



# WHAT INNOVATION DID YOU INTRODUCE IN YOUR H2020 PROJECT?



What is innovation anyway?  
Is there an EU definition of innovation?  
What would the EU expect as innovation  
in your project proposal?

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## ABOUT US

We are a team of project managers and researchers, financial, IT and communication experts who all share our passion for EU projects. We currently have 15 Horizon 2020 running projects and on top of that, we really enjoy sharing our experiences and best practices, helping others (maybe you) in achieving their goals with Horizon 2020 proposals and projects.

We provide universities and research centers with consultancy services and organise workshops and training courses all over Europe. During our workshops, we practice hands-on all what is needed to successfully submit a proposal or manage and report an H2020 project. We also often write blog posts in which we provide tips on how to avoid typical mistakes, and we send out our monthly newsletter packed with useful information on calls, news and questions from our readers.

**Innovation:** Is an outcome which is used to deliver benefits. It is something new responding to societal or economic needs and demand and may be new products, services or business and organisational models that are successfully introduced into an existing market or that are able to create new markets and that contribute value to society.

**Innovation Management:** Overall management of all activities related to understanding needs, with the objective of successfully identifying new ideas, and managing them, in order to develop new products and services which satisfy these needs.

**Intellectual Property Rights (IPR):** The legal rights granted with the aim to protect the creations of the intellect. These rights include Industrial Property Rights and Copyright and Related Rights.

**Open innovation:** "a distributed innovation process based on purposively managed knowledge flows across organizational boundaries, using pecuniary and non-pecuniary mechanisms in line with the organization's business model". This more recent definition acknowledges that open innovation is not solely firm-centric: it also includes creative consumers and communities of user innovators. The boundaries between a firm and its environment have become more permeable; innovations can easily transfer inward and outward between firms and other firms and between firms and creative consumers, resulting in impacts at the level of the consumer, the firm, an industry, and society.

More importantly, the European Commission stated : Open Innovation is an important component of the foreseen European Innovation System, where all stakeholders need to be involved and create seamless interaction and mash-up for ideas in innovation ecosystems.





# OUR NOTES

Regarding innovation – in principle – you may think of a new product, service, a new methodology that your project generates. Regarding the type of innovation, consider breakthrough innovation – something very new at EU level or globally – or transfer of innovation. You may have both. Transfer in the sense of a new market, new target group, new geographical region, new sector using the developed product, service, method or technology in a slightly different way for the benefit of the users.

Innovation management is especially important in Innovation Action type projects. This activity should become an integral part of your general management activities, maybe in a form of appointing an Innovation Manager within the core management team; or by having an Innovation Management task within your Management work package.

Many companies as well as universities have already shifted from traditional Innovation Management to Open Innovation.

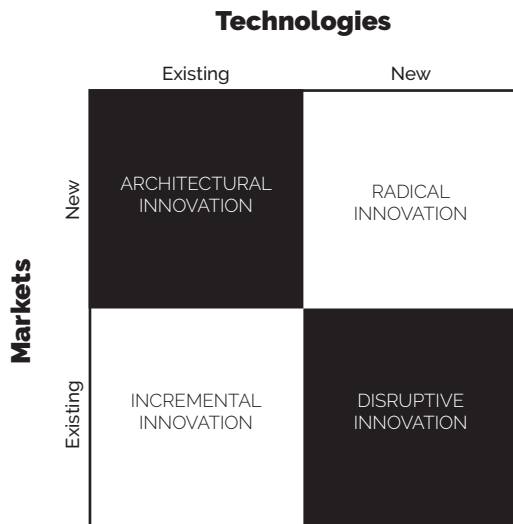
There are 5 key elements in the Open Innovation process :

- Networking;
- Collaboration: involving partners, competitors, universities, and users;
- Corporate Entrepreneurship: enhancing corporate venturing, start-ups and spin-offs;
- Proactive Intellectual Property Management: creating new markets for technology;
- Research and Development (R&D): achieving competitive advantages in the market.

IPR issues are becoming more and more important. Any potential conflicts in terms of legal rights connected to the results generated in the project should be discussed and agreed on between the partners as soon as possible. In case you will have jointly generated results that are market-driven, we suggest that you should sign a legal agreement on IPR issues already at the proposal development stage.



# TYPOLOGY OF INNOVATION



**1. Architectural Innovation:** A new product in which known components, based on existing technologies, are reconfigured in a novel way to attack new markets. **E.g.: Netflix**

**2. Disruptive Innovation:** An innovation that leverages new technologies to attack existing markets from the bottom up. **E.g.: Wikipedia**

**3. Radical Innovation:** An innovation that draws on novel methods or materials, is derived either from an entirely different knowledge base or from a recombination of the existing knowledge bases with a new stream of knowledge. **E.g.: Coinbase**

**4. Incremental Innovation:** An innovation that squarely builds on an established knowledge base and steadily improves an existing product or service. **E.g.: Apple**

In order to distinguish between the different types of technological change, the scheme developed by Henderson and Clark is useful. They argued that the traditional categorization of technological innovation as either incremental or radical is incomplete and too simplistic. Instead, they distinguish between four types of technological change based on changes in the core design concepts of a technology and the way in which components are linked together. Their categorization results in a matrix, distinguishing incremental, modular, architectural and radical innovations. The basic framework for innovation can be thought of through the diagram above.

## HOWEVER!

Disruptive innovation has been defined by professor Clay Christensen from Harvard Business School. According to his theory, a disruptive business gains its foothold in a low-end market that

had been ignored by the established companies which have been more focused on profitable customers. On the other hand, the disruptor must establish a completely new market, turning non-customers into customers.

He is also describing why Netflix is a classical disruptive innovation – and not Architectural Innovation as we said before.

„Netflix attracted only those who didn't care about new releases, were early adopters of DVD players or did online shopping. Theoretically, this is about disruption, as Netflix targeted segments of the population that have been overlooked by its competitor, delivering an inferior (but more tailored) alternative, at a lower price. Eventually, Netflix moved upmarket by adding the things mainstream customers wanted. Then one day, there was no reason to use Blockbuster anymore.”





When you introduce your innovation in the proposal, **consider the mentioned typology** and try to discuss with your partners the **innovative elements of the project from different perspectives**. Choose the perspective that can best describe the innovation and use that in the proposal.

The first and most important perspective is: Do you meet any specific need of any specific end-user with this innovation?

The second perspective is: Why is your solution better than any other existing one? Yes, maybe your solution is new, but why would the users choose to try/test/use your solution?

The third perspective is the societal benefit: Is your innovation also a social innovation? How so?

**Try to position your innovation also according to TRL.** Technology Readiness Level, TRL, is used in Horizon 2020 to assess the maturity level of a particular technology. Horizon 2020 call topics in many cases set the level of TRL your project should reach.

The following video may help you better understand the concept of TRLs: <https://www.youtube.com/watch?v=in4TnQZGYj4>

# Example from a technology enhanced learning project:

“

*By combining knowledge from educational theory, human computer interactions and human factors, we are sure to offer added value, which would not be possible with the single disciplines alone. The success of the approach will be evaluated both from an educational (learning outcomes) and from a user experience point-of-view, once again bringing together knowledge from different disciplines for the sake of the project success. As the deliverables of the project depart from Technology Readiness Level 4, (available basic technologies) the project will provide viable innovations within the limited project lifetime. The use case scenarios within formal learning and work place training are at TRL 6 (technology demonstrated in an industrially relevant environment).*

”

## During the same innovation related discussion, discuss also the following main innovation groups:

Firstly, describe your **Scientific** innovations.

**Technologies and tools** that may be used by specific target groups for specific scope. These may comprise product innovations: new products, methods and algorithms to be utilised. Think about product innovations also in the sense that these may enable market innovations when applications can be marketed and applied to e.g. new geographical, industrial, scientific or societal areas.

**Processes and procedures, methodologies** for supporting specific target groups, maybe relevant authorities in decision-making or researchers in data analysis, particularly pointing out who could benefit from these how exactly.

**Social innovations**, so when the developed product, service, technology brings societal benefits, positively affecting the citizens' every-day life. You could also include here collaboration models through learning from others and exchanging ideas as well as citizens' engagement.



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