



5G LOGINNOV

D6.2

Innovation Management Plan

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List of abbreviations and acronyms

Abbreviation	Meaning
3GPP	3rd Generation Partnership Project
5G	5th Generation Wireless System
CCAM	Cooperative, Connected and Automated Mobility
CEN	European Committee for Standardisation
C-RAN	Cloud Radio Access Network
CIP	Competitiveness and Innovation Framework Programme
EC	European Commission
EU	European Union
F	Final
FP7	Framework Programme 7
H2020	Horizon 2020
ICT	Information and Communication Technologies
IP	Intellectual Property
IPR	Intellectual Property Rights
IT	Information Technologies
MARL	Market Adoption Readiness Level
NEC	Non-European Country
PU	Public
R&D	Research and Development
R-W-W	Real-Win-Worth
RSS	Really Simple Syndication
TMT	Technical Management Team
TRL	Technology Readiness Level
TS	Technical Specifications
V2X	Vehicle to Everything
WP	Work Package

EXECUTIVE SUMMARY

Deliverable 6.2 presents the project plan for dealing with innovation. It presents a working framework as well as various instruments that will be used to assess the potential for innovation in 5G-LOGINNOV. 5G-LOGINNOV will adapt and implement the innovation management processes defined in CEN/TS 16 cen-1:2013. This is intended to be a living document, and it will be updated throughout the lifecycle of the project, with the aim of ensuring that the final results of the project are implemented to best meet the needs of the market with the currently available technologies.

1 INTRODUCTION

1.1 Project intro

5G-LOGINNOV will focus on seven 5G-PPP Thematics and support to the emergence of a European offer for new 5G core technologies in 11 families of use cases.

5G-LOGINNOV's main aim is to design an innovative framework addressing integration and validation of Connected Automated Driving/Mobility (CAD/CAM) technologies related to the industry 4.0 and ports domains by creating new opportunities for LOGistics value chain INNOVation.

5G-LOGINNOV is supported by 5G technological blocks, including new generation of 5G terminals notably for future Connected and Automated Mobility, new types of Industrial Internet of Things 5G devices, data analytics, next generation traffic management and emerging 5G network architectures, for city ports to handle upcoming and future capacity, traffic, efficiency and environmental challenges.

5G-LOGINNOV will deploy and trail 11 families of Use cases targeting beyond TRL7 including a GREEN TRUCK INITIATIVE using CAD/CAM & automatic trucks platooning based on 5G technological blocks.

Thanks to the new advanced capabilities of 5G relating to wireless connectivity and Core Network agility, 5G-LOGINNOV ports will not only significantly optimize their operations but also minimize their environmental footprint to the city and the disturbance to the local population.

5G-LOGINNOV will be a catalyst for market opportunities build on 5G Core Technologies in the Logistics and Port operations domains, thus being a pillar of economic development and business innovation and promoting local innovative high-tech SMEs and Start-Ups. 5G-LOGINNOV will open SMEs' and Start-Ups' door to these new markets using its three Living Labs as facilitators and ambassadors for innovation in future European ports.

5G-LOGINNOV's promising innovations are key for the major deep-sea European ports in view of the mega-vessel era (Hamburg, Athens), and are also relevant for medium sized ports with limited investment funds (Koper) for 5G.

1.2 Purpose of the deliverable

The aim of this deliverable is to describe the innovation management approach to be followed during 5G-LOGINNOV development. For this purpose, the document provides supporting literature with regards to the concept of innovation and innovation management, in order to ensure the understanding of the report. In addition, some of the main innovation management tools will be described. Furthermore, it will serve as guidance for the consortium members. 5G-LOGINNOV's Innovation Management Plan is dynamic and will be adapted during the project both according to the timeline and the achieved results.

1.3 Intended audience

This deliverable is PUBLIC intended for the following audiences:

- 5G-LOGINNOV partners must use the deliverable as recorded agreement, reference and guideline throughout development and deployment of the innovations.
- The European Commission, Agency and related reviewers can use the deliverable to gain insight in how the development and deployment work result in the delivery of the 5G-LOGINNOV innovations.
- Any reader can use the deliverable to gain insight in how these kinds of innovations are tracked and realised in 5G-LOGINNOV.

1.4 Structure of the deliverable and its relation with other work packages and deliverables

The current deliverable is organised as follows:

- Section 1 – Introduction briefly presents 5G-LOGINNOV and describes the purpose of the deliverable and its intended audience.
- Section 2 – Innovation Strategy describes the overall framework about innovation in 5G-LOGINNOV, as well as the specific methods for assessment, and several innovation management tools that will be considered during the project.
- Section 3 – IPR Management introduces the strategy that will be followed for results identification and management in 5G-LOGINNOV.
- Section 4 – Innovation Management Action Plan describes the specific plan for the activities described both at a project level and at a partner level.
- Section 5 – Conclusion summarises the main outcomes of this deliverable.
- Section 6 – References
- Annex 1 – R-W-W Questionnaire
- Annex 2 – Innovation Radar Questionnaire

This deliverable has relation with WP5 Dissemination and exploitation, since some of the activities carried out in Task 6.3 Innovation Management will be done in liaison with the task T5.3 Exploitation due to the synergies between them.



2 INNOVATION STRATEGY

2.1 Innovation process

In the context of H2020 programme, the Innovation Management Plan of 5G-LOGINNOV will be based on the European Commission's [1] definition for innovation, which is the "successful production, assimilation and exploitation of novelty in the economic and social spheres". From this perspective, innovation offers new solutions to problems and responds to the needs of both the individual and society.

The innovation processes in 5G-LOGINNOV have some common basic activities that support the generation of ideas for new product and process development and the management of the entire innovation process. These fundamental activities are as follows:

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

The stages of development and pre-development activities belong to technology management [2]. The field of R&D management is determined by adding upstream fundamental research, as well as product and process development. Finally, innovation management includes the final product and market introduction phase.

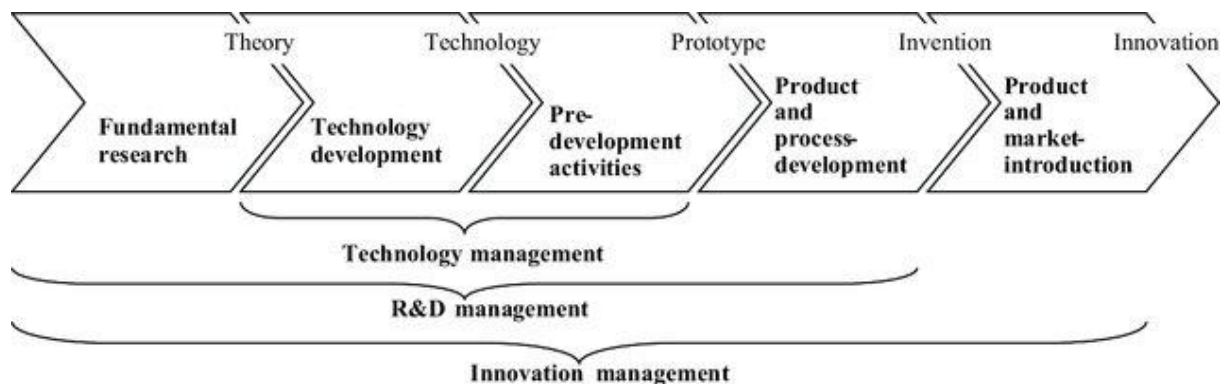


Figure 1 Classification of management phases [2]

2.2 Overall framework

Innovation management within European projects is a process that requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. Corresponding business models and process innovations are hence an integral part of creating, adapting, and maintaining a product or service to market maturity. These new business models and process innovations are very often triggered through technological innovations, which act as enablers, but also generate requirements for the development of technology. Some of the activities will be done in liaison with the task T5.3 Exploitation due to the synergies between the two.

As part of the 5G-LOGINNOV management structure, guidance will be provided with regard to best practices on innovation management, such as:

- Planning for innovation success, understanding and using innovation management techniques and processes during the lifetime of the project,
- Identifying and fostering innovation enablers/driving factors,
- Evaluating and improving the performance of the innovation management system,
- Identifying the "go to market" needs of high potential innovations,

- Systematically capture structured data on project innovations, related to innovation readiness, innovation management, and market potential (both TRL – Technology Readiness Level, and MARL – Market Adoption Readiness Level), and
- Identification and exploitation of positive spill-overs.

2.3 Framework for assessment

The aim of this section is to describe the processes or steps that will support the Innovation Manager to make sure that the 5G-LOGINNOV results are adapted to trend on the market. In order to achieve this, trends in the field of R&D must be closely and regularly monitored, as well as market breakthroughs. Some of the tasks for the overall assessment are:

- The 5G-LOGINNOV Innovation Management Plan: initially submitted in month 12 of the project and regularly updated throughout its development,
- The Innovation Management Report: will be published at the end of the project, providing information on the progress made on innovation by the 5G-LOGINNOV consortium.
- Each partner will be responsible of updating the rest of the consortium in case they are aware of events affecting the Innovation Management of the Project,
- A slot of the General Assemblies and management meetings will be dedicated to the analysis of the Innovation Management Plan,
- Possible risks will be identified and classified according to the likelihood of occurrence,
- Given the context of a non-identified and unexpected threat emerges, the Innovation Manager will call for a meeting with the Consortium Members in order to jointly determine the next steps.

The Innovation Manager will lead the strategy and progress status of the project innovation potential, working with partners and stakeholders to keep track of end-user needs and of the state-of-the-art of products and services available in the market (competition), and ensuring that the planned work fits and adapts to the constantly moving targets concerning innovation in the market.

2.4 Innovation management tools

For an efficient innovation management during the project and in order to respond to the innovation management requirements of the project, a number of specific tools have been analysed : S-curve framework

[1] European Commission (1995). “Green Paper on Innovation”, December 1995.

[2] Specht, G. (2002). “F&E Management: Kompetenz im Innovationsmanagement”. Stuttgart: Schaffer-Poeschel.

[3], Stage Gate model [4], Funnel model [5], Schrello screen, etc. The Innovation Manager and TMT are held responsible for the tools to be used for innovation management and the procedures that are to be implemented by all Consortium members. 5G-LOGINNOV's innovation management tools are described in the sub-sections below.

2.4.1 Risk Matrix for innovation

To balance 5G-LOGINNOV's innovation portfolio, the consortium needs a clear picture of how its activities fall on the spectrum of risk. The risk matrix employs a unique scoring system and calibration of risk to help estimate the probability of success or failure for each project based on how big a stretch is: the less familiar the intended market (x axis) and the product or technology (y axis), the higher the risk. See Figure 2.

A position on the matrix is determined by its score on a range of factors, such as how closely the behaviour of targeted customers will match that of the 5G-LOGINNOV's partners' current customers, how relevant their brands are to the intended market, and how applicable the technology capabilities are to the new product. An evaluation will be conducted, with the support of the WP Leaders and the development teams. Team members will rate each activity independently and then explain their

rationale. They will discuss reasons for any difference of opinion and seek consensus. The resulting scores serve as the project's coordinates on the risk matrix.

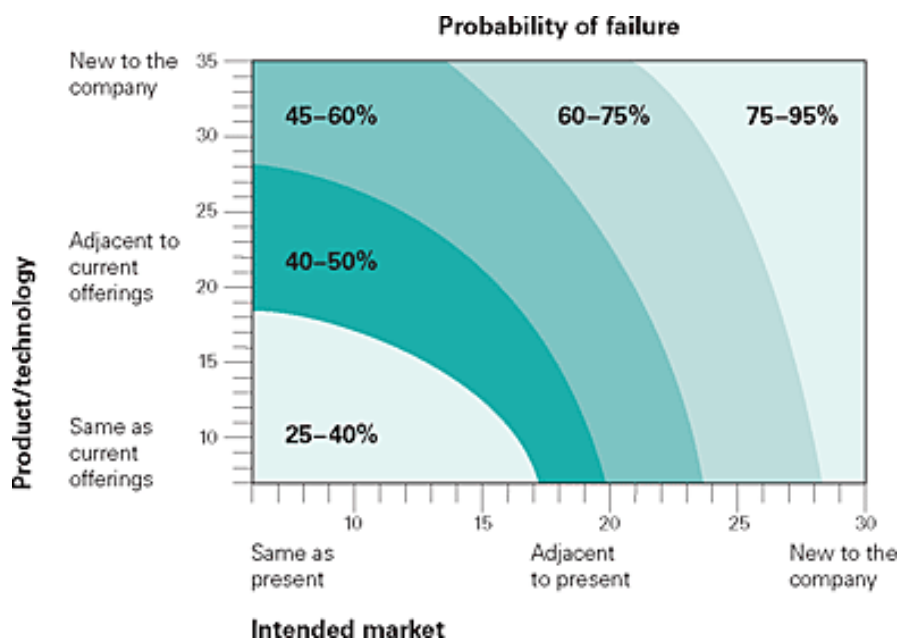


Figure 2: Risk Matrix for innovations

2.4.2. R-W-W Screen

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

The R-W-W screen can be used to evaluate individual activities, concepts, or ideas by answering questions in three broad topic areas: "Is it real?" explores the nature of the potential market and looks at the feasibility of building the product. "Can we win?" considers whether the innovation and the company can be competitive. "Is it worth doing?" examines the profit potential and whether developing the innovation makes strategic sense (Annex 1 – R-W-W Questionnaire).

2.4.3 Innovation Radar

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

According to De Prato, Nepelski, and Piroli [6], the market potential and innovation readiness are among the strongest dimensions of the ICT innovations developed in the projects analysed in the report, while innovation management has the most room for improvement. In the context of 5G-LOGINNOV, the structured questionnaire that is used to review projects with respect to their innovative output by the innovation radar can be used to perform an internal qualitative evaluation of the potential innovations developed within the project (see Annex 2 – Innovation Radar Questionnaire).

3 IPR MANAGEMENT

In order for the results of 5G-LOGINNOV to become innovations in the market, appropriate IPR Management is paramount. Therefore, 5G-LOGINNOV will continually and actively monitor the creation of IPR during the lifetime of the project. As part of this process, results which are both jointly and individually owned will be identified. Proposals for the division of share of such results and the base conditions for their exploitation were made by the project team, in particular those generating the results, the project coordinator and the innovation and exploitation managers.

These proposals will be made in line with the conditions first set out in the Consortium Agreement and in function of the IPR audits to be conducted. IPR audits will be executed every 6 months, when partners will be able to identify different aspects related to the 5G-LOGINNOV results produced, such as:

- Control of access rights needed for the implementation of the project,
- Control of third owners' software used in the implementation of the project,
- Control of commercial hardware used in the implementation of the project,
- Control of third owner intellectual property rights used in the implementation of the project,
- Control of party background used in the implementation of the project,
- Control of party foreground generated in the project.

In order to facilitate this process, an online tool will be provided to support partners in the identification of the IP Foreground and the pre-existing knowledge to be protected, according to the project evolution. This tool will be available for editing and viewing during the entire duration of the project and after its end. Nevertheless, each partner is responsible to apply the knowledge protection measures.

The different sections of the online tool for IPR auditing are depicted in the figures below, including background and results registration. This online tool has been integrated in the management platform used for general project management in 5G-LOGINNOV.

Table 1 Information to be included per Background IPR item

Title	<i>Name of Background IPR</i>
Organisation	<i>Owner of background IPR</i>
Classification	<i>Software</i> <i>Hardware</i> <i>Firmware</i> <i>Other (if Other, please specify:</i> <i>Dataset (Text / Images/ Sounds/ Voices) - Database Content</i> <i>Model Database (S.S.O)/ Model Web (S.S.O)</i> <i>Database (aesthetic) Design / Web Design / Model Design</i> <i>Scientific / Technical Information;</i> <i>Inference engine / Knowledge base - Expert system (Artificial Intelligence)</i> <i>Algorithm</i> <i>Etc.)</i>
Description	
Conditions and limitations for implementation	
Conditions and limitations for exploitation	

These IPR audits will identify the Foreground IP generated by the project, its dependencies on and External IP, Sideground or Background knowledge. For each Foreground IPR item, the following information will be collected and validated by the Innovation Manager and/or Project Coordinator.

Table 2 Information to be included per Foreground IPR item

Title of IPR	<i>Name of the Foreground IPR item</i>	
IPR Owner	<i>Owner of the Results</i>	
Jointly developed	<i>No/Yes (add names)</i>	
Classification	<i>As per classification in Background IPR List</i>	
Related Background	<i>From listed Background IPR items</i>	
Control of Third Owners Software, Hardware or IPR	Identification of Commercial Software and Licensor:	
	Identification of Open Source Software and Licensor:	
	Identification of commercial hardware:	
	Third Owner Intellectual Property Rights:	
Description		
Exploitation Potential	<i>Further Research</i> <i>Developing, creating and marketing a product/process</i> <i>Creating and providing a service</i> <i>In Standardisation activities</i> <i>Others (Joint Venture, Spin-off, ...)</i>	
Access Rights	<i>According to the GA and Section the CA, "access rights" means licenses and users rights to Background or Foreground given to beneficiaries of the project (Party or Parties) if it is Needed to enable those Parties to carry out their own work under the Project.</i>	
Available Support (email, website, info)		
Registration date		
Modified by		
Version		
Approval status		

The D6.3 Innovation Management Report at the end of the project (M36) will summarise the foreground generated by each partner for the entire duration of the project. Moreover, the exploitable foreground of the project generated during this period will be identified, as it is key for the innovation management process, and the definition of an exploitation plan.

Finally, links will be established between the identified Potential Innovations at a project level, and the comprehensive list of 5G-LOGINNOV results gathered following this IPR Management activities, as illustrated in the figure below.

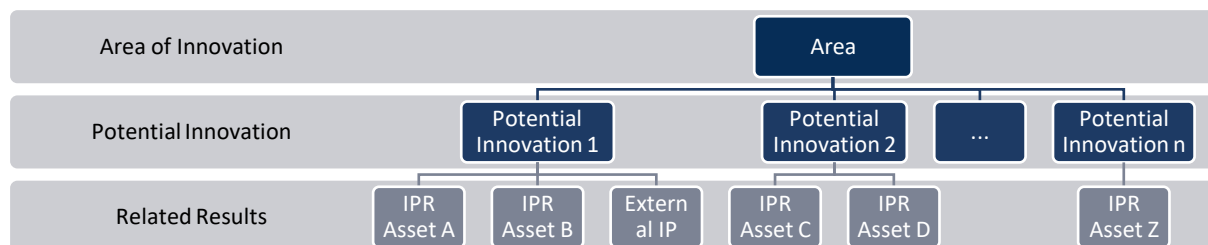


Figure 3 Links between Potential Innovations and 5G-LOGINNOV Results



4 INNOVATION MANAGEMENT ACTION PLAN

In this Section a high-level plan of the activities to manage innovation throughout the project is described. It is important to note that the plan could be revised in relation to changes that may occur during the development of 5G-LOGINNOV.

5G-LOGINNOV will adapt and implement the innovation management processes defined in CEN/TS 16555 -1:2013:

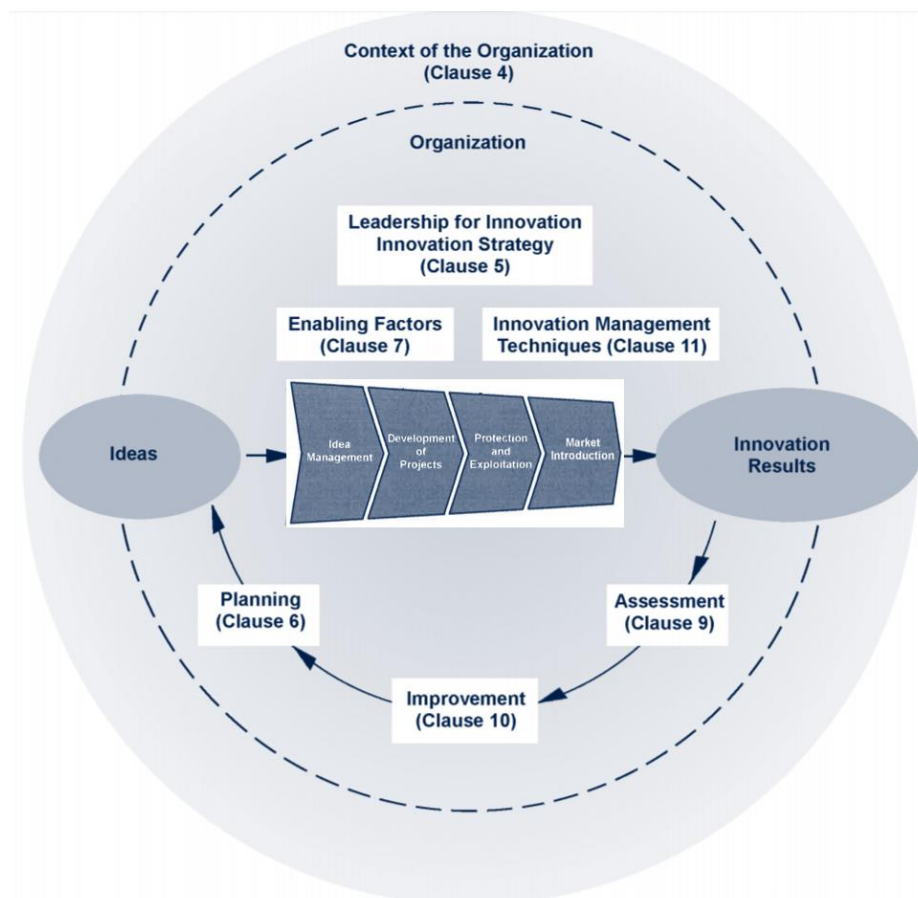


Figure 4 Key Elements of the innovation system [7]

During the initial months of the project, the innovation management tools described in section 2 were presented and discussed at different levels in the consortium and in several project meetings. As a result of these discussions, and considering the feedback obtained, an Innovation Management Plan for the project has been established in this document. This plan will be revised regularly and, if needed, adjusted at least once every six months during the lifetime of the project.

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

- **Innovation management plan and tools preparation:** During the initial stages of 5G-LOGINNOV, the set-up and launch of innovation management system and processes have taken place.

- Within this task T6.3 Innovation Management, the 5G-LOGINNOV's innovation management system and processes, based on the CEN/TS 16 555 family of standards, have been presented to the Consortium members. This includes:
 - Identification of the most relevant sources to conduct market and technological monitoring,
 - Setup of the market and monitoring tools (e.g., RSS feed aggregator) and processes,
 - Allocate project resources to conduct market and technological monitoring.
- **IPR Management principles:** also, during the initial stages of the 5G-LOGINNOV project, the IPR management mechanisms have been defined and an online registry has been prepared for partners to complete with their results' related information.
- **Innovation Management:** data gathering, analysis and refinement: innovation management will periodically gather results at two levels:
 - Innovations related to the project itself. The process described in Section 2 is followed. Results are gathered from the 5G-LOGINNOV project participants using as a preferred option the R-W-W Questionnaire, the Innovation Radar and the Risk Matrix, and any other of the identified tools when appropriate.
 - Innovations within each partner: the process described in Section 3 will be followed.
 - All beneficiaries will be requested to introduce and update their IPR information via the portal on a regular basis.
 - Reports on IPR will be generated and analysed after each auditing cycle, and a final IPR Management Report will be provided by the end of the project.
 - Innovation and IPR results: identify, assess, and prioritise ideas, establishing links between potential innovations and identified results, as well as their route to market.
 - All project stakeholders will be able to identify and report new ideas (e.g., new activities, scope changes).
- **Market monitoring and links to exploitation strategy:** within this task, and in liaison with the exploitation management task, 5G-LOGINNOV monitors market needs and technical evolutions. This activity includes the continued monitoring of the market and technological data sources in the innovation areas identified. It also includes the identification of new relevant data sources as well as the filtering and distribution of the relevant information within the project stakeholders. It is important to avoid distributing too much or irrelevant information, therefore special care has to be put on this matter.



5 CONCLUSION

5G-LOGINNOV will have a significant impact both from a technical and a business perspective. To this end, an innovation management plan and strategy have been defined from the early beginning of the project.

The current deliverable provides the required framework and the innovation management approach for the 5G-LOGINNOV project, which will serve as guidance for consortium members and will be updated throughout the development of the project, in order to adjust to the innovation activity requirements.

The Innovation Management Plan is considered as an adaptive living document, and it will be further updated according to different project phases.



6 REFERENCES

- [1] European Commission (1995). "Green Paper on Innovation", December 1995.
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- [7] UNE-CEN/TS 16555-1:2013 EX (2013) "Innovation Management - Part 1: Innovation Management System"



ANNEX 1: R-W-W QUESTIONNAIRE



ANNEX 2: INNOVATION RADAR QUESTIONNAIRE

Innovation Radar Questionnaire by EC DG CONNECT

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

- 1) Describe the innovation (in less than 300 characters, spaces included):**
- 2) Is the innovation developed within the project...:**
 - a) Under development
 - b) Already developed but not yet being exploited
 - c) being exploited
- 3) Characterise the type of innovation (only to be answered if 2b or 2c is selected)**
 - Significantly improved product
 - New product
 - Significantly improved service (except consulting ones)
 - New service (except consulting ones)
 - Significantly improved process
 - New process
 - Significantly improved marketing method
 - New marketing method
 - Significantly improved organisational method
 - New organisational method
 - Consulting services
 - Other
- 4) If other, please specify:**
- 5) Characterise the macro type of innovation (only to be answered if "under development" is selected for Q2):**
 - Product
 - Marketing method
 - Organisational method
 - Process
 - Service (non-consulting)
 - Consulting service
 - Do not know yet
- 6) Will the innovation be introduced to the market or deployed within a partner:**
 - a) Introduced new to the market (commercial exploitation)
 - b) Deployed within a partner (internal exploitation: Changes in organisation, new internal processes implemented, etc.)
 - c) No exploitation planned
- 7) If no exploitation planned, please explain why no exploitation is planned (answer only if 6(c) is selected)**
- 8) Is there a clear owner of the innovation in the consortium or multiple owners?**
 - A clear owner
 - Multiple owners

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

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

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

11) If other, please specify

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

Org1:

Org2:

Org3:

13) Indicate their needs to fulfil their market potential

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

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

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

15) Have any of the project partners...

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

- a) already applied for support from private investors

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

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

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

General Questions

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

1) How does the consortium engage end-users?

- End user organisation in the consortium
- An end user organisation outside of the consortium is consulted
- No end user organisation in the consortium or consulted

2) Are there in the consortium internal IPR issues that could compromise the ability of a project partner to exploit new products/solutions/services, internally or in the market place?

- yes
- no

3) Please provide specifics of the IPR issues:

4) Which are the external bottlenecks that compromise the ability of project partners to exploit new products, solutions or services, internally or in the market place?

- IPR
- Standards
- Regulation
- Financing
- Workforce's skills
- Trade issues (between MS, globally)
- Others

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

6) Does the review panel consider the project performance in terms of innovation?

- Exceeding expectations
- Meeting expectations
- Performing below expectations

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

8) How would you rate the level of commitment of relevant partners to exploit the innovation?

- Very low
- Low
- Average
- High
- Very High
- None



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