



Europe INNOVA
Intellectual Property for Innovation II (ip4inno II)
ENT/CIP/09/C/N01S004

DESCRIPTION OF WORK

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1. OBJECTIVES

The overall objective of the IP4INNO II Project is to increase understanding and usage of intellectual property (IP) by SMEs, with a view to increasing innovation and competitiveness in line with the Lisbon goals.

The specific objective of the project is to maintain and improve the business support service developed under IP4INNO.

The operational objectives of the IP4INNO II are the following:

- To gather and analyse additional training material;
- To create new training modules complementing the ones produced in the former project;
- To review and update training modules developed in the former project;
- To support the IP4INNO training masters;
- To update and improve the functionalities of the project homepage;
- To further develop the IP4INNO Learning platform;
- To promote the project activities across Europe

2. JUSTIFICATION

2.1. IDENTIFICATION OF PERCEIVED NEEDS AND CONSTRAINTS IN THE TARGET GROUPS

The ip4inno project developed its activities between January 2007 and December 2008. The main aim of ip4inno was to increase the understanding and usage of intellectual property (IP) by Small and Medium Enterprises (SMEs), with a view to increasing innovation and competitiveness in line with the Lisbon goals.

Target groups. Ip4inno was aimed principally at SMEs through training staff (“**train the trainers**”) in entities supporting small businesses, such as Technology Transfer Offices, institutions involved in the innovation process (e.g. from Chambers of Commerce or Innovation Agencies) or Business Advisory Bodies and Incubators. Ip4inno II will maintain the same target groups.

Within the general framework of the project, a large section of the work was devoted to the **identification of perceived needs and constraints of the target groups**. The ip4inno project developed a study¹ which took place in early 2007 and consisted of a schematic and comprehensive analysis of the needs of SMEs across 9 EU Member States, Croatia, Switzerland and Turkey². Secondary input came from Europe-wide trainers³ in IP / business-oriented issues who provided recommendations for training methodologies with particular regard to SMEs.

This **analysis** is to be considered as a crucial element of the module design process as it was evident that there is a need for a greater understanding of the SMEs’ general attitude to IPR, besides gathered statistical data on how much they know, how they use this knowledge, what their difficulties in using it are, and how they can improve the strategic use of IP in the business model. The study was extensive in its geographical reach and covered 698 respondents: 165 intermediaries dealing with SMEs, 18 technology transfer offices / researchers and 515 SMEs.

¹ Full report available for download on www.ip4inno.eu in PDF format

² Countries analysed were: Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Hungary, Portugal, Spain, Switzerland and Turkey

³ EBN, EPO and IPR-Helpdesk (UA)

European SMEs are often perceived as having little knowledge or interest in IP as a field. The study showed that this generalised perception is based on fact; SMEs do not, in the overwhelming majority, have sufficient IP knowledge, nor do they seek to acquire this knowledge of their own accord due to mainly either time or financial constraints. IP awareness is also a challenge; many SMEs are not aware of the variety of IP methods and tools available. The study found that intermediaries were the group who needed less training in IP, when compared to SMEs and researchers. Although knowledge may not be high, awareness was at an acceptable level. However, intermediaries needed training on *how* to sell the message to SMEs that IP is important and should be part of their business plan. This was one of the most important and insightful findings for the development of the training modules, in fact being used to develop one session purely devoted to communicating the IP message in an audience-friendly capacity. Technology transfer officers and researchers constitute perhaps one of the most difficult groups to target. Important organisational and culture barriers exist to protecting research and intellectual assets; the *publish or perish* mentality of academia and an unstable / non-existent IP budget in Higher Education institutions are two of the main culprits for releasing findings and inventions with no protection.

Finally, SMEs need to be trained in their own “language”, placing great emphasis on profit, advancement, and issues such as branding and business strategy. IP must be sold in trainings as another asset for economic growth and to keep in line with or hinder competition. For SMEs, basic elements for training were identified:

- instruments / mechanisms of IP protection and enforcement
- instruments / mechanisms to avoid IP violation, such as the importance of technology watch or surveillance and examples of good practice
- and strategic use of IP and commercialisation techniques

2.2. LIST OF TARGET GROUPS WITH AN ESTIMATE OF THE ANTICIPATED NUMBER OF DIRECT AND INDIRECT BENEFICIARIES;

Around 1100 trainers in 64 events were trained in ip4inno. These participants will be direct beneficiaries of the new activities developed in ip4inno II. More specifically 430 ip4inno participants have access already to a password protected area enabling a download of editable PowerPoint versions of ip4inno training modules.

The number of indirect beneficiaries is difficult to assess (see multiplier effects).

2.3. REASONS FOR THE SELECTION OF THE TARGET GROUPS AND ACTIVITIES

The training of staff working in direct contact with SMEs should ensure multiplier effects of the training given and should enable the knowledge to reach a wider target audience with maximum cost-efficiency on the part of the consortium, making full use of project resources. SMEs and, to a lesser degree, researchers and undergraduates were the expected final beneficiaries of the project results through the described multiplier effects. They could have access to training and advice which could be provided by those institutions or individuals which have been previously trained by the ip4inno project.

2.4. RELEVANCE OF THE PROJECT TO THE TARGET GROUPS

Intellectual Property (IP) is the driving force behind innovation in the technological market. Without the rights that govern the marketable potential of innovation, the commercial value of such

products proves little incentive for stakeholders. However, stakeholders need to know the tools with which to protect knowledge, as well as how to exploit it. In a market where the 'open innovation approach' is the norm, SMEs especially must be given assistance to compete with larger organisations when RTD activities are limited through a lack of funding, expertise, etc. By commercially exploiting knowledge SMEs can meet the challenges of their larger competitors.

The expected impact of the project is to raise awareness of IP management among various actors (SMEs, business advisers, researchers). The project has been designed to ensure that there is optimum use of the information and training material available to the consortium, by careful co-ordination of the knowledge pooled and its dissemination. By pooling training and information resources, ip4innoll aims to create added value for the project participants and recipients. The delivery of effective training courses at national level by trainers who have been ip4inno-trained could allow the results of the project to be enjoyed by potentially thousands of end-users across Europe, thereby making optimum use of the pooled resources. However, it is not possible to evaluate the full impact of the project activities in the short term. This would be possible only in the long term, and it would require analysis of the use of training modules by multipliers and the impact of their activities on SMEs and their use and awareness of IP.

2.5. RELEVANCE OF THE PROJECT TO THE OBJECTIVES OF THE PROGRAMME AND RELEVANCE OF THE PROJECT TO THE PRIORITIES OF THE PROGRAMME

The ip4innoll project will play a specific role in the framework of the Europe INNOVA initiative. Besides the horizontal actions planned under the call "Promotion of Novel Tools and Service Concepts for Innovation Support", new projects will promote the most advanced solutions, through the provision of specific training and guidance material for its wider use. IP4innoll will be part of this strategy.

3. DETAILED DESCRIPTION OF ACTIVITIES (including list of deliverables)

The ip4inno II project has been designed based on the perceived success of the first phase (January 2007 to December 2008). In this first project phase, the consortium produced numerous outputs which have been identified for further dissemination, not least of which are the twelve ip4inno training modules. The subsequent activities are based upon the need to maximise the reach and impact of those actions. Activities have been divided into *workpackages* (I – VIII) for ease of reference and for better internal planning. For each activity, a description of the workpackage objectives, the activities to be undertaken and the expected deliverables has been detailed below. Timing will be shown in section 5. The list of workpackages is as follows:

Ref.	Workpackage Title
I	TECHNICAL / SUBCONTRACTOR MANAGEMENT
II	DISSEMINATION AND PROMOTION
III	MAINTENANCE AND UTILITY OF CESM
IV	COLLECTION OF TRAINING MATERIALS
V	TRAINING MATERIALS (PLUS QUALITY CHECK)
VI	DEVELOPMENT OF E-LEARNING MATERIALS
VII	MANAGEMENT AND SUPPORT FOR THE NETWORK OF TRAINERS
VIII	SUSTAINABILITY AND MONITORING ACTIONS

ACTIVITIES AND WORKPACKAGES:

I: TECHNICAL / SUBCONTRACTOR MANAGEMENT

Objectives:

- ✓ To coordinate and oversee the development and quality of the activities of the action, in particular those with subcontracted and hired parties;
- ✓ To ensure the delivery of the outputs to the relevant persons (European Commission, target groups);
- ✓ To provide any financial / administrative information.

A. Activities:

A1.1: Coordination of the activities in-house and with external parties

EPO will oversee the timing, quality and allocation of the project tasks both in-house (between different locations and departments) and with external parties (subcontractors). This will involve overseeing the development of the project progress, and also carrying out the selection process for the appropriate external parties.

A1.2: Delivery of outputs to relevant persons

EPO will homogenise outputs (e.g. project image / publishable format) for transfer to the European Commission. EPO will also identify and transfer results to target groups via intermediaries and / or other actors.

A1.3: Provision of reporting and other administrative requirements

EPO will collate all relevant financial data (costs, subcontract invoices) and comply with the Grant Agreement requirements.

D. Deliverables:

- D1.1 Successful project implementation
- D1.2 EC reports (financial and technical information)

II: DISSEMINATION AND PROMOTION

Objectives:

- ✓ To substantially increase awareness of the ip4inno training materials and promote their usage to the relevant target groups;
- ✓ To produce project promotional materials (leaflet, poster, etc.);
- ✓ To create linkages with business audience intermediaries via networking;
- ✓ To place promotional articles in relevant publications of the target audience;
- ✓ To identify and attend pertinent European-wide events.

A. Activities:

A2.1: Design and produce ip4inno (II) promotional material

EPO will, with its in-house designers, create an image for the project and produce promotional materials including: a) a project leaflet, b) a project poster, c) training materials leaflet which will explain the purpose of each module and to whom it should be delivered, d) standard project presentation (PowerPoint) for use in events and in training sessions. These materials will be available in both print and electronic formats and will contain important messages for the project target groups, where applicable. The materials will be distributed at relevant events as identified in activity 2.4. Image was one aspect of the original ip4inno phase I which was not sufficiently addressed, and it is important to develop this aspect in phase II.

A2.2: Support the design and production of other materials by interested parties hosting training / other events

Besides a standard project presentation which EPO will make freely available to external parties to promote the project, EPO will also assess the messages for target audiences at other events / training sessions and will provide relevant core key messages for those target groups and make available the project image via PowerPoint, leaflet and agenda templates.

A2.3 Creation of linkages with key target audience intermediaries via networking

EPO will contact and encourage key intermediaries to promote the ip4inno training opportunities and outputs. This will involve a mapping exercise to identify those parties (e.g. Chambers of Commerce, EEN members, other similar projects such as IPeuropAware) and a contact drive to seek mutually beneficial activities (web linking, leaflet sharing, mailing, invitation to events, etc.).

The materials from the former project have already been shared amongst the partner institutions of the IPeuropAware project, and a link between the websites of that project and www.ip4inno.eu will enable users to access updates and revisions to materials straight away. By creating shorter teaching modules and converting the most popular materials to e-learning formats, the usefulness of the ip4inno set of modules will be increased and creation of linkages with key intermediaries enhanced.

A key target audience of the promotional work envisaged for ip4inno II will be also other relevant EU-funded IP-related projects, for example IPR2 EU-China, the South East Europe Transnational Cooperation Programme and the IPR-Helpdesk. DG ENTR will play a decisive role in the co-ordination with other EU funded innovation supporting initiatives.

Additionally the EPO will build on existing links with the Executive Agency for Competitiveness and Innovation (EACI) and the Enterprise Europe Network to integrate ip4inno into their training activities.

A2.4: Publications

EPO will source information on interesting publications to place articles or adverts for the ip4inno materials and training sessions. These could include trade journals, publications from other projects, newsletters common to the target groups, etc.

A2.5: Attend key Europe-wide events with impact on the identified target groups

As with activity 2.3, a mapping exercise will identify European events having a direct contact with either the project final beneficiaries or organisations which could act as intermediaries. Some examples would be PATINNOVA, EEN 2010, PATENT FORUM, or OHIM conference. Organisers will be contacted to request an ip4inno presentation, leaflets (project and training modules leaflets) will be distributed and linkages sought.

D. Deliverables

- D2.1 Project promotional materials (project and training materials leaflets, standard presentation, poster)
- D2.2 Supporting materials for event organisers (standard messages for target groups, project image materials (templates and image files))
- D2.3 Mapping exercise of relevant intermediaries / projects and strategy for each
- D2.4 Project articles
- D2.5 Mapping exercise of relevant events and, where appropriate, adaptation of the standard materials.

III: MAINTENANCE AND UTILITY OF THE CESM

Objectives:

- ✓ To maintain and improve the CESM website developed in the first phase (www.ip4inno.eu);
- ✓ To continue to feed the website with important information;
- ✓ To homogenise the website with the new project "image".

A. Activities

A3.1: Improvement of the CESM following an identification exercise

Web experts at EPO will analyse the CESM for its usability and search-engine positioning to determine where improvements should be made. Identified improvements (e.g. use of keywords for search-engine positioning effectiveness, disability accessibility) will be implemented.

A3.2: Updating of the CESM contents

As and when new materials or updated versions of old materials are produced, the contents will be uploaded onto the CESM. This will also include an overhauling of the list of ip4inno Trainers, which must be improved to include all potential trainers (Masters, and ip4inno trained-trainers).

A3.3: Adaptation of the CESM to the new project “image”

Following on from Activity 2.1, the CESM must be adapted to reflect the image used in the project leaflets, etc. This could include, for example, inclusion of new images / colours, fonts.

D. Deliverables:

D3.1 Report on the CESM: its usability and positioning

D3.2 Improvements to the CESM based on D3.1

D3.3 New content listing for the CESM

D3.4 New image for the CESM

IV: COLLECTION OF TRAINING MATERIALS

Objectives:

- ✓ To ensure that EPO holds all latest versions of ip4inno materials;
- ✓ To build an up-to-date repository of all project outputs;
- ✓ To identify other interesting materials which can be made freely available on the CESM.

Activities:

A4.1: Liaison with former partners to request updated / translated versions of the training modules

EPO will contact the partners involved in the previous ip4inno phase to request any modified versions of the training materials, be they translations, or local case studies, or other. These materials will be included in the repository of training modules.

A4.2: Contact with former partners and other institutions to seek out other interesting training materials

Other institutions, as well as former partners, will be identified to ask for other training materials which are directed at the project target groups or final beneficiaries. These materials will be obtained with permission to redistribute (which may require the purchase of a license) so they may be published on the CESM.

A4.3: Catalogue and index the training materials

All materials collected must be indexed and catalogued appropriately for ease of reference. This will involve creating catalogue “tags” by topic, target group, language, etc.

A4.4: Make the material available on the CESM

After indexing and cataloguing, materials should be made available on the CESM. As mentioned previously, materials coming from external parties may require a license which could include some economic consequences. The materials will be catalogued alongside their “tags”.

D. Deliverables

- D4.1 New versions of the existing modules (demonstrated in a short report detailing which new versions have been collected and from whom)
- D4.2 New training materials collected from external parties and their respective permissions for use (demonstrated in a short report detailing which materials have been transferred and under what usage conditions)
- D4.3 Catalogue “tag” system (how the materials will be indexed)
- D4.4 Index of materials from first and second phase under the cataloguing system
- D4.5 Materials uploaded on the CESM and available for download

V: TRAINING MATERIALS (PLUS QUALITY CHECK)

Objectives

- ✓ To identify materials developed under the first phase for adaptation and improvement
- ✓ To create new training modules according to identified needs
- ✓ To localise materials through case studies / translations

A. Activities

A5.1: Audit and review the materials produced in the first phase to identify improvements

Following on from the Evaluation Report of ip4inno first phase, EPO will clearly identify areas for improvement including creation of new reference materials, translations, localised information (Case studies) of the existing ip4inno modules. Besides this, those areas not covered in the first project phase will be determined to create new modules (first draft syllabus for new modules detailed below).

A5.2: Prepare “micro-projects” and invite external parties to participate in an open call for module creation and improvement of existing modules

EPO will prepare calls for external institutions and experts to participate in the work on the modules. This procedure will follow any necessary regulation (EPO procedure, EC subcontracting procedure). The micro-projects will outline the tasks to be completed, remuneration, timeframe and responsibilities. Importantly, the contract to be signed must state that EPO becomes sole holder of the materials once the payment is made to the author. This is for the sake of dissemination purposes to ensure that this can be done freely. The author will retain the right to use / disseminate the materials, always mentioning ip4inno and the European Commission as the funding institution.

A5.3: Production of training modules under the “micro-projects”

A5.3a Adaptation and localisation

Some of the work to be done will be adaptation of existing modules. This will be depending upon a prior analysis, but prior indications of the work to be done *could* include:

- translation of some or all of the modules into the following languages:
 - o Italian, Polish (All modules),
 - o Finnish, Portuguese, Spanish, Dutch, Croatian, Hungarian (New modules and any other important modules).
- inclusion of local information into the modules of those countries listed above
- adaptation of the modules to the needs of certain stakeholders, such as EEN.

NB: The languages for translation have been chosen because they are the languages of the countries having partners which were either a) not included in the first phase but demonstrated high interest, or b) were particularly active in the first phase and demonstrated good partnership and high interest.

A5.3b Creation of new modules

Besides the adaptation of existing modules, there are some knowledge gaps in the existing 12 modules which could be filled by re-writing certain parts or creating entirely new modules. Current indications suggest that the new modules could be as follows:

- Shortened / revised versions of existing modules to create new modules:
 - o Module “1C”: Shortened 1 hour version of modules 1A and 1B with an emphasis on strategic business applications;
 - o Module “2C”: Shortened 1 hour version of modules 2A and 2B with an emphasis on strategic business applications;
 - o Revised Module “4A”: in light of new modules 4C, 4D and 4E (below) to include the topic of “Marketing Innovation”. Two workshop exercises will also be developed as used already in existing modules 2B, 5A, 5B and 6B;
 - o Module “5C”: A shortened one hour module on patent enforcement alone (deriving from current Module 5A);
 - o Module “5D”: A shortened one hour module on counterfeiting and piracy (deriving from current Module 5A).

- Entirely new modules:
 - o Module “4C”: Full three hour module on “**IP Licensing**”. To include licensing in, licensing out, contract negotiating, royalty rates and policing, special features on patents, on trade marks (e.g. franchising), and on copyright (including software licenses and Collective Licensing Societies);
 - o Module “4D”: Full three hour module comprising: “**Part 1: IP Valuation**” (90 minutes) and “**Part 2: IP Financing**” (90 minutes). These would deal with methods and tools for qualitative and quantitative assessment of intangible assets (including discussion of “IPscore”), and raising finance using IP;
 - o Module “4E”: Full three hour module on “**Open Innovation**”, namely the management of innovative projects drawing upon expertise from multiple internal and external partners; resolving often complex IP ownership issues therein, including e.g. industry-university relationships.

NB: These lists of adapted / new modules are by no means exhaustive and / or binding. They are based upon first impressions at the time of writing and may be subject to change according to need and / or requests. However, this list does constitute the minimum amount of changes and module writing envisaged.

A5.4: Quality control and coordination

There is also a large degree of quality control and coordination work to be undertaken to assure that the modules are of the highest quality and free of mistakes, gaps or overlaps. EPO will have the co-ordinating and leading role vis-à-vis the subcontractors participating in the drafting of the training material and will provide the writing guidelines as well as agree on a syllabus with the authors. Regular quality checks will be made throughout the writing process. EPO will harmonise the modules and their writing styles to provide a coherent set of training modules with similar levels of knowledge and usability.

Feedback of trainers - who are the best judges of the quality of the materials, both in terms of their ease of use to teach, and their obvious effectiveness on trainees - will be collected as a key element of the quality control process. The practise of collecting feedback forms not just from trainees but also from trainers, as established under the first ip4inno project, will be continued into the second project.

Moreover, the trainers themselves will be free to modify and improve the teaching materials, as well as to adapt them to local circumstances (e.g. with case studies, or to reflect local IP laws). They will then be encouraged to pass these revised materials back to the EPO for sharing with all other trainers via the ip4inno website. Ip4inno material will not be fixed in one place and time - it will be dynamic, evolving into many variations on its core themes through the input of the experts who work with it. The material will therefore be subject to continuous improvement by many experts, including the active trainers.

D. Deliverables

- D5.1 Audit report on the first modules and identification of adaptations to be carried out, and new modules to be created
- D5.2 Construction of “micro-project” fiches and contracts with external parties
- D5.3 List of final subcontractors and their tasks, timeframes and responsibilities
- D5.4 New / revised modules (translations, new modules, revised modules, localised versions)

VI: DEVELOPMENT OF E-LEARNING MATERIALS

Objectives

- ✓ To identify some materials to be converted into an e-learning format
- ✓ To create e-learning resources (videos, quizzes, audio, automatic slideshow, virtual classroom)
- ✓ To make the e-learning resources available on EPO’s LMS (Learning Management System)
- ✓ To manage the access to the LMS for ip4inno trainees

A. Activities

A6.1 Concept development of ip4inno e-learning resources

Experts from EPO will work together with a specialised company with expertise in e-learning “concepts” to determine how best to convert the modules into e-learning resources. For example, some modules may lend themselves to “event capturing” with live recordings of trainings, other may benefit from a scripted automatic slideshow with interactive quizzes, and still others may work better as audio versions. Virtual classroom will also be considered in which users may interact real-time with a teacher. EPO will summarise the selection and conceptualisation process and the rationale behind it.

A6.2 Edition of materials into e-learning formats as per concept developed in 6.1

Once conceptualised, the materials will be converted into e-learning tools as described above, in one of many available formats. It is foreseen that at least six will be based on event-capturing, and six on other formats. EPO will conduct at least four virtual classroom sessions. These tasks will be undertaken by EPO together with experts from outside.

A6.3 Make resources available under the LMS and manage and maintain them

The EPO already has a successful and well-developed e-learning platform, the Learning Management System (LMS). EPO will not develop another platform just for ip4inno materials, but will take advantage of their existing resources to host the e-learning resources. The ip4inno website (www.ip4inno.eu) will link in directly with the ip4inno section of the LMS for access to these materials. Users will need to request a password, and EPO will take care of the user management and maintenance of these materials.

D. Deliverables

- D6.1 Report on the e-learning materials to be developed and their conceptualisation
- D6.2 At least six event-captured e-modules
- D6.3 At least six e-learning resources in other formats
- D6.4 At least four 1-hour virtual classroom e-learning sessions

VII: MANAGEMENT AND SUPPORT FOR THE NETWORK OF TRAINERS

Objectives:

- ✓ To provide a central register of institutions skilled in teaching one or more modules

- ✓ To act as an “agency” for those institutions seeking trainers
- ✓ To provide updated versions and materials to the trainers via a mailing system
- ✓ To host two, one-day events for ip4inno-trained trainees to update them on the new modules and teaching methodology, to be held in conjunction with other events where possible
- ✓ To create an ip4inno Masters Network (to be further detailed under VIII)

A. Activities

A7.1 Update and maintain a database of trainers across Europe by topic and by country

The current listing of ip4inno trainers will be extended as far as possible by re-contacting previous Masters for their inclusion, and trainees who may be able to train themselves. This information will be collated and made public via the ip4inno website. A listing will also be created for electronic mailing (PDF format) to any parties interested in training.

A7.2 Join demand with supply via requests received

EPO can act as an “agency” for those parties who are interested in ip4inno training by sending them the list of potential trainers, and recommending them the best trainers possible for the events. The majority of trainers will come from outside the EPO, as experienced in the former project (3 EPO trainers out of 85 in total). Requests for training received by the EPO will be referred first to local trainers wherever possible, to strengthen inter-agency relationships in that country. In the absence of local trainers, preference will be established taking into account other criteria, such as language, vicinity, etc. The EPO's central co-ordinating role should primarily help to minimise the risk of similar trainings taking place on conflicting dates insofar as the EPO is made aware of the activities of other trainers.

In some cases, EPO may assist by initiating the contact between trainee and potential trainer and can also, as in workpackage II, provide back-up materials for the event (such as leaflet, agenda templates, etc).

A7.3 Mailing of ip4inno “news”

Those trainers on the list maintained by EPO will also receive notices of updated and revised versions of the training modules of their interest via a mailing action (electronic mailing). Likewise, they may receive other information of interest (e.g. high-profile events, trainings).

A7.4 Two one-day training and networking events for masters

In the second project year, two one-day training and networking events will be organised and proposed on a voluntary basis to masters to introduce new available materials, and provide some insights into teaching methodologies.

Rather than IP training (although there will be a small element of this) the events will focus on pedagogical aspects and the messages to transmit to target groups. Other useful information, such as “where to go for more information” and signposting will be given to assist trainers with re-direction of their client-base and trainees for more assistance past the basic-level given by ip4inno trainings.

The first of the events will be based on half a day to showcase the new materials and gain feedback, and half day training on Module 6B. The second event should be scheduled towards the end of the action (around month 22) to review progress and hold a networking event where trainers can meet and greet, and also a small discussion will be held on the sustainability of the ip4inno trainer network (to be discussed below in VIII). Other institutions may be invited to attend to promote other IP-related services and to also distribute the costs of the organisation. Likewise, the event could be organised in conjunction with another event to create “economies of scale”. These potential events could be EEN Annual Conferences, other international conferences, etc.

D. Deliverables

- D7.1 Database and updated listing of ip4inno trainers
- D7.2 Support for institutions searching trainers (record of linkages made will be kept)
- D7.3 Mailing list and “newsletters”

D7.4 Two one-day events for trainers (to be held either in e.g. Brussels, or EPO premises)

VIII: SUSTAINABILITY AND MONITORING ACTIONS

Objectives:

- ✓ To provide long-lasting impact for this phase of the project
- ✓ To ensure that the project has been successful and provide recommendations for further work

A. Activities

A8.1: Exit strategy

The EPO will investigate the possibilities to ensure the best sustainability for the major outcome of the ip4inno projects, essentially the trainers' network and the developed training material. The various project's stakeholders or their representatives will be invited to participate in an exit strategy discussion.

The guiding principles should be to base the sustainability of the ip4inno project on the existing institutional partners, in particular the EEN for the regional diffusion and the EPO for the maintenance of the modules and of the website. It should be avoided to over-institutionalise, in particular the trainers' network. Proposals should be developed for backing-up the trainers' network with the existing institutions activities (annual meetings, regional seminars for example).

A8.2: An evaluation exercise of the project and potential carry-on actions

As a final action for the project, a small survey will be carried out amongst the ip4inno stakeholders (subcontractors, European Commission, ip4inno trainers, trainees, users of the LMS, visitors to the website) to determine the extension of the project actions and, therefore, its potential impact and possibilities for replication. This action will attempt to determine again the success of the modules as a learning tool, and how many participants in previous trainings have gone on to use the materials themselves, either as reference material or as a trainer. As the response rate to questionnaires is usually low, EPO expects that the evaluation will be based on the input from a few, trustworthy participants.

D. Deliverables

- D8.1 Exit strategy
- D8.2 Evaluation questionnaire
- D8.3 Evaluation report

LIST OF DELIVERABLES

WP	Ref.	Deliverable Name	Due Month
I	D1.1	Successful project implementation	1 – 24
I	D1.2	EC reports (financial and technical information)	12, 24
II	D2.1	Project promotional materials (project and training materials leaflets, standard presentation, posters)	4
II	D2.2	Supporting materials for event organisers (Standard messages for target groups, project image materials (templates and image files))	Ongoing
II	D2.3	Mapping exercise of relevant intermediaries / projects and strategy for each	10, revised periodically
II	D2.4	Project articles	Ongoing
II	D2.5	Mapping exercise of relevant events and, where appropriate, adaptation of the standard materials	Ongoing, initial plan due month 3
III	D3.1	Report on the CESM: its usability and positioning	5

III	D3.2	Improvements to the CESM based on D3.1	9
III	D3.3	New content listing for the CESM	Ongoing, final 24
III	D3.4	New image for the CESM	12
IV	D4.1	New versions of the existing modules (demonstrated in a short report detailing which new versions have been collected and from whom)	5
IV	D4.2	New training materials collected from external parties and their respective permissions for use (demonstrated in a short report detailing which materials have been transferred and under what usage conditions)	5
IV	D4.3	Catalogue "tag" system (how the materials will be indexed)	6
IV	D4.4	Index of materials from first and second phase under the cataloguing system	12, 24
IV	D4.5	Materials uploaded on the CESM and available for download	Ongoing, Project end
V	D5.1	Audit report on the first modules and identification of adaptations to be carried out, and new modules to be created	3
V	D5.2	Construction of "micro-project" fiches and contracts with external parties	4 - 6
V	D5.3	List of final subcontractors and their tasks, timeframes and Responsibilities	8
V	D5.4	New / revised modules (translations, new modules, revised modules, localised versions)	10 - 18
VI	D6.1	Report on the e-learning materials to be developed and their conceptualisation	3
VI	D6.2	At least six event-captured e-modules	19
VI	D6.3	At least six e-learning resources in other formats	19
VI	D6.4	At least four 1-hour virtual classroom e-learning sessions	19
VII	D7.1	Database and updated listing of ip4inno trainers	Ongoing
VII	D7.2	Support for institutions searching trainers (record of linkages made will be kept)	Ongoing
VII	D7.3	Mailing list and "newsletters"	Every 3 - 4 months
VII	D7.4	Two-day event for trainers (to be held either in Brussels, or EPO premises)	19 & 20
VIII	D8.1	Exit strategy	23
VIII	D8.2	Evaluation questionnaire	16
VIII	D8.3	Evaluation report	24

4. METHODOLOGY

4.1. METHODS OF IMPLEMENTATION

The project will cover various methods of implementation including analysis, drafting (of modules), contract creation and management, promotional exercises, and actions for sustainability. The project will count on a mixture of in-house and external expertise for the completion of the proposed actions.

4.2. REASONS FOR THE PROPOSED METHODOLOGY

The project methodology has been proposed to ensure that the activities have a logical sequence, in which all activities lead to outputs and contribute to the overall objectives.

4.3. HOW THE PROJECT INTENDS TO BUILD ON A PREVIOUS PROJECT OR PREVIOUS ACTIVITIES

The project is a direct continuation of ip4inno (phase I) which took place from January 2007 to December 2008. The outputs of the first phase were considered to be useful enough to be further promoted and improved, and the activities of ip4inno II are designed with this in mind.

For example, the modules created in phase I will be reviewed and, where applicable, improved and / or adapted to fit the needs of certain entities. Other foreseen modifications include translations and localised versions.

The CESM, created in phase I, will also be analysed and improved where necessary. Likewise, it will also be updated with the outputs created in this phase of the ip4inno initiative.

These actions intend to build on the already positive experience of ip4inno phase I, and further disseminate the outputs to a wider audience via widespread promotional activity using different methods and means (print, events, web). The training events held in phase I helped to promote ip4inno as a name and provider of IP-training materials, so this continuation will help to consolidate that brand name further.

Contrary to the first phase, ip4inno II has only one partner, EPO, which has the ability to retain control of the outputs and publicise them accordingly. However, EPO will hold direct subcontracts with other entities considered to have an expertise in certain areas. Some of these subcontractors will be former ip4inno partners, whereas others will be entirely new partnerships.

4.4. PROCEDURES FOR INTERNAL EVALUATION

Internal evaluation will mainly occur in those areas where external parties intervene. This will be particularly important in workpackage V where subcontractors will be associated to drafting modules and sending these for revision to EPO. For this purpose, a quality procedure will be put in place but this will consist of:

- EPO setting guidelines for drafting (including timeframes, syllabus, etc)
- regular contact with the drafters
- if necessary, face-to-face meetings when there are serious problems with a module
- timed checks on progress, for example, regular submission of updated drafts.
- contingency planning for serious issues.

For the project as a whole, EPO will hold regular internal meetings between intervening departments to check on progress and that work is progressing in line with objectives and according to timeframe. The chosen coordinator of the work should also request short summary documents / electronic mails of progress where applicable. One person will be elected to hold all project documentation (deliverables, work documents, records, etc.).

4.5. LEVEL OF INVOLVEMENT AND ACTIVITY OF OTHER PARTICIPANTS IN THE PROJECT

EPO will be the sole “participant” in this project, undertaking all coordination and technical issues. However, there will be a significant degree of subcontracting, in particular for workpackages V and VI, whereby the expertise of external parties is considered desirable to assure the best possible outputs and their utility for the target groups. The complete list of potential subcontracting can be found as follows:

- I None foreseen
- II None foreseen
- III None foreseen
- IV None, although purchase of licenses for use may be required
- V Module creation to be developed by EPO with external assistance
- VI E-learning concepts to be developed by the EPO with external assistance
- VII None foreseen
- VIII Potentially subcontracted some elements

The development of new teaching materials, and the revision of existing material, will draw upon expertise from different actors: both former ip4inno partners (national patent offices, network coordinators, universities, etc.) and others not previously involved but having relevant competence. At an early stage in ip4inno II the complete list of tasks detailed in work package V will be advertised to all relevant actors. These will then be free to bid for those tasks most fitting to their own experience and competence, and the resulting offers will be evaluated objectively for suitability and value (see A5.2). It is expected that in particular patent offices will seek involvement in the project at this stage.

With regard to its external IP teaching programmes, the EPO has for several years operated a policy of "complimentarity and subsidiarity" with regard to the national patent offices of the member states. This means respecting the leadership of the national patent offices to decide on IP training in their own countries, and supporting and complimenting their own activities only when invited. This approach will underpin ip4inno II. This ensures that the local expertise and access to enterprises the patent offices have will be taken into account. Partnerships with national patent offices and other agencies with access to large relevant audiences (e.g. EACI for the Enterprise Europe Network; EBN for the Business & Innovation Centre Network) will be critical to the long-term success of ip4inno II. Dialogue with and inclusion of such partners and agencies will be fostered during the project.

4.6. ROLE OF EACH PARTICIPANT

As stated above, EPO is the only project participant. The remaining are subcontractors. Their roles can be seen in the list above.

4.7. TEAM PROPOSED FOR THE IMPLEMENTATION OF THE PROJECT

For the action, EPO will have varying different roles assigned to existing staff members. This may be, for example:

Management

1 administrative co-ordinator
1 technical co-ordinator

Workpackages

1 module-drafting co-ordinator (plus, potentially, assistant)
1 CESM co-ordinator
1 promotion co-ordinator
1 network co-ordinator (plus assistant for organisation of the event)

Other

Financial staff for drawing up cost statements
Legal staff for concluding subcontracting documents
Administrative staff for concluding subcontracting process
Design team in EPO
LMS technical and didactic experts

A curriculum vitae of Mr Jeremy Philpott, Unit Manager for Innovation Support at the European Patent Academy, who will be a technical co-ordinator of the project, is attached.

5. DURATION AND PLAN OF ACTION

Duration of the project: *24 months*

YEAR ONE

ACTIVITY / MONTH	1	2	3	4	5	6	7	8	9	10	11	12
1.1 Coordination of activities with in-house and subcontractors	█	█	█	█	█	█	█	█	█	█	█	█
1.2 Delivery of outputs to relevant persons	█	█	█	█	█	█	█	█	█	█	█	█
1.3 Provision of reporting and other administrative requirements												█
2.1 Design and produce ip4inno promotional materials	█	█	█	█								
2.2 Support design and production of materials by interested parties hosting events					█	█	█	█	█	█	█	█
2.3 Creation of linkages with key target audience intermediaries via networking				█	█	█	█	█	█	█		
2.4 Publications											█	█
2.5 Attend key Europe-wide events with impact on identified target groups	█	█	█	█	█	█	█	█	█	█	█	█
3.1 Improvement of the CESM following an identification exercise			█	█					█			
3.3 Adaption of the CESM to the new project image					█	█	█	█	█	█	█	█
4.1 Liaison with former partners to request update / translated versions of the modules	█	█	█	█								
4.2 Contact with former partners and other institutions to seek out other interesting training materials		█	█	█	█							
4.3 Catalogue and index materials						█	█	█	█	█	█	█
5.1 Audit and review the materials produced in the first phase to identify improvements		█	█	█	█	█	█					
5.2 Prepare "micro-projects" and invite external parties to participate in an open call for module creation and improvement of existing modules								█	█	█	█	█
7.1 Update and maintain a database of trainers across Europe by topic and by country	█	█	█	█	█	█	█	█	█	█	█	█
7.2 Join demand with supply via requests received	█	█	█	█	█	█	█	█	█	█	█	█
7.3 Mailing of ip4inno "news"	█					█	█					█

For year one, actions will be focussed on important preparatory activities such as preparation of adequate promotional materials, which were lacking in phase I, and the updating of the project listings of trainers, etc. Those activities which are shown as being from month 1 to month 12, are ongoing or *ad hoc* which would take place at any point throughout the year (such as events).

YEAR TWO

ACTIVITY / MONTH	1	2	3	4	5	6	7	8	9	10	11	12
1.1 Coordination of the activities with in-house and external parties												
1.2 Delivery of outputs to relevant persons												
1.3 Provision of report and other administrative requirements												
2.2 Support design and production of materials by other interested parties												
2.3 Creation of linkages with key target audience intermediaries via networking												
2.4 Publications												
2.5 Attend key Europe-wide events with impact on target groups												
3.2 Updating of the CESM contents												
4.4 Make materials available on the CESM												
5.3 Production of training materials under the "micro-projects"												
5.4 Quality control and coordination												
6.1 Concept development of e-learning materials												
6.2 Edition of materials into e-learning formats as per concept developed in 6.1												
6.3 Make resources available under the LMS and manage and maintain them												
7.1 Update and maintain a database of trainers across Europe by topic and by country												
7.2 Join demand with supply via requests received												
7.3 Mailing of ip4inno "news"												
7.4 Two one-day networking and training events for masters												
8.1 Sustainability of the ip4inno initiative, in particular of the trainers network												
8.2 Evaluation exercise of the project and its potential carry-on actions												

6. ESTIMATED IMPACT ON TARGET GROUPS

The centrally coordinated European IP information and training system which is planned under the ip4innoll project will have a potentially huge impact on its target groups: SMEs and their advisers; researchers and TTOs. Indeed, the project has been designed to ensure that there is optimal use of the information and training materials available, by careful co-ordination of the knowledge pooled and its dissemination. This will help the project's objectives to be fulfilled, namely an increase in understanding and usage of IP by SMEs with a view to increasing innovation and competitiveness in line with the Lisbon goals.

- By pooling together training and information resources of the highest standards from several European countries, ip4innoll aims to create added-value for all project participants and recipients.
- By drawing together these best practices means that participating programmes are enhanced at a reduced cost and more accessible to those that most need them. This approach also promotes the Lisbon objective of using all available resources supporting innovation in the best possible manner.
- By providing comprehensive information and assistance, the ip4inno II project transfers to and aims to enhance IP knowledge of the target users.

IP knowledge creates a key framework to facilitate innovation in as much as it helps the target audience, especially the SMEs:

- in managing their IPR issues and notably exploiting their project results,
- and therefore in having an active role on the innovation market.

However, IP knowledge cannot be limited to protection issues. Exploitation and dissemination of knowledge are key tools for an innovative-based economy. That is the reason why ip4inno II will prepare new modules tackling new issues (licensing, open innovation, IP evaluation, etc).

7. PUBLICATIONS AND OTHER OUTPUTS

The project foresees the production of numerous tangible and intangible outputs, many of which can be also measured by the relevant indicators of success and completion. These are as shown below:

- INTANGIBLES

INTANGIBLE OUTPUT	INDICATOR / QUANTITY
Increased knowledge of the ip4inno training materials by intermediaries	<ul style="list-style-type: none"> - Number of linkages with intermediaries made (primary indicator) - Any increase in request for information / use of the training modules - Any requests for clarification received
Increased usability and quality of the modules	<ul style="list-style-type: none"> - Number of positive modifications made, e.g. translations (primary indicator) - Any feedback from users / module creators
Increased usability and quality of the CESM	<ul style="list-style-type: none"> - Number of positive modifications made, e.g. accessibility (primary indicator) - Any feedback from the users - Number of new documents / updates to the CESM at project end

Potential for sustainability of the action	<ul style="list-style-type: none"> - <i>Number of ideas for the network sustainability</i> - <i>Expressions of interest received for network participation</i> - <i>Number of participants at the end event</i>
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- TANGIBLES

TANGIBLE OUTPUT	INDICATOR	QUANTITATIVE TARGET
Project promotional materials	<ul style="list-style-type: none"> - <i>At least one project leaflet, one poster, and one training modules leaflet produced</i> - <i>Number of copies produced</i> - <i>Number of downloads of electronic versions</i> - <i>Number of requests for material from external parties</i> 	<ul style="list-style-type: none"> - <i>1x project leaflet, 1x modules description leaflet, 1x poster</i> - <i>1000 copies of each leaflet; 100 posters</i> - <i>300 downloads of flyers</i> - <i>100 requests for material</i>
Training modules	<ul style="list-style-type: none"> - <i>Number of modules modified</i> - <i>Number of modules created</i> - <i>Number of training actions carried out with new modules</i> 	<ul style="list-style-type: none"> - <i>20 modified modules</i> - <i>3 entirely new modules created</i> - <i>10 trainings with new modules</i>
E-learning materials	<ul style="list-style-type: none"> - <i>Number of e-learning modules produced</i> - <i>Number of subscriptions to LMS for those materials</i> - <i>Number of users actively participating in the online courses</i> 	<ul style="list-style-type: none"> - <i>12 e- learning modules</i> - <i>4 "virtual classrooms" (VC)</i> - <i>300 subscriptions to LMS</i> - <i>100 online trainees (VC)</i>
CESM	<ul style="list-style-type: none"> - <i>Number of hits / unique visits to CESM</i> - <i>Any increase in visits following promotional activities (e.g. in events)</i> 	<ul style="list-style-type: none"> - <i>100k hits / 30k visits to CESM</i> - <i>hits up 20% in the month following major promotions</i>
Events	<ul style="list-style-type: none"> - <i>Number of events attended</i> - <i>Number of potential "clients" reached (participation)</i> 	<ul style="list-style-type: none"> - <i>20 events run</i> - <i>200 trainees reached for the first time</i> - <i>200 returning trainees</i>
Two one-day events for trainers	<ul style="list-style-type: none"> - <i>Number of participants (at least half the list of trainers as a goal)</i> - <i>Number of ideas gathered for the development of the network</i> 	<ul style="list-style-type: none"> - <i>50% of current trainers at the time of the event*</i> - <i>10 new ideas to benefit the Network</i>

* The number of participants to these events is an overall indicator of the long-term sustainability of the ip4inno methodology. Although the number of participants depends also on factors out of control of the project, it is suggested to maintain this indicator for this output.

8. MULTIPLIER EFFECTS

The training of staff working in direct contact with SMEs (multipliers) will ensure multiplier effects of the training given and could enable the knowledge to reach a wider target audience with maximum

cost-efficiency, making full use of project resources. SMEs and, to a lesser degree, researchers and TTOs are the expected final beneficiaries of the project results through the described multiplier effects. They could have access to training and advice which could be provided by those institutions or individuals which have been previously trained by the ip4inno project. A similar multiplier effect as under the previous project's phase can be expected, proportionally to the invested resources:

The figures of the previous phase of ip4inno project are:

- 64 "train the trainer" events;
- 1143 participants in 14 European countries;
- 27 603 visits (84 394 hits) in the website
- 83 names with contact details included in the online network of trainers (which enables finding an ip4inno trainer by interested SMEs as well as networking by trainers themselves)
- 430 participants have access to a password protected area enabling a download of editable PowerPoint versions of ip4inno training modules
training events extended to the 3 pilot scheme regions (Catalonia, Flanders, Hungary),
21 training events organised in the pilot regions (8 in Hungary, 5 in Spain and 8 in Flanders) for 466 participants in total.

9. SUSTAINABILITY

The project will aim to provide the degree of sustainability which is considered as paramount in this second phase of the project. The EPO will seek to consolidate the results of the project and also provide means for other entities to continue to use the results in future without the support of a funding structure, in particular but not exclusively through strengthening of the trainers' network.

In itself, the project has been designed to include specific actions which will contribute to the potential sustainability of the project outputs. The "open-source" philosophy of the project will also make sure that the outputs can be used by the intended recipients and users without the need to seek permission and / or specific usage terms.

More specifically, we can distinguish between three types of sustainability:

a) and b) Financial and institutional Sustainability

Lack of financial sustainability is one of the most common reasons that projects and their outputs might die out after public funding ceases. For the purpose of the ip4inno II initiative, follow-on activities can be considered to be minimal in terms of funding needs:

- The website (CESM) should need no further major developmental work after project close, and could be adapted to allow the network of trainers to edit information. This will make the website a living resource, which is important to maintain interest in it and its contents. This can be done through a series of automation measures where trainers can share ideas and interests and will require no financial input;
- The promotional materials should need only limited work and can be distributed electronically in the future which will save on printing and mailing costs; promotion of the ip4inno initiative should be included in the promotion of other Innovation related initiatives, in particular EU funded.
- The modules will be freely available and should be only slightly further modified by EPO. However, one of the conditions of this free usage will be that any modifications or updates done by other parties must be returned to the repository of modules and this will be uploaded on the CESM. This will be an exchange process, so no costs are foreseen, only

the minimal time needed to upload the materials. If CESM is made interactive, then this could even be done by the users themselves;

- The network of trainers will be developed in a closer way to existing innovation related European wide networks such as the EEN, in order to back it up with existing structures without having the need to formalise it further.;
- The e-learning materials will be hosted on EPO's existing platform (LMS) and could therefore become an integral part of the freely available EPO resources
- The ip4inno initiative will further be promoted at relevant EPO (PATINNOVA, for example) or EU PRO INNO / INNOVA events.

Project outcomes, as per the Grant Agreement, will be owned by the EPO and the European Commission, but will be freely available for interested parties, in particular but not exclusively, European National IP Offices, which will extend their reach beyond those two institutions.

c) Sustainability at policy level

Not applicable at this stage. The action is not directed towards re-working and changing EC or national policies for IP, but instead will provide some key information resources for those persons who work with IP with and for SMEs.