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TURKEY<sup>in</sup>  
**HORIZON 2020**  
COOPERATION. INNOVATION. COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II

EuropeAid/139098/IH/SER/TR

# Horizon Europe Calls - Session 4: Practical aspects of EU research collaboration

General Info Day #3

*Adamantios Koumpis*

İzmir, 1 March 2022

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REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



COMPETITIVE  
SECTORS  
PROGRAMME



TÜBİTAK

# Preamble: Ever been in a quarry?...









# Proposal writing is...

- An art?
- Or engineering?
- Both of the above?
- None of the above?
- ...
- No need to get stressed! There is no clear answer to this (as for many things in business and in life...)

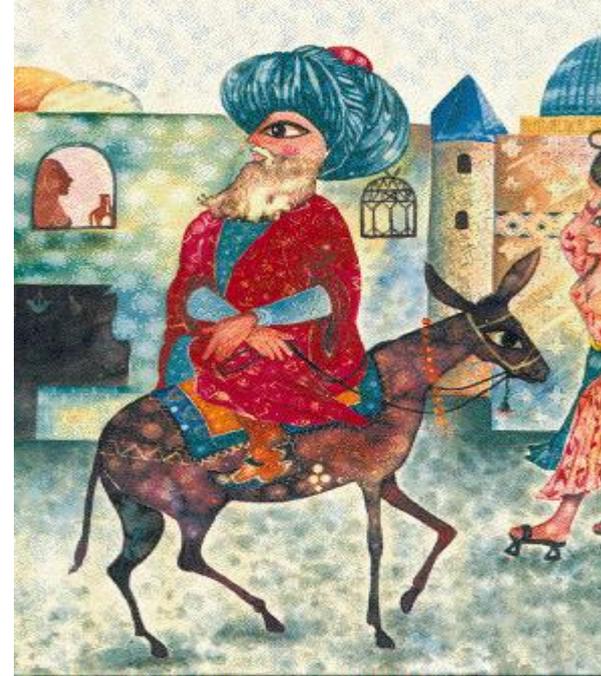
# Few essentials about any Calls / Call topics we like to forget...

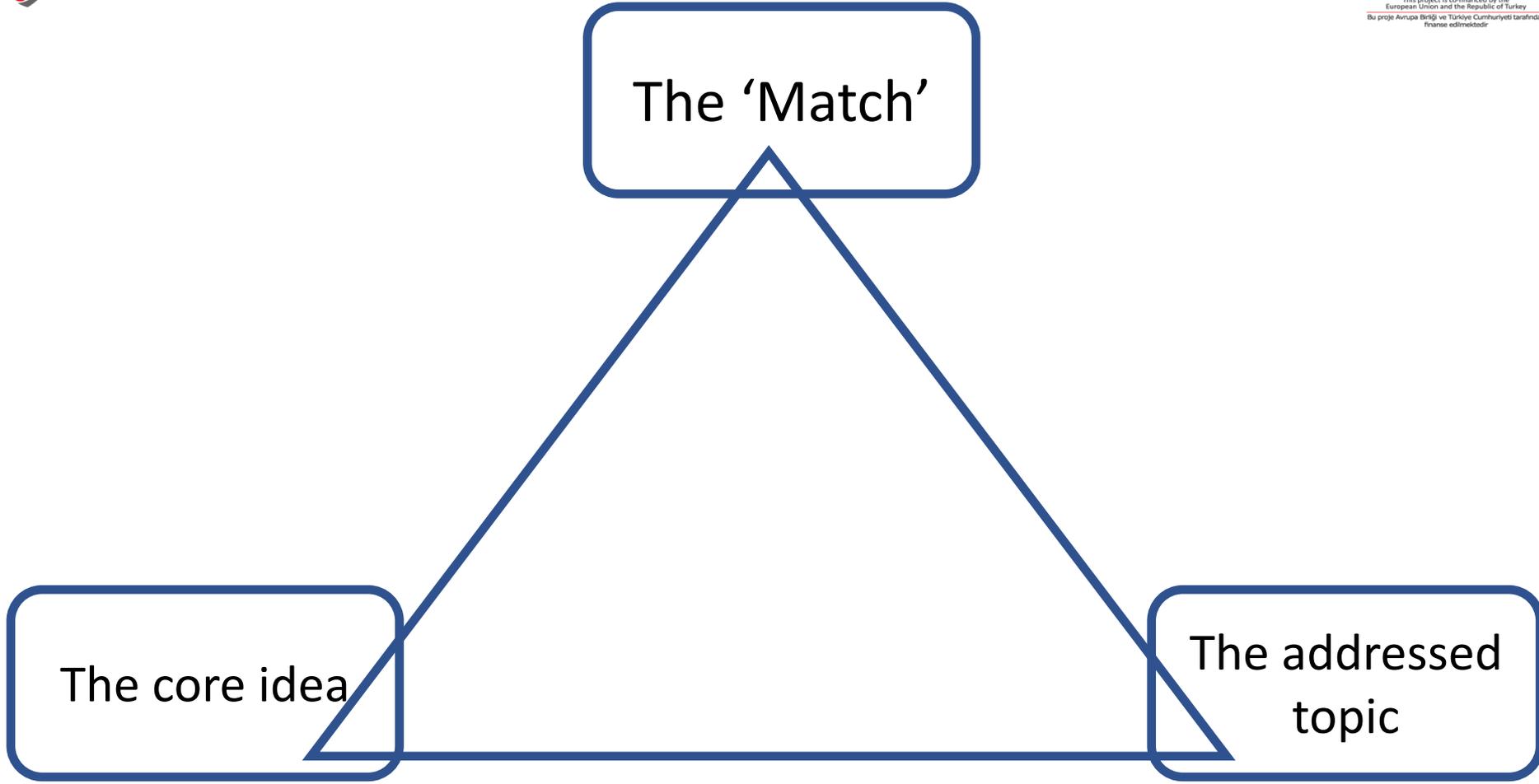
- Important to read the Call
- Necessary to understand the Call
- Worrying how to interpret the Call and ‘translate’ it into a hopefully successful proposal
  
- It is not a trivial process at all
- At any point one may get ‘lost in translation’

# Does it look familiar this story?

- Two proposal writers for a Horizon Europe call are involved in a dispute and ask a Key Expert to settle it for them
- When the first consultant tells his opinion, the Key Expert says: **You are right!**
- The second Key Expert protests - when he tells his version, the Key Expert says: **You are right!**
- Then, a third proposal writer, who has been listening, intervenes: *But they can't both be right*
- And the Key Expert promptly replies: **You are also right!**

# Relations, correlations, etc.





- The ‘Match’ = The ‘Story’
- The ‘Match’ = The ‘Setting’
- The ‘Match’ = The ‘Context’

# 1. Introduction – context setting

- Templates are important – ***not only a technicality***
- Form follows function
- Trade offs:
  - too (much) scientific
  - too (much) industry
  - too (much) sale pitch
- Compromise: accommodate all above aspects even partly
- With a bad template several hundreds of people will ... suffer
- A good template shall help all write better proposals and – ***very important***: help people ***build better learning curves***

## 2. Deficiencies of the old templates

### 1.1 Objectives

- Describe the overall and specific objectives for the project, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project (see section 2).

### 1.2 Relation to the work programme

- Indicate the work programme topic to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

### 1.3 Concept and methodology

#### (a) Concept

- Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved. Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge. Where relevant, include measures taken for public/societal engagement on issues related to the project. Describe the positioning of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'. Refer to Technology Readiness Levels where relevant. (See [General Annex G of the work programme](#));

## 2. Deficiencies (cont'd)

### (b) Methodology

- Describe and explain the overall methodology, distinguishing, as appropriate, activities indicated in the relevant section of the work programme, e.g. for research, demonstration, piloting, first market replication, etc.

### 1.4 Ambition

- Describe the advance your proposal would provide beyond the state-of-the-art, and the extent the proposed work is ambitious.
- Describe the innovation potential (e.g. **ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models**) which the proposal represents. Where relevant, refer to products and services already available on the market. Please refer to the results of any patent search carried out.

# 3. Comparison of old and new templates

- **OLD:** 70 pages
- **New:** 45 pages (but...)
- **OLD:** Section 1 (Excellence): 4 subsections
- **New:** Section 1 (Excellence): 2 subsections (but...)
- **OLD:** Section 2 (Impact): 2 Sections
- **New:** Section 2 (Impact): 2 'old' + one new: [Impact canvas](#)
- **OLD:** Section 3 (Implementation): 4 Sections
- **New:** Section 3 (Qual. & effic. of implem.): 2 Sections

# Impact canvas

- Perhaps the most ‘new’, ‘innovative’, ‘game changing’ part in the new template? ...
- Some prehistory:
- With the business model canvas of Osterwalder, the idea of providing information in such a structured form became more and more popular
- Horizon Results Booster currently uses two other ‘canvas’ templates:
  - The Lean Canvas
  - The Value Proposition Canvas

# The Lean Canvas

KER name

Dd-mm-2020

Iteration #1

<b>Problem</b>	<b>Solution</b>	<b>Unique Value Proposition</b>	<b>Unfair Advantage</b>	<b>Customer Segments</b>
<b>Alternative Solutions</b>	<b>Key Metrics</b>		<b>Channels</b>	
	<b>Cost Structure</b> Distribution costs People Marketing (Customer Acquisition costs) R&D costs Engineering and Production costs Permits, authorisations, etc		<b>Revenue Streams</b> Sales Services (consultancy/training, etc) Maintenance	

PRODUCT

MARKET

Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.



# Value Proposition Canvas

Designed for:

KER Name

Designed by:

Name1, Name2, ...

Date:

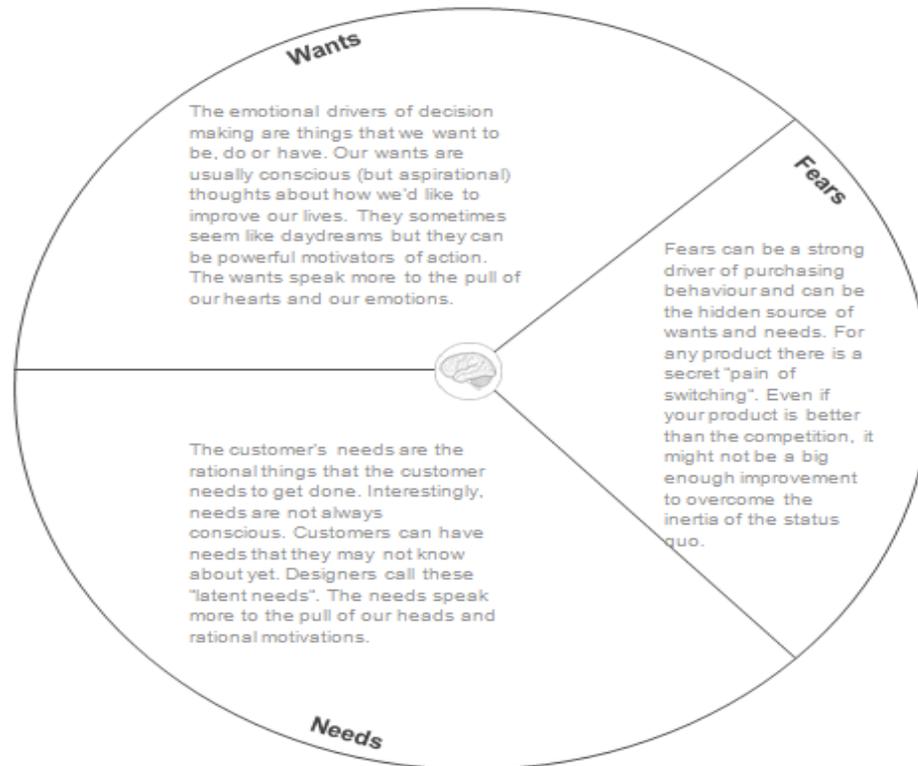
DD/MM/YYYY

X.Y

## Product

<p><b>Benefits</b></p> <p>A benefit is what your product does for the customer. The benefits are the ways that the features make your customer's life easier by increasing pleasure or decreasing pain. The benefits of your product are the really core of your value proposition. The best way to list out the benefits of your product on the canvas is to imagine all the ways that your product makes your customer's life better.</p>	<p><b>Experience</b></p> <p>The product experience is the way that owning your product makes the customer feel. It's the sum total of the combined features and benefits. Product experience is different to features and benefits because it's more about the emotional reasons why people buy your product and what it means for them in their own lives. The product experience is the kernel that will help identify the market positioning and brand essence that is usually built out of the value proposition.</p>
<p><b>Features</b></p> <p>A feature is a factual description of how your product works. The features are the functioning attributes of your product. The features also provide the "reasons to believe". Many FMCG marketers deride the importance of features because features are no longer a point of difference in most FMCG marketing. But for technology products and innovative new services the features on offer can still be an important part of your value proposition.</p>	

## Customer



<p><b>Product</b></p> <p>Name your product or service</p>	<p><b>Ideal Customer</b></p> <p>Name you ideal customer</p>
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<p><b>Substitutes</b></p> <p>These are not just the obvious competitors, but also existing behaviours and coping mechanisms. Remember that people made it this far in life without your product. If your product isn't better than the existing solutions then you don't have a real-world value proposition.</p>
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# The HE Impact canvas

- **Caution:** It is meant to be a *summary*
- It consists of six parts:
  1. Specific needs
  2. Expected results
  3. D&E&C measures
  4. Target groups
  5. Outcomes
  6. Impacts



# See is to believe...

## SPECIFIC NEEDS

*What are the specific needs that triggered this project?*

### Example 1

Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.

### Example 2

Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.

## EXPECTED RESULTS

What do you expect to generate by the end of the project?

### Example 1 **Successful large-scale demonstrator:**

**Successful large-scale demonstrator:**  
Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.

### **Algorithmic model:**

Novel algorithmic model for proactive airport passenger flow management.

### Example 2

Publication of a **scientific discovery on transparent electronics.**

**New product:** More sustainable electronic circuits.

**Three PhD students trained.**

## D & E & C MEASURES

What dissemination, exploitation and communication measures will you apply to the results?

### Example 1

**Exploitation:** Patenting the algorithmic model.

**Dissemination towards the scientific community and airports:** Scientific publication with the results of the large-scale demonstration.

**Communication towards citizens:** An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.

### Example 2

**Exploitation of the new product:** Patenting the new product; Licencing to major electronic companies.

**Dissemination towards the scientific community and industry:** Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.

## TARGET GROUPS

*Who will use or further up-take the results of the project? Who will benefit from the results of the project?*

### Example 1

**9 European airports:**

Schiphol, Brussels airport, etc.

**The European Union aviation safety agency.**

**Air passengers (indirect).**

### Example 2

**End-users:** consumers of electronic devices.

**Major electronic companies:** Samsung, Apple, etc.

**Scientific community** (field of transparent electronics).

## OUTCOMES

*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*

### Example 1

**Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project.

### Example 2

**High use of the scientific discovery published** (measured with the relative rate of citation index of project publications).

**A major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.

## IMPACTS

*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*

### Example 1

**Scientific:** New breakthrough scientific discovery on passenger forecast modelling.

**Economic:** Increased airport efficiency

Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.

### Example 2

**Scientific:** New breakthrough scientific discovery on transparent electronics.

**Economic/Technological:** A new market for touch enabled electronic devices.

**Societal:** Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

# The basic notions



# The basic notions



# The basic notions



# Final remarks for the impact canvas

- It is not as ‘easy’ as it seems...
- Needs hands-on practice
- Don’t forget: practice makes the master!
- Ideal: to be composed with interaction amongst partners
- Also: ***it needs time*** – it is not wise to leave for the last moment
- Even better: Ideal to ***start your proposal from this section*** and then build and elaborate on the other parts!

# Other points of the new template

- **New** Section 1.1 Objectives and ambition:
- Combines and integrates following of the old template:
- **OLD** Section 1.1 Objectives
- **OLD** Section 1.2 Relation to the work programme
- **OLD** Section 1.3a Concept
- **OLD** Section 1.4 Ambition
- And all these in only (as suggested) 4 pages!
- (Don't dare to come up with an estimate how many pages were used for these sections as of today...)

# Other points (cont'd)

- **New** Section 1.2 Methodology

- Corresponds to:

- **OLD** Section 1.3b Methodology

- includes also references to national or international research and innovation activities linked to the project (in the past was under the Concept subsection)

- Suggested length: 15 pages!

- For both new sections 1.1 (4 pages) and 1.2 (15 pages) we shall need to seriously think on how we are going to build our **narratives**

- Especially for Section 1.2 it is meant as a preamble to Section 3.1 regarding workplan and resources

## 1.2 Methodology [e.g. 15 pages]

- Describe and explain the overall methodology, including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them. [e.g. 10 pages]

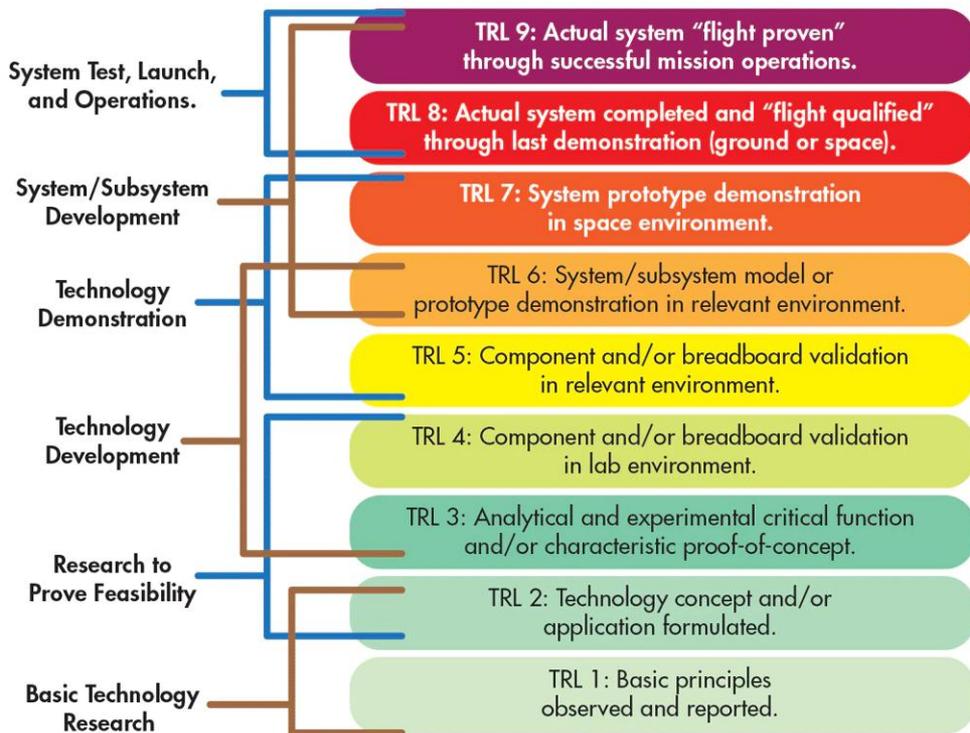
⚠ This section should be presented as a **narrative**. The detailed tasks and work packages are described below under 'Implementation'.

## 4. Conclusions

- The new proposal template (as any other) has to be lived-in by the people
- Consider the 10.000 hours rule ;-)
- Less pages does not necessarily mean less effort
- Impact canvas is tricky: looks simple but has to be filled-out with good quality information
- Impact canvas can be the starting point for a proposal

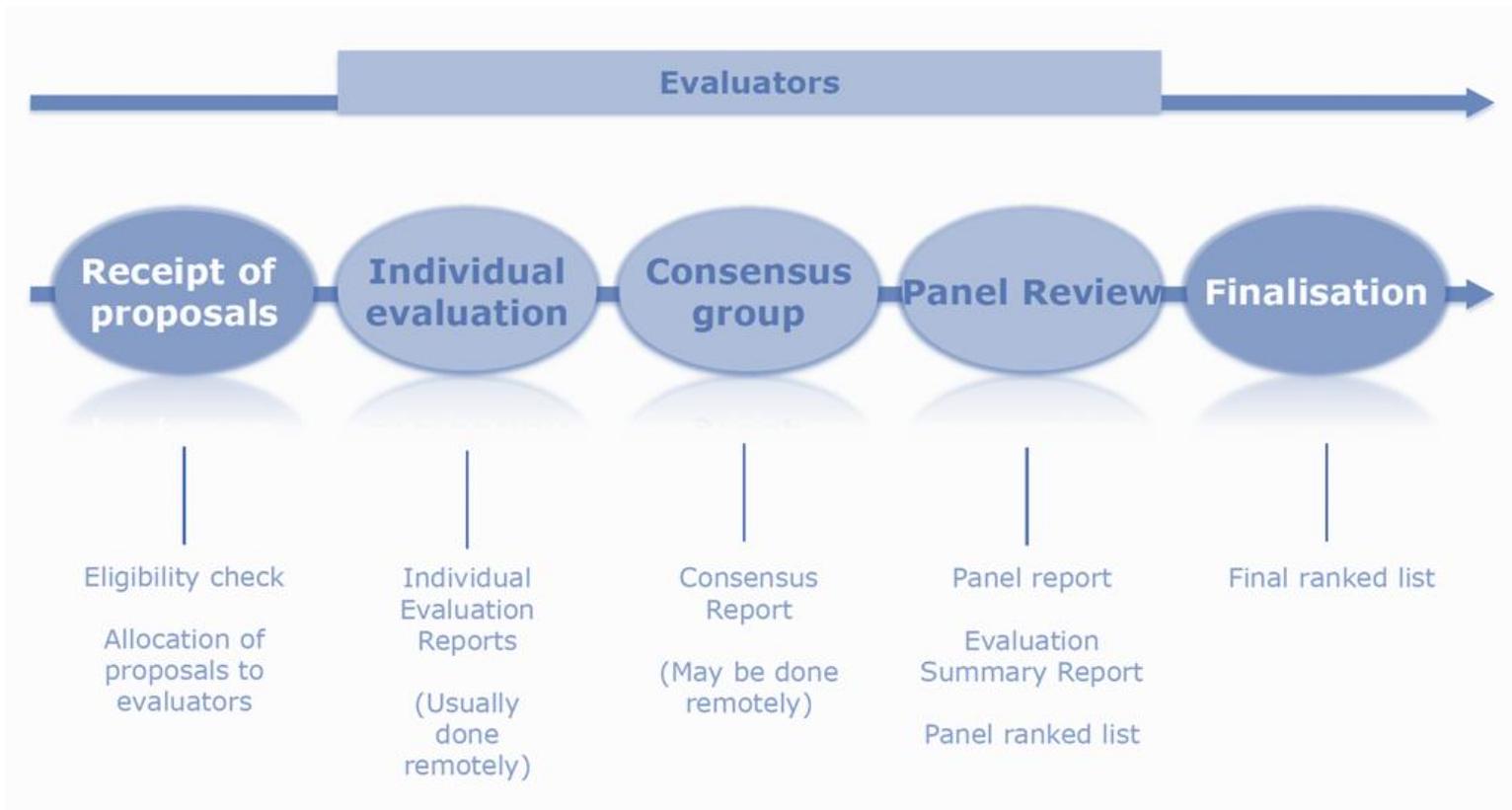
# TRL: Technology Readiness

## The Technology Readiness Levels



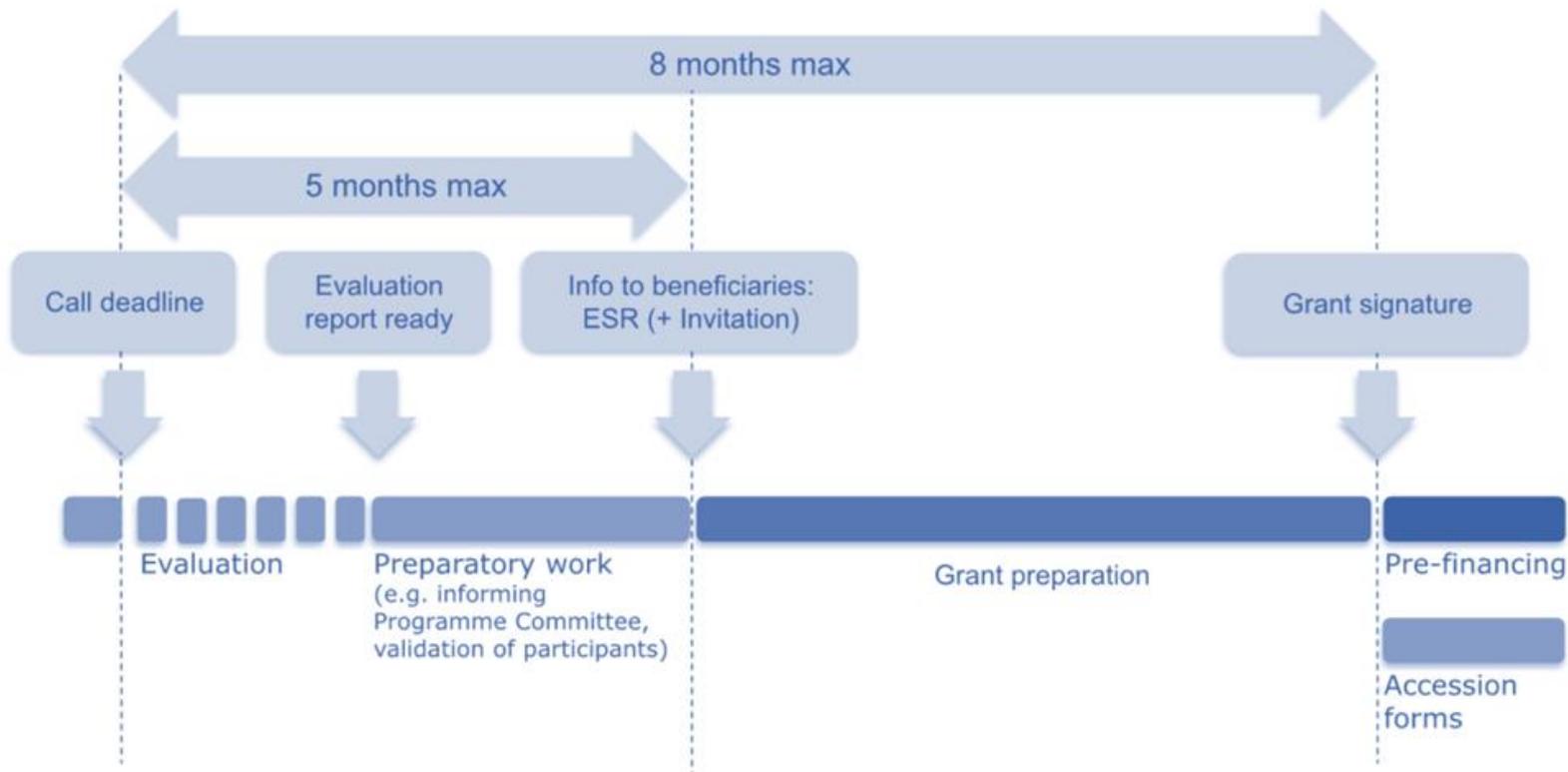
# Evaluation Process

From submission to invitation to a Grant



# How evaluation works?

The evaluation timeline



# Award Criteria

## How Proposals are evaluated

EXCELLENCE	IMPACT	IMPLEMENTATION
<ul style="list-style-type: none"> <li>• Are objectives clearly identified?</li> <li>• Is proposed work is ambitious?</li> <li>• Goes beyond the state-of-the-art?</li> <li>• Is proposal sound?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the pathway suggested credible?</li> <li>• Are outcome and impacts in line with WP?</li> <li>• What's the scale of the contributions?</li> <li>• Are measures to maximise impact suitable?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the WP effective?</li> <li>• Are risks identified?</li> <li>• Effort assigned appropriate?</li> <li>• Capacity and role of participants ?</li> <li>• Consortium as a whole?</li> </ul>

# For follow-up questions contact me at:

- [adamantios.koumpis@gmail.com](mailto:adamantios.koumpis@gmail.com)



## Q&A

Time to ask your  
questions!

Teşekkür ederim!

Thank you!

Contact:

Office Address

*Turkey in Horizon 2020 Project  
And Sokak 8/12 Akasya Apt. 06680 ankaya/Ankara*

*06520 ankaya/Ankara, Turkey*

*Tel: +90 312 467 61 40*

<http://www.turkevinh2020.eu/>

[info@TurkeyinH2020.eu](mailto:info@TurkeyinH2020.eu)