporting and sustaining a more connected, inclusive, and efficient innovation ecosystem in Europe.

THANK YOU

European Commission

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For contact, additional information, support, or resources, please visit:
https://innov-8-2-create.eu