

DIAMONDS4IF

DISCOVERY, IDENTIFICATION, APPLICATION, AND MONITORING OF DEVELOPED SOLUTIONS FOR INNOVATION FUND

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D5.1 – WORKSHOP MATERIALS AND VIDEO TUTORIALS

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Responsible Author	Patrizia Bolognesi (PNO Consultants GmbH)			
Contributor(s)	Ariane Kroker (PNO Consultants GmbH)			
Reviewer(s)	Annemarie Reiche (PNO Consultants GmbH)			
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LIST OF ABBREVIATIONS

Abbreviation	Description	
Al	Artificial Intelligence	
CINEA	European Climate, Infrastructure and Environment Executive Agency	
CORDIS	Community Research and Development Information Service	
CRL	Commercial readiness levels	
CSA	Coordination and support action	
EC	European Commission	
ETIP	European Technology & Innovation Platforms	
ETS	Emissions Trading System	
EU	European Union	
GHG	Greenhouse Gases	
H2020	Horizon 2020	
HR	Human Resource	
IF	ETS Innovation Fund	
INNEN	INNOVATION ENGINEERING srl	
IRENA	International Renewable Energy Agency	
JRC	European Commission Joint Research Centre	
MEYER BURGER	MEYER BURGER (Industries) GmbH	
PNO	PNO Consultants GmbH	
R&D	Research and Development	
R&I	Research and Innovation	
RAAMS	RAAMS AS	
RWE	RWE offshore wind GmbH	
TRL	Technology Readiness Level	
WP	Work Package	

INTRODUCTION

Project Summary and Objectives

DIAMONDS4IF project aims to support Horizon 2020 (H2020) beneficiary companies in further developing their projects and applying to the ETS Innovation Fund (IF), which helps them overcome barriers in turning R&D (Research and Development) into successful businesses.

One of the main outcomes of the DIAMONDS4IF project will be the production of at least five sound proposals, including detailed plans for scalability, commercialization, and financial models for submission to the IF.

Within WP5, interested parties will receive support through a self-assessment tool, video tutorials and workshop material (tutorial presentations). Each applicant who has successfully passed the self-assessment check and/or a project's viability check will be provided with specific workshops relevant to all major parts of the Innovation Fund application.

For this purpose, this deliverable aims to describe the developed materials and tools, such as video tutorials, which summarize the most important content of an Innovation Fund application.

Purpose of This Document

This report gives an overview of the materials and tools created in the project months 1 to 9 as well as the creation of media channels used for their promotion (YouTube, Website, LinkedIn).

In the first chapter, the focus is on visualising the entire application process, offering potential applicants the opportunity to check their project idea against the Innovation Fund criteria and requirements.

The second chapter presents the materials and tools developed to facilitate the application process, comprising the video tutorials created by PNO and the Innovation Fund guidelines.

Finally, in the third chapter, we illustrate the structure and content of workshops specifically designed for Innovation Fund applicants, aimed at improving the quality of the application documents.

1 Raising Capabilities for Potential Applicants

Based on the activities conducted in WP1/WP2 (Selecting Candidates) and the scoring model applied, we have identified and assessed a list of potential applicants for the Innovation Fund, as detailed in the submitted Deliverable "D1.2 – Reports on Selection Approach" (report containing sensitive content), that we will reach out to in the coming months.

As part of WP5 (Raising Capabilities), PNO has created resources to help potential applicants and interested companies to initially better understand all the IF topics, the application process, and the associated requirements.

Among these resources, the first crucial step is the visualization of the entire process. This initial step is provided by a so-called "Dialogue picture", which ensures a clear and comprehensive overview of an Innovation Fund application process. In addition to the specifically produced Dialogue picture, PNO has developed viability check material, a self-assessment check and video tutorials. These resources are designed, based on experience with multiple applicants and their needs, to support internal teams and establish a specific framework for project and application planning. For potential applicants we finally developed workshop materials to help them to prepare, structure and size their projects.

In the following the different materials developed are presented.

1.1 Dialogue Picture

Given the complexity of the Innovation Fund application process, and the various challenges that had to be solved by applicants throughout the various calls and deadlines from the last years, we've decided to utilize an advanced tool to initial visualise all the steps and involved objectives in a clear and interactive manner. Therefore, a design agency has been selected that is known for its creative, inspiring, and user-friendly products, to create a visual medium.

"Dialogbild", which is the name of the company and its registered trademark for the final products as well, specializes in visualizing complex processes and visions through interactive images and diagrams.¹ This tool has been tailored for the DIAMONDS4IF² project to help applicants better understand the Innovation Fund steps and objectives.

The tool is already available on the DIAMONDS4IF website. By moving the cursor over the interactive map, users can view descriptions of the objectives for each step, providing a quick understanding of the entire process. Figure 1 provides the visual graphic, which is explained more in detail below. The full interactive functionality is available on the DIAMONDS4IF website.

² https://www.diamonds4if.eu/dialogbild/



¹ DIALOGBILD GmbH: <u>Start DIALOGBILD GmbH</u>





Figure 1: The Interactive Map of Dialogue picture for DIAMONDS4IF Website. Copyright © PNO Consultants GmbH, 2024. All rights reserved.



This project has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No 101138004.

The figure shows six scenes (steps, indicated by the signposts), where people are interacting on specific topics (titles written on signposts).

The following steps are visualized, and the respective objective appears by clicking on the interactive version:

STEP 1: Viability Check

 Objective: Assess project eligibility and credibility, identify weaknesses and gaps, and provide suggestions to achieve the best fit possible.

STEP 2: Setup Project Management Office

 Objective: Develop the project plan and timeline, efficiently manage the Innovation Fund application process, and identify document owners/sponsors and IT due diligence.

• STEP 3: Project Scope and Workshops

 Objective: Develop the project narrative and conduct dedicated workshops to prepare the supporting documents.

STEP 4: Draft of Application Documents

Objective: Prepare supporting documents, collect Letters of Intent and other project and company information, and provide review and advice.

STEP 5: Compilation and Finalisation

 Objective: Compile Part B (the core of the application) based on the pre-final version and finalise all supporting documents and annexes.

STEP 6: Verification and Submission

 Objective: Upload all required data to the EU Funding and Tender portal, verify the completeness of the application package, and submit the application.

Between STEP 1 and STEP 2, and as well as between STEP 4 and STEP 5, there are traffic signs that indicate major decision points (gates):

- The barrier (railroad crossing): If the Viability Check indicates an improper fit with eligibility and award criteria, it's necessary to decide on adjusting the project scope (if feasible) or exploring other funding options.
- The traffic lights: During the preparation of application documents, a large number of details and sub-processes must be mastered. If the process is hampered by a sufficient level of progress, the application itself is endangered, which needs to be addressed by additional activities.

Overall, the picture provides a condensed interpretation of a process that needs months and mostly involves teams of up to 5-30 people. In the following, two tools for STEP 1, as starting step, are presented in more detail:

- 1. the initial self-assessment and
- 2. a Viability Check.



STEP 1 is crucial for determining project eligibility and identifying how to enhance its competitiveness.

1.2 Initial Self-Assessment

To promote an initial online self-assessment of projects' ideas by interested candidates, we have developed a questionnaire that candidates can complete independently to make a first evaluation.

As illustrated in Figure 2, the Self-Assessment tool created using a template from Typeform, comprises a small set of questions designed to guide interested parties towards the appropriate funding, specifically determining whether the Innovation Fund is a relevant grant for their specific project.

By answering questions 1 through 10, potential candidates can learn and evaluate if their project is suitable for Innovation Fund grants. Questions 1 and 2 are essential prerequisites for the Innovation Fund; if the answers to these questions are negative, the project in question is unlikely to be eligible for Innovation Fund grants.

Successful users, who have answered positive at least 6 questions are invited to contact PNO Experts to perform a free Viability Check as a next step.. Our You Tube channel is also advertised in the final response. As our video tutorials provide valuable insights into the main requirements and essential information on the entire application process.

The link to the online self-assessment has been published on the DIAMONDS4IF website.3

³ Innovation Fund Self-Assessment









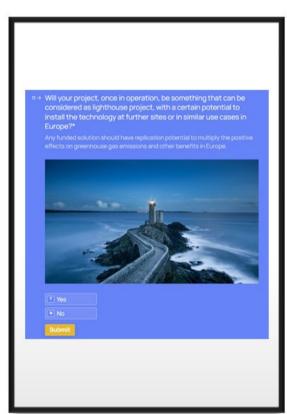


Figure 2: Screenshot of the Innovation Fund Self-Assessment published online from PNO. Copyright © PNO Consultants GmbH, 2024. All rights reserved.



This project has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No 101138004.

1.3 Viability Check

As displayed in the Dialogue picture, the Viability Check represents the first step of the whole application process.



Figure 3: Viability Check - Define the Go or No-Go decision for the next step of the IF Application. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

For those applicants interested, PNO offers a viability check with the following objectives:

- · Assess the eligibility and credibility of the projects
- Identify weaknesses and gaps to ensure the best possible fit
- Evaluate the capacity of project partners to manage an IF application.

Indeed, before beginning the application process, it is crucial to understand all the necessary information, documents and eligibility/award requirements. In this sense the viability check is a crucial step in the development of any Innovation Fund project application.

For all interested candidates, a first questionnaire is sent out which they must complete before the kick-off meeting. This questionnaire helps to collect data and forms the basis for discussing the project idea during the Kick-off meeting. Moreover, it helps to assess the readiness of the applicants and to highlight any areas that may require further development or clarification.

The Viability Check considers and evaluates different criteria such as:

- **Project Boundaries, Size, and Timing**: Define the project core activities versus Innovation Fund timelines and expectations.
- **Degree of Innovation**: Innovative characteristics of the employed technologies and the technical setup as a whole compared to state-of-the-art in the EU
- GHG Savings Estimation: Estimate potential GHG savings possibilities and assess cost efficiency
- Project Maturity: Assess the technical, financial and operational maturity of your project
- Financial Model: Develop and evaluate the financial model and assumptions for relevant costs
- Bonus Points: Consider other factors that may contribute to bonus points in the evaluation

In the end, the interested party/potential applicant receives a Viability Check protocol. The results show the degree of fulfilment, potential scorings, and gaps to be addressed. Moreover, recommendations are part of this step, to prepare the further project scope (STEP 3) for an optimal fit with all evaluation criteria.

The Figure 4 below shows a screenshot of the template of the final protocol, which is sent to the candidate completed with the results of the viability check.





Figure 4: Screenshot of the template of the final protocol after the Viability Check. Copyright © PNO Consultants GmbH, 2024. All rights reserved.



This project has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No 101138004.

2 VIDEO MATERIAL AND TOOLS

PNO has developed video material and tools. These will particularly support stakeholders and interested companies to develop successful project settings by understanding the funding scheme and the impact of funding requirements on their planning.

The IF application process takes several months. In this process, applicants are expected to provide additional information not typically required in their daily business operations and to do so within a short timeframe driven by call cycles and deadlines. Hence, developing an Innovation Fund-ready project and preparing for the application requires comprehensive effort across different company departments.

According to our communication plan the materials, tools, and video tutorials will be made available on the project website (www.diamonds4if.eu) and through the project's communication and dissemination channels and activities, such as the DIAMONDS4IF LinkedIn account⁴ and the related YouTube channel "Innovation Fund DIAMONDS"⁵. PNO will also continue to use and further develop these materials as part of its service offering, ensuring that they reach a broader audience including other CSA (Coordination and Support Action) projects, stakeholders, CINEA and potential IF applicants.

By making the materials accessible and known to a broader target group, organizations developing innovations may feel encouraged to implement, speed up, and enhance their exploitation plans. Gaining transparency on the potential funding and the further process to realize such ambitions will result in a higher number and improved quality of project proposals.

2.1 Video Tutorials

Among the most communicative formats developed by DIAMONDS4IF are video tutorials. Consultants from PNO have created short video tutorials that have been published on a specially created YouTube channel, the "Innovation Fund DIAMONDS".

The goal of these short video tutorials is to communicate practical and basic knowledge regarding the IF and to create a basic understanding of the comprehensive character of the information needed throughout the entire application process.

To reach a wide audience of interested companies, who want to apply for an IF grant, and are searching for easily accessible information, the created video tutorials have been published on the DIAMONDS4IF YouTube Channel⁶. Additionally, the YouTube channel is accessible through our website and each video is promoted via LinkedIn.

⁵ www.youtube.com/@DIAMONDS4IF



⁴ https://www.linkedin.com/company/diamonds4if/?viewAsMember=true

Initially, a preliminary list of 20 "How to" YouTube video ideas were collected to introduce and explain the IF application requirements and principles. The videos were expected to have a length of about 2–3 minutes. In a second phase, PNO selected 7 videos which were best suited to create a basic understanding of the Innovation Fund core criteria, aiming to be useful for the 5th call of the IF with an expected deadline in Spring 2025.

The videos have been produced starting from the 31st of July 2024 and have been released in the following months up to end of September 2024.

PNO's Innovation Fund experts prepared their scripts and PowerPoint presentations, highlighting the most relevant points related to the Innovation Fund. PNO also provided the most suitable equipment for shooting and editing the videos. The following figures provide some moments from the activities in the backstage during the video shooting in July 2024 at the PNO office in Leipzig.













Figure 5: Backstage during the video shooting for DIAMONDS4IF. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

Main Topics

The video contents produced by PNO aligns directly with the documentation outlined in the IF application process.

Each video title reflects the specific topic or task it corresponds to, ensuring coherence between the multimedia materials and the project's planned outputs. The topics covered in the videos encompass key aspects such as innovation degree, GHG emissions avoidance and relevant cost calculation, which are central to the Innovation Fund program's objectives and requirements.

In Table 1 an overview of the videos and related IF application documents is provided, and Figure 6 shows a screenshot of the first video in which Barbara Bendaoud explains the eligibility criteria for accessing the Innovation Fund.18



Table 1: Overview of Planned Videos. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

#	IF application document	DIAMONDS4IF video topic	PNO Expert Consultant
•	Eligibility	Eligibility criteria for accessing the Innovation Fund	Barbara Bendaoud, M.Sc. Psychology Senior Consultant EU Grants
2	Budget table /relevant cost calculator	Grant amount and relevant cost calculation	DiplVolksw./DiplKfm. Robert Fischer Senior Consultant Financial Expert
3	Feasibility Study	Understanding the feasibility study of an Innovation Fund application	Dr. Susann Pohlers, M.Sc. Senior Consultant Biotechnology
4	Part B (degree of innovation)	The degree of innovation in Innovation Fund	DiplPol. Ariane Kroker Senior Consultant EU Grants
ţ	GHG emission avoidance calculator	GHG Emission Avoidance: Key Calculations and Methodologies	DiplIng. Toufic Ismail Senior Consultant Maritime Industry
(Timetable / Part B (work plan)	Timeline: How to plan an Innovation Fund project	DiplPol. Ariane Kroker Senior Consultant EU Grants
7	Business Plan	Business Plan	Barbara Bendaoud, M.Sc. Psychology Senior Consultant EU Grants



Figure 6: Screenshot from the first video with our expert Barbara Bendaoud. Copyright © PNO Consultants GmbH, 2024.

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2.2 Innovation Fund Guidelines

To improve comprehension of the Innovation Fund (IF) topics and give additional clarity to the video tutorial recordings, we have developed the Innovation Fund Guidelines documents.

The Guidelines closely mirror the themes covered in our video tutorials. Each document includes detailed scripts of the videos available on the DIAMONDS4IF YouTube Channel, along with graphic representations of the most relevant topics:

- Eligibility criteria for the innovation fund
- Grant amount calculation with relevant cost calculation
- Understanding the feasibility study of an innovation fund application
- The degree of innovation in innovation fund
- Greenhouse gas (ghg) calculations and methodologies
- Timeline: how to plan an innovation fund project
- Business Plan

All guidelines are available in PDF format in the "Toolbox" section of the DIAMONDS4IF Website. In Figure 7, you find the screenshot of first page of the Guideline "Eligibility Criteria for the Innovation Fund".



Figure 7: Screenshot of the First Page of Guidelines 'Nr.1' from DIAMONDS4IF. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

3 WORKSHOPS DEVELOPMENT AND KNOWLEDGE TRANSFER

For the candidates who successfully passed STEP 1 of the Viability Check including the barrier (railroad crossing) as illustrated in Figure 1, and in order to realize the cross-functional teamwork on the application documents, PNO will organize workshops in STEP 3.

The goals of the workshops in STEP 3 are:

- to communicate **practical knowledge** in order to equip the people to organize the information on a relevant level of detail and in an effective form for presentation, and
- to **create understanding** of the comprehensive character of information needed to be presented in the application documents.

The workshops are organized by PNO and realized with each of the selected applicants.

PNO developed such workshop formats for all parts of the Innovation Fund (4th call) which will be updated with information of the 5th call when published.



Figure 8: Short visualization of Step 3: Develop the project narrative and conduct dedicated workshops to prepare the supporting documents. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

3.1 Main Topics

The workshops focus on the following focus areas:

- Business Plan: Description of the relevant market, the project's value position, the business model
- Relevant Cost Calculation and detailed financial model: Financial issues, incl.
 explanation of background knowledge for the relevant cost calculation as well as pathways
 to develop a valid financial model for a project
- **Feasibility Study:** Innovation assessment and the description of the project location, project technology and its components in comparison i.e. with the state-of-the-art
- GHG calculations and methodologies: Project boundaries, in- and outputs, calculations and sources
- Project management and implementation plan, incl. the challenges in harmonizing Innovation Fund grant management with internal project planning, Team and management structures
- **Knowledge Sharing Plan**: Evaluation of the public acceptance aspects and planning of the DEC (dissemination & communication) and knowledge sharing activities

Given the anticipated changes in the 5th call, it may be redundant to hold a workshop on Knowledge Sharing. Instead, we could substitute it with a workshop focused on the "Work Plan," since applicants are encountering challenges in aligning their project timelines with required milestones and payment schedules.

3.2 Workshop Examples

The workshop will empower the applicants, creating awareness and understanding. The workshops will be held virtually, preferably using Microsoft Teams but any other video conferencing tool would be suitable that is proposed by the applicants.

The audience will represent the management, as well as persons being responsible with the needed expertise and different functions i.e. experts from engineering, finance, or procurement departments as well as administrative personnel, across management levels and departments. The duration is estimated for about 2 hours. PNO will provide 2 experts per workshop, to organize a presentation, Q&A, and discussion of specific issues raised by the participants. The workshops comprise a concept for work division and follow-up procedures. The sessions will be recorded to be available to other employees of the applicants that may step into the application process later on.

Table 2: Short overview of the required understanding and expertise needed per supporting document. Copyright © PNO Consultants GmbH, 2024. All rights reserved.

SUPPORTING DOCUMENT	REQUIRED UNDERSTANDING	REQUIRED EXPERTISE OR DEPARTMENT
Business Plan	Innovation Fund approach, project boundaries, project Implementation planning details, project team details	Project Manager, finance expert, risk manager, Business development, procurement, sales
Relevant Cost Calculation	Innovation Fund relevant cost methodology, definition of the reference scenario, cost benefit analysis methods, details from guide	Financial experts, engineering and sales experts, Project Manager
Detailed Financial Model	General understanding of grant requirements, relevant cost methodology, details from guide	Financial experts, company leaders, decision makers
Feasibility Study	nlanning from tab engineering through	Project Management, R&D and Engineers, risk manager, GHG expert, quality management, procurement
GHG Emission Savings	Rationale of how the GHG emission savings is achieved, details from the guide	Sustainability department and/or technical experts
Knowledge Sharing Plan	Knowledge about other funded projects in Innovation Fund, knowledge sharing requirements and obligations, best practice from EU funded dissemination and communication activities	Project Manager, communications and marketing expert, stakeholder relationship manager, HR

The selected people and departments to be involved in the further project and application development are trained in workshops and then be equipped with a range of templates and tools for their respective information gathering and tasks.

Figure 9: Exemplary workshop content, explaining the logics and the best practice for mandatory documents. Copyright © PNO Consultants GmbH, 2024. All rights reserved. Figure 9, illustrates exemplary content of a workshop for the *Business Plan* mandatory document. The Business Plan in large investment projects is usually not available in written form by the applicants but consists of the calculations/financial model and power point presentations made up for various target groups, e.g.

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internal decision making, investors, policy makers. Thus, a written Business Plan like requested in the Innovation Fund application is usually NOT existing and must be prepared for the project. This is a remarkable effort for various responsible person in the company and is supported by such hands-on workshops how to respond to the questions of the application documents.

Similar workshops have been developed and tested for the other mandatory documents and application parts, which can be the basis for further improved tools, saving time and resources as well as improving the quality of the application documents.



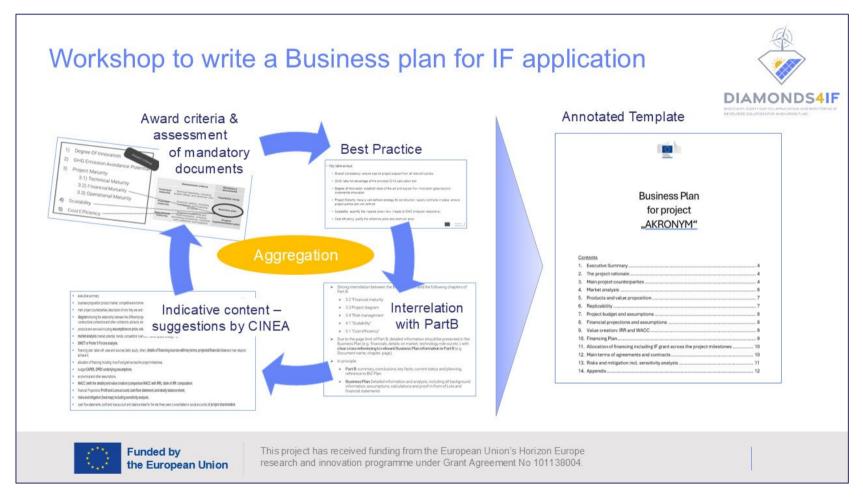


Figure 9: Exemplary workshop content, explaining the logics and the best practice for mandatory documents. Copyright © PNO Consultants GmbH, 2024. All rights reserved.



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4 CONCLUSIONS

In this report, we have outlined the creation and distribution of tools and supporting materials, as well as video tutorials, designed to support interested parties and potential applicants in navigating the Innovation Fund application process. These resources promoted through various channels – including YouTube, our website, and LinkedIn – together with the initial use of the Interactive Map created by Dialogue Picture – have been developed to address and visualize the key challenges and essential elements of the application process.

In a following step, candidates who have successfully passed the *Initial Self-Assessment* and/or the *Viability Check* can continue their journey with the guidance of PNO experts through the various phases of the application process. These candidates will also benefit from *Workshops* specifically created to support the entire working group of a selected project to define their projects set-up and boundaries.

By making these resources accessible in different formats and on different channels, we aim to empower organizations to better understand the whole application process and to implement, accelerate, and enhance their exploitation plans. This will lead to a higher number of high-quality project proposals that are better prepared and more competitive in the Innovation Fund program.

Through these initiatives, we seek to contribute to the growth and success of cutting-edge projects that have the potential to drive significant progress in their respective fields.

5 LIST OF REFERENCES

- DIALOGBILD GmbH: Start DIALOGBILD GmbH
- DIAMONDS4IF YouTube Channel, "Innovation Fund DIAMONDS", <u>www.youtube.com/@DIAMONDS4IF</u>
- DIAMONDS4IF LinkedIn Account, <u>DIAMONDS4IF: LinkedIn</u>
- DIAMONDS4IF Website, <u>Homepage Diamonds4if</u>
- Typeform: Link to the Self-Assessment, Innovation Fund Self-Assessment (typeform.com)

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