

TURKEY IN HORIZON 2020 ALTUN/HORIZ/TR2012/0740.14-2/SER/005



"Proposal Development for Horizon 2020"

Consortium Building & Budget Preparation

Odysseas Spyroglou

IPR, Legal & Financial Issues Expert

Istanbul, 7/4/2016









Build your Organisation Profile







What this is all about

- Create your Profile (as an organisation)
- Find synergies
- Build a consortium
- Prepare a proposal budget







Build your online presence







Why not this?

antonella silipigni (Italy)





FP7-HEALTH, FP7-ENERGY, FP7-ENVIRONMENT, FP7-SSH, FP7-SECURITY, FP7-COORDINATION, FP7-IDEAS, FP7-PEOPLE, FP7-JRC

Transport, Renewable sources of energy, Energy saving, Biofuels, Other energy topics, Medicine, Health, Life sciences, Agriculture, Food, Resources of the sea, Fisheries, Water resource management, Project management methodologies, Safety, Environmental protection, Waste management, Sustainable development, Social aspects, Education, Training, Information, Media, Economic aspects, Regional development, Employment issues, Security, Policies, Legislation, Regulations, Forecasting, Evaluation, Innovation, Technology transfer, Coordination, Cooperation, Scientific research, Business aspects, Research ethics, Intellectual property rights

Profile completeness

78 % completed

Italian partners (public and private) and expertise ready to apply in your call

Partnership request description::

My Agency Tikkun Fenix has great experience working with European funding programmes including ENPI, LLP, Daphne III, ESF, EIF, TEMPUS, PROGRESS, Erasmus for Young Entrepreneurs, Youth in Action, Europe for Citizens and others. Last year we were part of different consortia that applied under FP7 and now we are taking part of the preparation of H2020 proposals for the next deadlines with many partners.

Partner offering expertise: antonella silipigni (Italy)

Partner expertise: Transport, Renewable sources of energy, Energy saving, Biofuels, Other energy topics, Medicine. Health, Life sciences, Agriculture, Food, Resources of the sea. Fisheries, Water resource management, Project management methodologies, Safety, Environmental protection, Waste management, Sustainable development, Social aspects, Education. Training, Information. Media, Economic aspects, Regional development, Employment issues, Security, Policies, Legislation. Regulations, Forecasting, Evaluation, Innovation. Technology transfer, Coordination. Cooperation, Scientific research, Business aspects, Research ethics, Intellectual property right

Call for proposal title: Reflective Societies: Cultural Heritage and European Identities

Call for proposal identifier: H2020-REFLECTIVE-SOCIETY-2014

Partner role: Project coordinator

Description of the collaboration sought:

Expertise sought: Research ethics, Business aspects, Coordination. Cooperation, Evaluation, Employment issues, Regional development, Economic aspects, Information. Media, Education. Training, Social aspects, Sustainable development,

Roles sought: Project participant, Project coordinator,

Countries sought: Italy, Ghana,

Call for proposal specific information

1. Themes covered by this call

REFLECTIVE-9-2014: Social Platform on Reflective Societies

2. Funding schemes applicable for this call (Please see call fiche for full details)

CSA (Coordination & support action)







or why not this?

Profile summary

Uğur Demir (Turkey)



FP7-HEALTH, FP7-KBBE, FP7-ICT, FP7-NMP, FP7-ENERGY, FP7-ENVIRONMENT, FP7-TRANSPORT, FP7-SSH, FP7-SPACE, FP7-SECURITY, FP7-COORDINATION, FP7-JTI, FP7-IDEAS, FP7-PEOPLE, FP7-INFRASTRUCTURES, FP7-SME, FP7-REGIONS, FP7-REGPOT, FP7-SIS, FP7-COHERENCE, FP7-INCO, FP7-JRC

Industrial manufacture, Electronics,
Microelectronics, Information processing,
Information systems,
Telecommunications, Transport,
Aerospace technology, Construction
technology, Materials technology, ICT
Applications, Network technologies,
Nanotechnology and Nanosciences,
Industrial biotech, Space and satellite
research, Automation, Robotics, Other
technology, Fossil fuels, Renewable
sources of energy, Energy storage,
Energy, Transport, Energy saving,
Medicine, Health, Agriculture, Food,
Resources of the sea, Fisheries,

Profile

My organisations

Expertise

My links My library

Favourite theme

FP7-HEALTH, FP7-KBBE, FP7-ICT, FP7-NMP, FP7-ENERGY, FP7-ENVIRONMENT, FP7-TRANSPORT, FP7-SSH, FP7-SPACE, FP7-SECURITY, FP7-COORDINATION, FP7-JTI, FP7-IDEAS, FP7-PEOPLE, FP7-INFRASTRUCTURES, FP7-SME, FP7-REGIONS, FP7-REGPOT, FP7-SIS, FP7-COHERENCE, FP7-INCO, FP7-JRC

Expertise description

No expertise description provided

Expertise categories

Industrial manufacture, Electronics, Microelectronics, Information processing, Information systems, Telecommunications, Transport, Aerospace technology, Construction technology, Materials technology, ICT Applications, Network technologies, Nanotechnology and Nanosciences, Industrial biotech, Space and satellite research, Automation, Robotics, Other technology, Fossil fuels, Renewable sources of energy, Energy storage, Energy, Transport, Energy saving, Medicine, Health, Agriculture, Food, Resources of the sea, Fisheries, Agricultural biotechnology, Water resource management, Project management methodologies, Social aspects, Education, Training, Information, Media, Economic aspects, Regional development, Employment issues, Security, Innovation, Technology transfer, Coordination, Cooperation, Scientific research, Business aspects, Research ethics

Skills and competences

No skills and competences provided

Research infrastructure of the organisation

No research infrastructures of the organisation provided







One good example

Nick Timmons (Ireland)



FP7-ICT

Electronics, Microelectronics, Information processing, Information systems, Telecommunications, ICT Applications, Network technologies, Space and satellite research, Renewable sources of energy, Energy saving, Other energy topics, Biotechnology, Medical biotechnology, Agricultural biotechnology, Waste management

Profile completeness

64 % completed

About Nick Timmons

Nick Timmons has 0 recommendations

Nick Timmons has 1 connection

Nick Timmons has 0 active partnership requests

Nick Timmons belongs to 0 groups

Interact with Nick Timmons

Last update: 2014-03-24

Tutorials & Help

Wireless sensor network design and implementation.

Partnership request description::

We can provide wireless sensor network design for the remote monitoring of streetlighting, RF, antenna, and wireless design expertise, embedded systems, firmware and software applications, electronic hardware design, pcb design, prototyping services.

Partner offering expertise: Nick Timmons (Ireland)

Partner expertise: Electronics. Microelectronics, Information processing. Information systems, Telecommunications, ICT Applications,
Network technologies, Space and satellite research, Renewable sources of energy, Energy saving, Other energy topics, Biotechnology, Medical biotechnology, Agricultural biotechnology, Waste managemen

Call for proposal title: CALL - SMART CITIES AND COMMUNITIES

Call for proposal identifier: H2020-SCC-2015

Partner role: Project participant

Description of the collaboration sought:

Industries, research groups, municipal entities, who are interested in the concept of smart cities and specifically the area of energy conservation.

Expertise sought: Environmental protection, Energy saving, Energy storage. Energy. Transport, Renewable sources of energy, Network technologies, ICT Applications, Telecommunications,

Roles sought: Project participant,

Countries sought: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom,

Call for proposal specific information

1. Themes covered by this call

SCC-01-2015: Smart Cities and Communities solutions integrating energy, transport, ICT sectors through lighthouse (large scale demonstration - first of the kind) projects

2. Funding schemes applicable for this call (Please see call fiche for full details)

IA (Innovation action)







Another good example

Profile summary

Beliz OZUT (Turkey)



No favourite theme provided

Industrial manufacture, Electronics,
Microelectronics, Information processing,
Information systems,
Telecommunications, Construction
technology, Materials technology, ICT
Applications, Network technologies,
Nanotechnology and Nanosciences,
Industrial biotech, Fossil fuels,
Renewable sources of energy, Energy
storage, Energy, Transport, Energy
saving, Biofuels, Hydrogen and fuel cells,
Other energy topics, Mathematics,
Statistics, Medicine, Health,
Biotechnology, Life sciences, Medical

Profile

My contact details My organisations Expertise My links My library

Favourite theme

No favourite theme provided

Expertise description

EBILTEM-TTO is a Technology Transfer Office of Ege University which serves for the university and the SMEs/Companies in the region with the aim of raising awareness, training and knowledge transfer, securing funds for R&D and innovation, finding a common ground for researchers and SMEs, providing IPR consultancy services, entrepreneurship and licensee for the ideas which can be turned into financial assets.

Since 2004, EBILTEM-TTO has coordinated or participated in a total of 18 EU Framework projects attracting a total of 5 Million Euros for the development of the innovation capacities of regional industries thereby improving their competitiveness in internal and global markets. Consequently, it has been a member of several international networks, such as Innovation Relay Centres (IRC), Ideal-Ist Network, EuroAxess, Enterprise Europe Network (EEN), European Patent Office - EPO), European Intellectual Property Rights Helpdesk - IPR Helpdesk, European Centre for Strategic Management of Universities - (ESMU, European Intellectual Property Teachers' Network - EIPTN, Patent Information Centres - PATLIB, The Competitiveness Institute - TCI Network and European Knowledge Transfer Society (EUKTS). EBILTEM-TTO cooperated with international consortia in six EU projects within the FP7 and the Competitiveness and Innovation Program (CIP), Leonardo and EuropAid, respectively."

Expertise categories

Industrial manufacture, Electronics, Microelectronics, Information processing, Information systems, Telecommunications, Construction technology, Materials technology, ICT Applications, Network technologies, Nanotechnology and Nanosciences, Industrial biotech, Fossil fuels, Renewable sources of energy, Energy storage, Energy, Transport, Energy saving, Biofuels, Hydrogen and fuel cells, Other energy topics, Mathematics, Statistics, Medicine, Health, Biotechnology, Life sciences, Medical biotechnology, Agriculture, Food, Resources of the sea, Fisheries, Agricultural biotechnology, Water resource management, Project management methodologies, Waste management, Radioactive waste, Sustainable development, Clean coal technologies, Climate change and Carbon cycle research, Social aspects, Education, Training, Information,







H2020 Participants Profile

<u>ACRONYM:</u> HWDU // <u>PIC No:</u> 923125234

Organisation description

Huawei is a leading global (2 - 3 paragraphs)

Products/ Services

Huawei is active in 2 sectors...

Role in the project (project specific)

HWDU is the coordinator of ... (1 - 2 paragraph)

Short CVs of Key Personnel

Dr. ... (3 - 4 people / 1 Paragraph each)

Relevant experience and knowledge

Publications, products, services or achievements relevant to the call content:

D. Soldani, D. Virette, G. Cordara, Q. Zhang: "An Enriched ..."

Relevant previous projects or activities:

LASIE: "Large Scale Information Exploitation Forensic Data", FP7 – 2014 ...

<u>Infrastructure:</u>

Huawei ERC ...



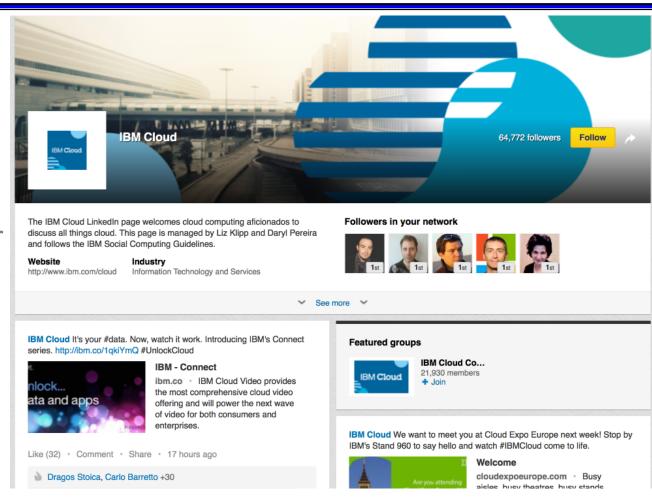






Linkedin: Showcase your Organisation

- Create a company page
- Create a fancy Showcase
- You can also showcase your products or projects.
- Present your projects & experiences





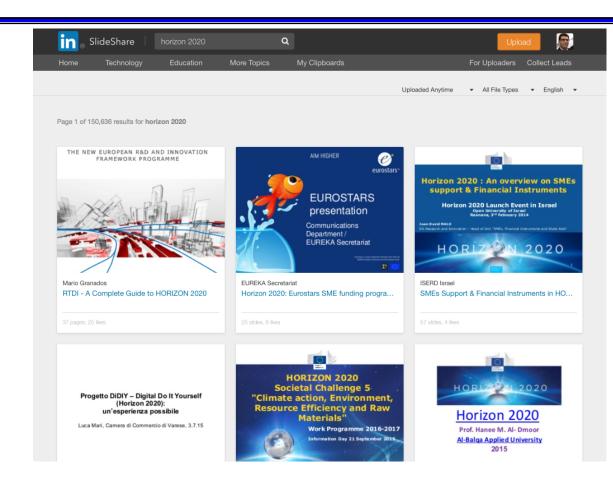




Enhance you message

- Create visual presentations of your profile or your services
- Share your knowledge

Use it both to support your clients and promote your ideas in H2020



http://www.slideshare.net







Present your solution/tech Stack

The set of tech solutions, tools, platform, infrastructure you use to offer your services.

// document.getElementById(bigimage

// document.getElementByld('bigImage0').st

Use it prove that you have a strong and reliable infrastructure and you know what you do.

http://www.slideshare.net/meet.hak/facebook-technology-stack

http://techstacks.io

http://stackshare.io



166

167

168

169

175







LARKEY Build your Team's Suppression of the second of the presence

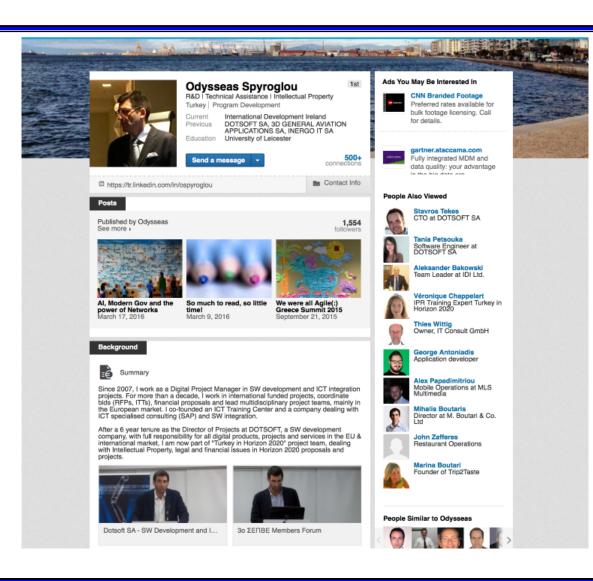






Build your profile in Linkedin

- Be brief
- Be consistent
- Use multiple levels of details
- Update your profile frequently
- Add your projects
- Always have handy your "Golden Paragraph"









What's a "Golden paragraph"?

Mr. is the <u>R&D Director</u> of <u>ACME</u>. He is a <u>Certified Project Manager</u> (PMP ©) and an ISO Quality Auditor (ISO) with more than years of knowledge and experience in ICT integration projects and SW development. He holds afromUniversity. He has worked for more than years as a senior researcher in the field of...... dealing with technology enhanced The last 8 years he is specialising in <u>project management of large ICT</u> and R&D projects in multinational environments (FP7, INTERREG & MED Community Initiative, structural funds and other) having successfully coordinated more than R&D 25 projects.







Enhance your presence Checklist

- Organisation Website
- Online Profiles (Cordis; Linkedin)
- ☐ Short Profile (H2020 compliant)
- □ Technology Stack (presentation)
- □ Updated Team Profiles









Participant or Coordinator?







Be a participant

- 1. Identify your calls (participants portal)>>
- 2. Map your capabilities
- 3. Prepare your value proposition
- 4. Advertise your profile online







Map your Capabilities

TURKEYm	HORIZON 2020	COPERTION NOURTON COMPETITUBLESS
4		

CALL TOPIC	CAPABILITY
Topic SEC-2013.1.6-1 Framework and tools	We have valuable experience in data
for (semi-) automated exploitation of	aggregation and dissemination and a Content
massive amounts of digital data for forensic	Collection and Dissemination platform. See
purposes -Integration Project	www.idi.com/
Topic SEC-2013.1.6-2 Novel technologies and management solutions for protection of crowds – Integration Project	We can bring experience in microelectronics and sensors. We can bring as a partner our client HRT as end users.
Topic SEC-2013.2.1-1 Evidence based and integral security concepts for government asset protection – Capability Project	We can exploit its field knowledge for developing the IT Tools
Topic SEC-2013.2.1-2 Impact of extreme weather on critical infrastructure – Capability Project	Our company has worked in weather forecasting models and now casting services as part of project WEATHERX







Build your value proposition

Linkedin message/inMail:

R&D Project Opportunity under Horizon 2020: DRS 1

Dear,

I took the liberty of contacting you because we are preparing a project proposal under http://ec.europa.eu/research/....

We are looking for a strong end user from the fire fighting domain. <u>IDI</u> is coordinating the project. <u>IBM</u> and <u>University of</u> also participate in the core consortium. Our company (<u>www.xxx.com</u>) is coordinating the proposal preparation. You can see a short presentation of our activities here (<u>www.slideshare.com/xxx</u>)

Of course if you are interested I'll be happy to elaborate.

I believe it would be great if(your organisation) could participate.

Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx





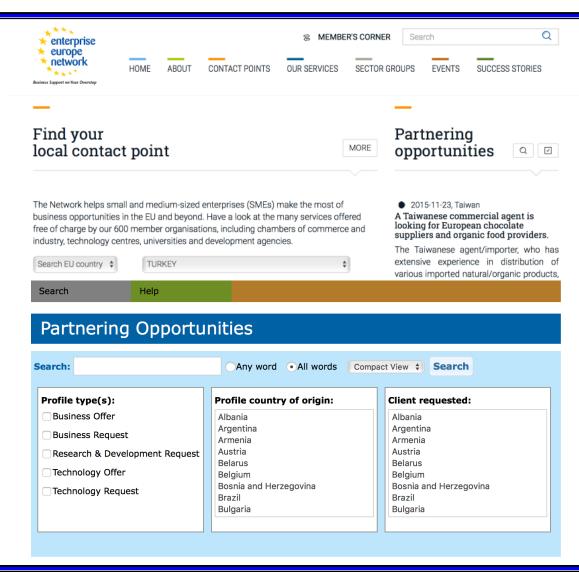


European Enterprise Network Search

- Create profile
- SearchPartneringOpportunities
- Create your personal alerts

All information goes through your selected EEN partner

http://een.ec.europa.eu







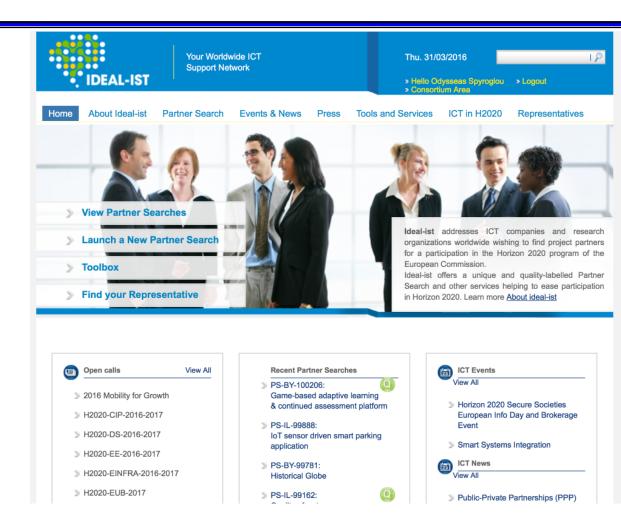


IDEAL IST: An ICT specific network

- Create profile
- SearchPartneringOpportunities
- Create your personal alerts

TUBITAK is the IDEAL-IST representative in Turkey

http://www.ideal-ist.eu









Net4Society: Societal Challenges

- Create profile
- SearchPartneringOpportunities

TUBITAK is the Net4Society representative in Turkey.



http://www.net4society.eu







Nanotechnologies, Advanced Materials, Biotechnology and Advanced Manufacturing and Processing

- Create profile
- Make a partner offer
- SearchPartneringOpportunities

Use this network for specific calls.





PARTNER SEARCH	Partner Search - Partner Offer
Login Username (E-Mail address):	Partner Search - Partner Orrer Nanotechnologies, Advanced Materials, Biotechnology and Advanced Manufacturin and Processing in HORIZON 2020
Password: login REGISTRATION PASSWORD LOST?	The NMP TeAm Partner Search Facility has been established by the network on NMP NCPs in order to offer best support to its clients. This web service is strictly focused on the open calls f proposals of the key enabling technologies <i>Nanotechnologies</i> , <i>Advanced Materials</i> , <i>Biotechnology and Advanced Manufacturing and Processing of HORIZON 2020</i> , related actio like FET open, ERA-NETs like SIINN and M-ERA.NET and inducement prize (Horizon Prize on materials for clean air). The Partner Search Facility is open now for the NMBP-related call topics within the Horizon 2020 Work Programme 2016/2017.
	On this web-service we discern between
PARTNER SEARCH HOME	• Partner Offer - Researchers who offer their research expertise and who seek for collaboration
LIST OF PARTNER SEARCHES	in possible project consortia and
LIST OF PARTNER OFFERS SEARCH FOR PARTNER ENTRIES	 Partner Search - Researchers or consortia with a definite idea for a project who are looking further partners to complement the expertise scope of the consortium
SEARCH FOR PARTNER PROFILES	In order to get information on the already published entries, please enter: Search for partner entries
Links	
Get information on how to register and create	In order to submit your own partner offer or partner search you first have to register. With the related online forms, you have the opportunity to upload your own partner offer or

https://www.nmp-partnersearch.eu







Fit for Health: Health & life sciences

- Create profile
- Make a partner offer
- SearchPartneringOpportunities

Use this network for specific calls.



euMatch

euMatch 2.0 Partner Search and Matchmaking platform

Covering "Health, Demographic Change and Wellbeing", together with health-related topics in other themes, this matchmaking tool implemented by Fit for Health 2.0 offers very unique possibilities to match your expertise and your interest in joining a research consortium with specific EU research project initiatives. Choose some topics in current calls, select in a list of matching interests and get into contact with your future partners.

See available topics

Recent Expertise Profiles

Dashboard

Fit for Health 2.0



Recent Project Initiatives

Expertise required:

Any complementary research proposal will be welcome or we could consider joining an existing consortium. Vaccine development, virus host-interactions, transmission, and its epidemiology

Engineering
Ingegneria
Informatica
Companies &
Enterprises

Expertise required:

 expertise in EU projects and in H2020 programme and instruments; - strong expertise on CHF and Atrial Fibrillation diseases from a clinical point of view; - strong expertise in clinical trials; - reasonable pool of users to be recruited for the ...

click to view more

http://www.fitforhealth.eu







Be a Coordinator

- Requires experience
- A lot more resources
- Ability to manage the project
- A clear strategy in every aspect
- Knowledge of Horizon 2020
- A strong network of partners







Start from the Concept note

- Develop your idea
- Find the relevant call
- Prepare the concept note
- Find the core partners
- Expand the consortium
- Coordinate the preparation
- Submit the proposal







H2020 Concept Note: Call

TURKEYm	HORIZON 2020	COPERTION MOURTON COMPETITIONESS
4		

CALL	H2020-REFLECTIVE-6-2015 / Reflective societies: cultural heritage and European identities
CALL DATA	Publication date: 11-12-2013 / Deadline Date: <u>28-05-2015 17:00:00 (Brussels)</u> Total Call Budget: €10,000,000 / Main Pillar :Societal Challenges
SOOPE	Europe has a vast cultural heritage (CH) available in scientific collections, archives, museums, libraries and cultural heritage sites. This can (should) be transformed into digital assets, integrate and reuse them in order to create value
OBJECTIVE	Enhance analysis of Cultural Resources (CR) >> Improve understanding on EU identity >>Use CR to foster Innovation
	 Support and promote access to and reuse of digital cultural heritage resources Enable new models & demonstrations of analysis, interpretation and understanding of CH Bring Cultural Content to new audiences in novel ways
BUDGET	Contribution of 2-4 mil. (Projects may include limited research and development activities) Funding rate: 70% (except for non-profit legal entities, where a rate of 100% applies)







H2020 Concept Note: Proposal

TURKEYin	HORIZON 2020	CODERNION MOUNTON COMPETITUBLESS
4		

TITLE / ACRONYM	AmazeME: "Find a catchy & Descriptive title"				
 WHY? (BACKGROUND) What problem you trying to address. Why bother? Is it a European priority? Could it be solved at National leve Is the solution already available? Why now? What would happen if we did not do this now? Why you? Are you the best people to do this work? 					
SOLUTION?	What is the proposed solution ?				
HOW?	 How is it going to be achieved? What will be the outcomes? How are you going to validate them? Expected results - what will come out of the project? Who will use the results? Why do they want to use the results? How are you planning the transfer of results? What will be changed? Post project situation 				
CONSORTIUM	COORDINATOR / PARTNERS (Name / Web Site / Role in the Project / Contacts)				
PROPOSED BUDGET	Per Partner / Per WP / Per Task				









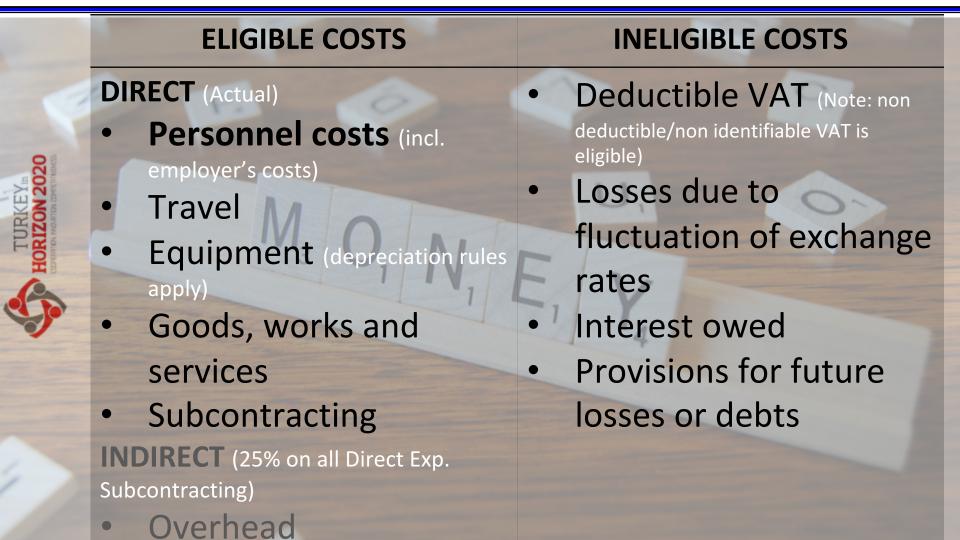
Preparing your Budget







Understanding the Costs









What is person time? (PDays / Pmonths)

One Person working for 3 months (Full time)

=

3 Persons working for 1 month (Full time)

6 Persons working for ½ month

ANY DURATION







Travel



- Number of Trips
- Destinations
- Duration of travels
- Number of people traveling
- Flat Subsistence Allowance
 - eligible if in line with beneficiary's usual practices on travel

See: http://ec.europa.eu/research/participants/data/ref/fp7/89566/flat-rates-subsistence_en.pdf







Equipment

- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation

Example:

- Every item has an economic life (e.g. 4 years according to National Legislation in Greece)
- After 4 years its value = 0
- Losing 25% of its value every year
- If the project lasts 4 years you can charge the full cost







Other Costs

- Short Consultancies
- Catering
- Printing services
- Etc.

Some times these can go to subcontracting

ALL MUST BE DETAILED AND JUSTIFIED







Subcontracting

- Always check specific rules
- Only small amount
 (<15-20% of the partner's budget)

17 Shift

Avoid it if you can







Indirect Costs (Overheads)

- Necessary for every functioning organisation
- Connected to productive personnel
 - Utilities
 - Office costs
 - Communications
- How to determine the %?
 - FLAT 25% of ALL Direct costs (except Subcontracting)
- They do NOT have to be justified







Phases of Budget Building

- 1. Define the total cost
- 2. Partner distribution draft
- 3. Prepare WBS and PM / WP
- 4. Determine Personnel Costs
- 5. Define Other Costs
- 6. Circulate budget to partners
- 7. Negotiate and finalise







Define the Final Budget

- Make a rough evaluation
- Based on restrictions
 - Call budget
 - Previous Projects
 - Ask your NCP about competition
- Must be realistic
- Start moderate so you can increase it during preparation
- Negotiate early with partners
 - Distribute your proposal in the beginning
 - Even if you have not all the partners, you know the roles







Personel Costs

Start from Work Breakdown Structure (WBS)



	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total
COORD	17,0	3,0	26,0	0,0	2,0	0,0	8,0	0,0	2,0	58
1/HB	1,0	4,0	12,0	10,0	3,0	1,0	0,0	14,0	1,0	46
2/DOT	2,0	2,0	0,0	0,0	0,0	0,0	32,0	0,0	6,0	42
3/FU	3,0	1,0	0,0	0,0	17,0	17,0	2,0	0,0	2,0	42
4/PE	1,0	0,0	0,0	3,0	10,5	9,0	5,0	0,0	5,5	34
4/JMU	2,0	21,0	2,5	1,0	2,0	0,0	2,0	4,5	4,0	39
5/PMT	1,0	0,0	2,0	0,0	0,0	0,0	0,0	0,0	12,0	15
6/TM	1,0	2,0	2,0	5,0	2,0	0,0	2,0	4,0	2,0	20
7/HS	2,0	0,0	6,0	18,0	0,0	0,0	2,0	2,0	2,0	32
Total	30,0	33,0	50,5	37,0	36,5	27,0	53,0	24,5	36,5	328







Horizon 2020 Personnel Cost Model

Average Person Month Cost = weighted mean value of the different profiles



Profile	PM Cost	PM	Total
Director	8.000,00€	2	16.000,00€
Senior Researcher	5.000,00€	8	40.000,00€
Junior Researcher	2.500,00 €	10	25.000,00€
		20	81.000,00€
	A	4.050,00 €	

Taken into account only for Proposal Phase. During Project Implementation you need actual costs.







Why is it important?

- Wrong assumptions lead to problems
- Poor planning creates uncertainty

Practical Example





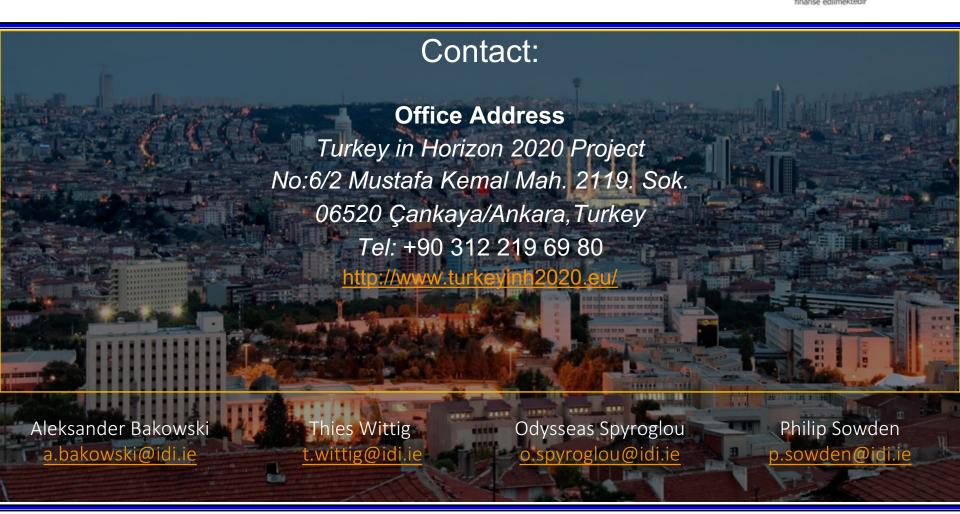






TURKEY IN HORIZON 2020 ALTUN/HORIZ/TR2012/0740.14-2/SER/005













TURKEY IN HORIZON 2020 ALTUN/HORIZ/TR2012/0740.14-2/SER/005



Teşekkür ederim! Thank you!







Credits / Disclaimer

© "Turkey in Horizon 2020"

The information and advice contained in this presentation are the sole responsibility of the project team and can in no way be taken to reflect the views of the European Union. The team of "Turkey in Horizon 2020" project is not responsible for the consequences of errors or omissions herein enclosed. Re-use of information contained in this presentation for non-commercial purposes is authorised and free of charge, provided the source is acknowledged. Our project team is not responsible for any impact or adverse effects on third parties connected with the use or re-use made of the information contained in this presentation.

Credits

3D Team Success(CC BY 2.0) / Slide 1 / Chris Potter, Flickr.com

Attention (CC BY-ND 2.0) / Slide 3, 12, 17, 30 / Camilo Rueda López, Flickr.com

Business © /123RF.com

Study (cc BY-ND SA 2.0) / Slide 4 / Andrew Eason, Flickr.com

Program Code and Computer Keyboard © / Slide 12 / scyther5, 123rf.com

Learning (CC BY-NS 2.0) / Slide 15 / Shawn Harquail, Fliskr.com

Pick Me (CC BY-NC 2.0) / Slide 16 / Aftab Uzzaman, Flickr.com

24/96 CC BY-SA 2.0) / Slide 18/ Jason Devaun, Flickr.com

Content Management (CC BY-SA 2.0) / Slide 26 / depone, Flickr.com

Beauty at the help desk (CC BY-SA 2.0) / Slide 27 / Quinn Dombrowski, Flickr.com

Money (CC BY 2.0) / Slide 31 / GotCredit, Flickr.com

Money (CC BY 2.0) / Slide 32/ Images Money, Fliskr.com

Airport (CC BY 2.0) / Slide 33 / whity, Flickr.com

Data Center (CC BY-NC 2.0) / Slide 34 / Bob Mical, Flickr.com

Conference (CC BY-SA 2.0) / Slide 35 /Dion Hinchcliffe, Flickr.com

Key for Support © / Slide 36 / marigranula, 123rf.com

Cadbury_Schweppes_08 (CC BY SA 2.0) / Slide 37 / K2 Space, Flickr.com

Funding (CC BY SA 2.0) / Slide 38 / Howard Lake, Flickr.com

Calendar (CC BY 2.0) / Slide 39 / Dafne Cholet, Flickr.com

Bitcoin Logo (CC BY NC 2.0) / Slide 40 / Duncan Rawlinson - Duncan.co - @thelastminute, Flickr.com

Ankara (CC BY 2.0) / Slide 44 / Jorge Franganillo, Flickr.com

Tea in the spotlight (CC BY-ND 2.0) / Slide 45/ captain.orange, Flickr.com

Large copyright sign made of jigsaw puzzle pieces (CC BY- 2.0) / Slide 46/ Horia Varlan, Flickr.com

You can check the Creative Commons Licences here: https://creativecommons.org/licenses/





