

ITEA PO Days 2026

How to shape your PO

15 September 2026, Istanbul

Lucía Salgado García – ITEA Programme Coordinator



What is ITEA?

ITEA PO Days 2026

**ITEA is an industry-driven, bottom-up programme,
close-to-market, financed through national and
private funding**

- **How to maximise your chance of success**
 - What are the goals of ITEA
 - Expectations from an ITEA project
- **Introduction of the Project Outline Annex template**

What is an ITEA Project?

ITEA PO Days 2026



RD&I projects in software and systems innovation



International & collaborative (≥ 2 countries), mix of SMEs, industry, research, end users.



Goals:

- Deliver **innovations** beyond the state-of-the-art
- Create **market and societal impact** (jobs, new products, standards)
- Strengthen **international collaboration & value chains**
- **Close-to-market results** expected within 2–3 years after project



ITEA 4



Expectations from a PO

ITEA PO Days 2026

Eligibility criteria of ITEA

- ❑ At least two organisations not belonging to the same parent organisation
- ❑ At least two countries:
 - ❑ one Eureka Member Country
 - ❑ one Eureka Member or Associated Country
- ❑ Project lead from a Eureka Member or Associated Country



Expectations from a PO

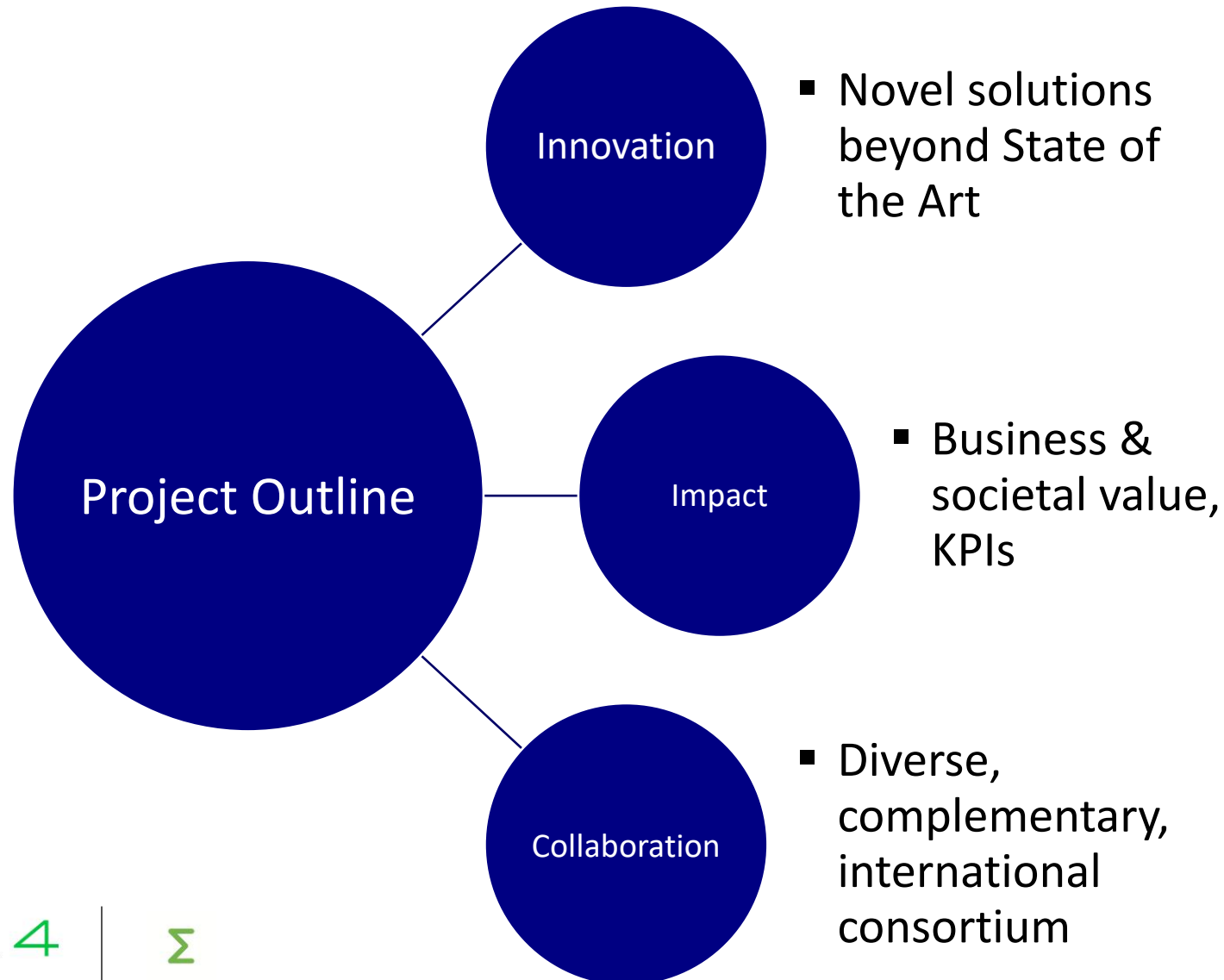
Eligibility Criteria of countries – some examples

ITEA PO Days 2026

Country	Key Criteria
Netherlands	✓ Budget limit per call €10M (max €4M per consortium) ✓ Balanced distribution of project costs (<70% in one country) ✓ At least one Dutch company (must act as national coordinator)
Türkiye	✓ Single-partner projects: up to TRY 25 million ✓ Collaborative projects: up to TRY 80 million ✓ Maximum budget per partner: TRY 25 million ✓ For the company's first five funded projects: SMEs 75% funding & Large companies 60%
Finland	✓ SME: grant of up to 50% of eligible costs ✓ Large Company including MidCap: grant of up to 40% of eligible costs ✓ Research organisations: grant of up to 80% of eligible costs
Germany	✓ Total annual funding: ~€7.3Mio. (€5-€12Mio.) ✓ Funding per project: ~€2.5 Mio. (€200,000 – €3.8Mio) ✓ Time to grant: 14-18 months ✓ # of projects funded annually: 3 (2-4) ✓ German partners per project: 5 (1-11)

Expectations from a PO

ITEA PO Days 2026



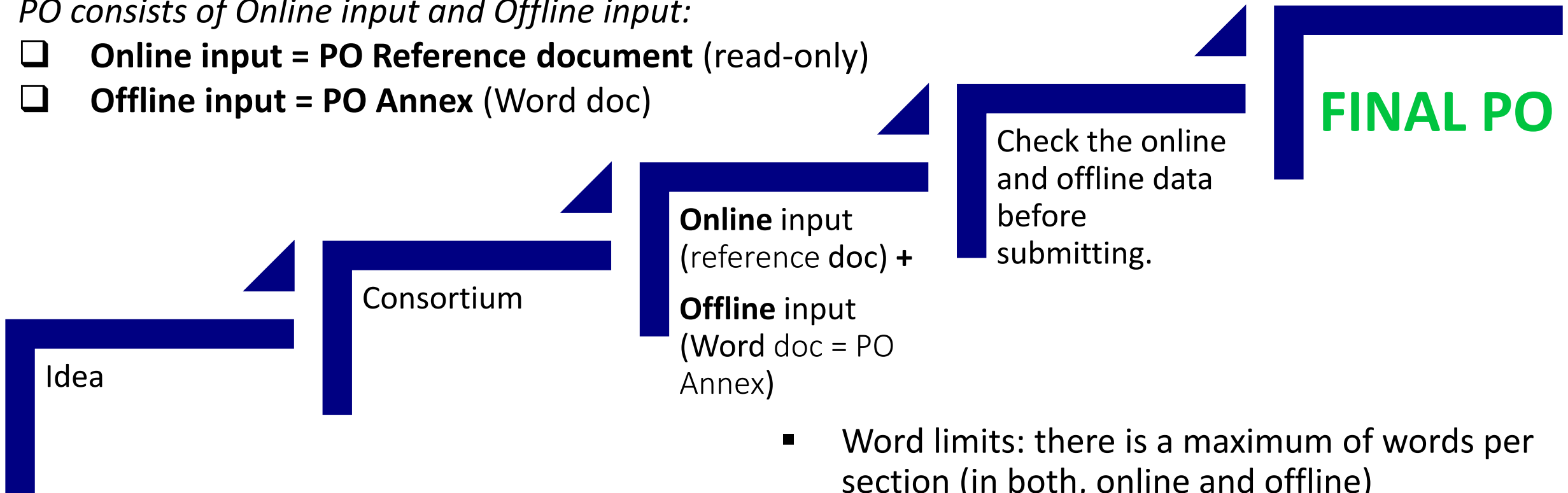
From idea to PO

ITEA PO Days 2026

*Note for returning participants: this year there is **NO merge function!!***

PO consists of Online input and Offline input:

- ❑ **Online input = PO Reference document** (read-only)
- ❑ **Offline input = PO Annex** (Word doc)



- Word limits: there is a maximum of words per section (in both, online and offline)
- Strong story matters more than volume
- FPP = PO + Work Plan (work packages, tasks and deliverables)

PO Structure

- **Online:** General information, Project key data, costs and efforts, etc.
- **Offline = PO Annex template**



Project acronyms 6

1 Project acronyms 6

1. Project overview..... 7

1.1. Rationale of the project 7

1.1.1. Problem statement 7

1.1.2. Solution concept 7

1.1.3. Expected project outputs..... 7

1.2. Market and societal impact 8

1.2.1. Market State-of-the-Art analysis and Market value chain..... 8

1.2.2. Target business impact 9

1.2.3. Business impact KPIs 9

1.2.4. Contribution to UN sustainability goals 10

1.3. Technological impact 11

1.3.1. State-of-the-Art analysis 11

1.3.2. Technology value chain..... 12

1.3.3. Targeted innovation..... 12

1.3.4. Innovation KPIs 13

2 Consortium overview..... 15

2.1. Added value of the collaboration..... 15

2.1.1. Technology level 15

2.1.2. Business level 15

2.2. Collaboration with other projects 15

- Offline = PO Annex template



Project acronyms	6
1. Project overview.....	7
1.1. Rationale of the project	7
1.1.1. Problem statement	7
1.1.2. Solution concept	7
1.1.3. Expected project outputs.....	7
1.2. Market and societal impact	8
1.2.1. Market State-of-the-Art analysis and Market value chain.....	8
1.2.2. Target business impact	9
1.2.3. Business impact KPIs.....	9
1.2.4. Contribution to UN sustainability goals	10
1.3. Technological impact	11
1.3.1. State-of-the-Art analysis	11
1.3.2. Technology value chain.....	12
1.3.3. Targeted innovation.....	12
1.3.4. Innovation KPIs	13
2. Consortium overview.....	15
2.1. Added value of the collaboration.....	15
2.1.1. Technology level	15
2.1.2. Business level	15
2.2. Collaboration with other projects	15

- Offline = PO Annex template



Project acronyms 6

1. Project overview..... 7

1.1. Rationale of the project 7

1.1.1. Problem statement 7

1.1.2. Solution concept 7

1.1.3. Expected project outputs..... 7

1.2. Market and societal impact 8

1.2.1. Market State-of-the-Art analysis and Market value chain..... 8

1.2.2. Target business impact 9

1.2.3. Business impact KPIs..... 9

1.2.4. Contribution to UN sustainability goals 10

1.3. Technological impact 11

1.3.1. State-of-the-Art analysis 11

1.3.2. Technology value chain..... 12

1.3.3. Targeted innovation..... 12

1.3.4. Innovation KPIs 13

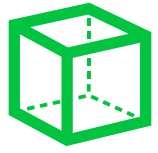
2. Consortium overview..... 15

2.1. Added value of the collaboration..... 15

2.1.1. Technology level 15

2.1.2. Business level 15

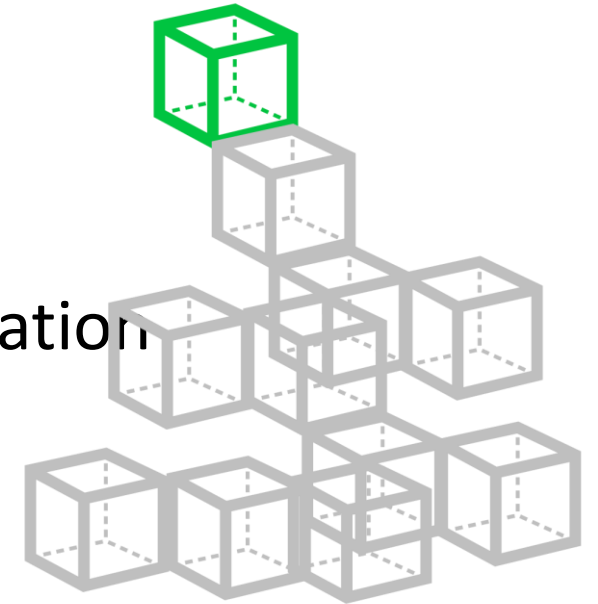
2.2. Collaboration with other projects 15



Rationale

ITEA PO Days 2026

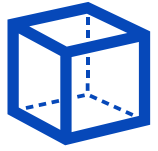
- Define the problem, solution, challenges, use cases, and expected results.
- Ensure that problems are **realistic** and solutions are **innovative and feasible**.
- Maintain clear integrity: problem, solution, and innovation must be **tied together**.
- Expected results: tangible, credible outcomes



- Offline = PO Annex template



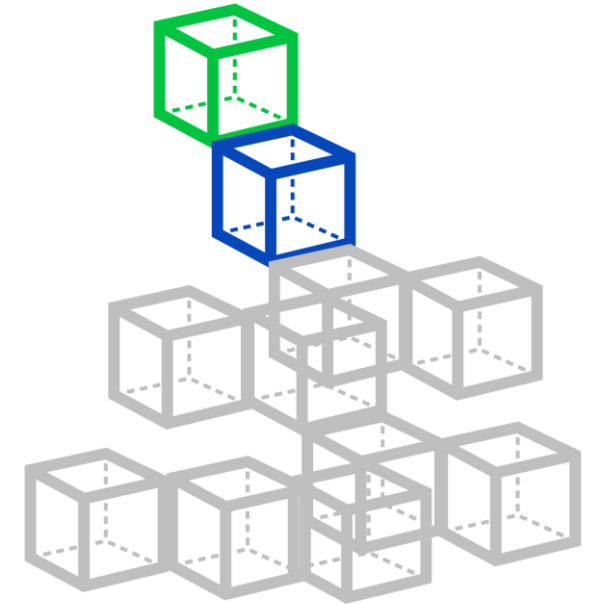
Project acronyms	6
1. Project overview.....	7
1.1. Rationale of the project	7
1.1.1. Problem statement	7
1.1.2. Solution concept	7
1.1.3. Expected project outputs.....	7
1.2. Market and societal impact	8
1.2.1. Market State-of-the-Art analysis and Market value chain.....	8
1.2.2. Target business impact	9
1.2.3. Business impact KPIs	9
1.2.4. Contribution to UN sustainability goals	10
1.3. Technological impact	11
1.3.1. State-of-the-Art analysis	11
1.3.2. Technology value chain.....	12
1.3.3. Targeted innovation.....	12
1.3.4. Innovation KPIs	13
2. Consortium overview.....	15
2.1. Added value of the collaboration.....	15
2.1.1. Technology level	15
2.1.2. Business level.....	15
2.2. Collaboration with other projects.....	15

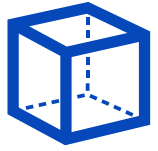


Market & Societal Impact

ITEA PO Days 2026

- **Unique Selling Proposition:**
Clearly show what makes your results distinctive.
- **Business aspect:**
 - Job creation, access to new markets.
 - Identify target market, sub-markets, competitors.
 - Present **go-to-market strategy** and customer reach.
 - Synchronise **dissemination & innovation** to support exploitation.





Market & Societal Impact

ITEA PO Days 2026

- **Industry aspect:**

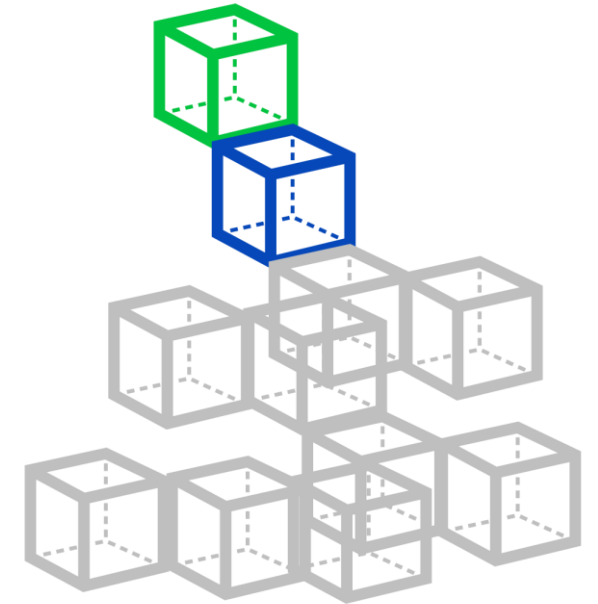
- Highlight links to **standards** and industrial communities.
- Explain opportunities for **standardisation or open-source communities**.

- **Societal aspect:**

- If relevant, link to clear societal vision (e.g. **UN SDGs**).

- **KPIs:**

- Define **measurable business KPIs** to convey project results.



- Offline = PO Annex template

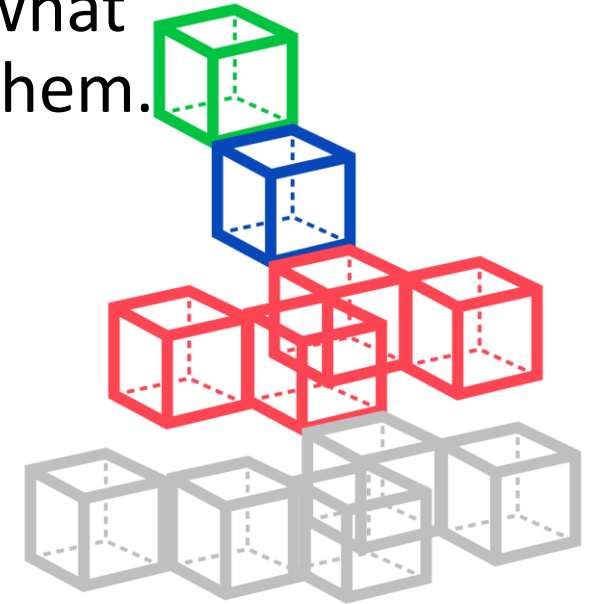


Project acronyms	6
1. Project overview.....	7
1.1. Rationale of the project	7
1.1.1. Problem statement	7
1.1.2. Solution concept	7
1.1.3. Expected project outputs.....	7
1.2. Market and societal impact	8
1.2.1. Market State-of-the-Art analysis and Market value chain.....	8
1.2.2. Target business impact	9
1.2.3. Business impact KPIs	9
1.2.4. Contribution to UN sustainability goals	10
1.3. Technological impact	11
1.3.1. State-of-the-Art analysis	11
1.3.2. Technology value chain.....	12
1.3.3. Targeted innovation.....	12
1.3.4. Innovation KPIs	13
2. Consortium overview.....	15
2.1. Added value of the collaboration.....	15
2.1.1. Technology level	15
2.1.2. Business level.....	15
2.2. Collaboration with other projects.....	15



Technological Impact

- **Innovation:** A new approach that advances technology.
- **State of the art:** Be **narrow, focused**, and emphasise what current solutions lack and how the project improves them.
- **Technological KPIs:**
 - Should be **measurable** with base and target values.
 - Track progress on innovations (not just product/service counts).
 - Ensure innovations are **validated via use cases**.
 - Link **project deliverables and outcomes** directly to innovations.



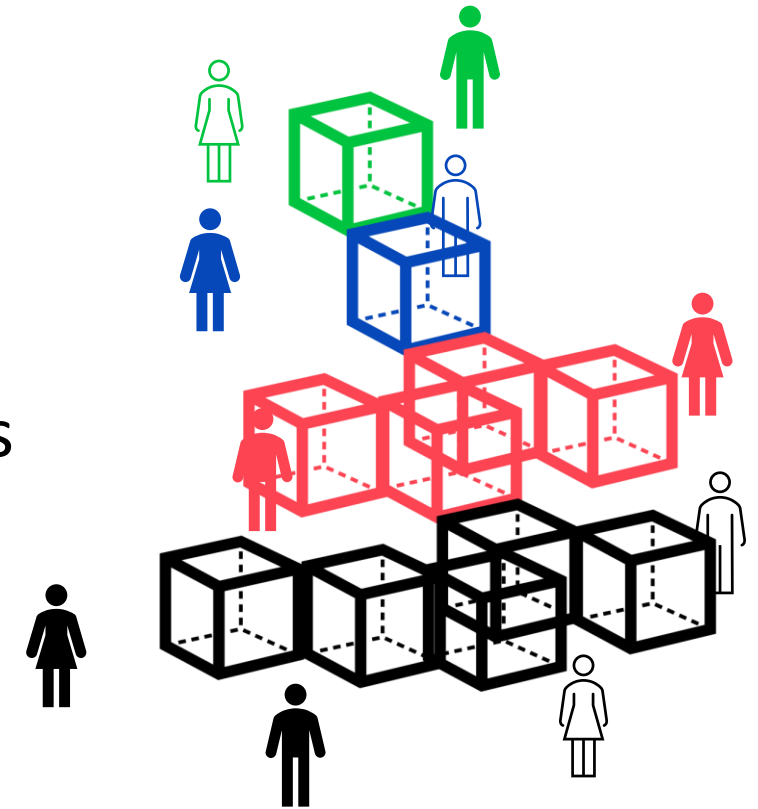
- Offline = PO Annex template



Project acronyms	6
1. Project overview.....	7
1.1. Rationale of the project	7
1.1.1. Problem statement	7
1.1.2. Solution concept	7
1.1.3. Expected project outputs.....	7
1.2. Market and societal impact	8
1.2.1. Market State-of-the-Art analysis and Market value chain.....	8
1.2.2. Target business impact	9
1.2.3. Business impact KPIs	9
1.2.4. Contribution to UN sustainability goals	10
1.3. Technological impact	11
1.3.1. State-of-the-Art analysis	11
1.3.2. Technology value chain.....	12
1.3.3. Targeted innovation.....	12
1.3.4. Innovation KPIs	13
2. Consortium overview.....	15
2.1. Added value of the collaboration.....	15
2.1.1. Technology level	15
2.1.2. Business level	15
2.2. Collaboration with other projects	15

International Collaboration

- Build a **balanced consortium**:
 - Good market fit.
 - Flexible against funding risks.
 - Matches the market value chain.
 - Diverse in company types and geographical spread.
- Show **mutual support** in technology and business areas.
- Highlight **complementary expertise, tangible collaborations, and sustainable partnerships.**



Tips for a winning PO

- Concise, visual, story-driven
- Problem → Innovation → Results → Impact
- Diversity & complementarity in consortium
- Avoid generic market reports, vague claims

KPIs must be SMART

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely

Successful ITEA Project

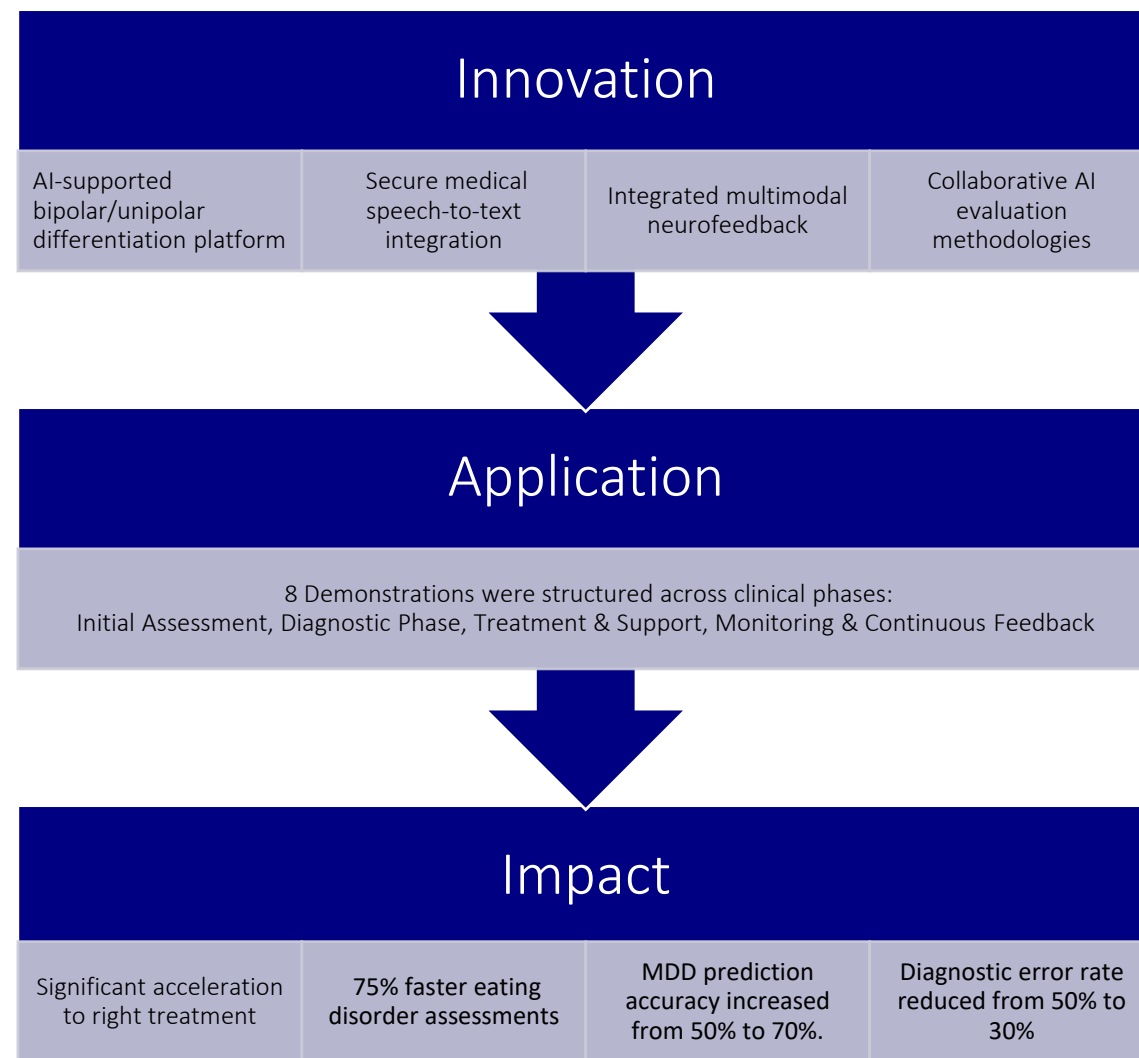
DAIsy

AI for improved diagnosis and treatment of mental health



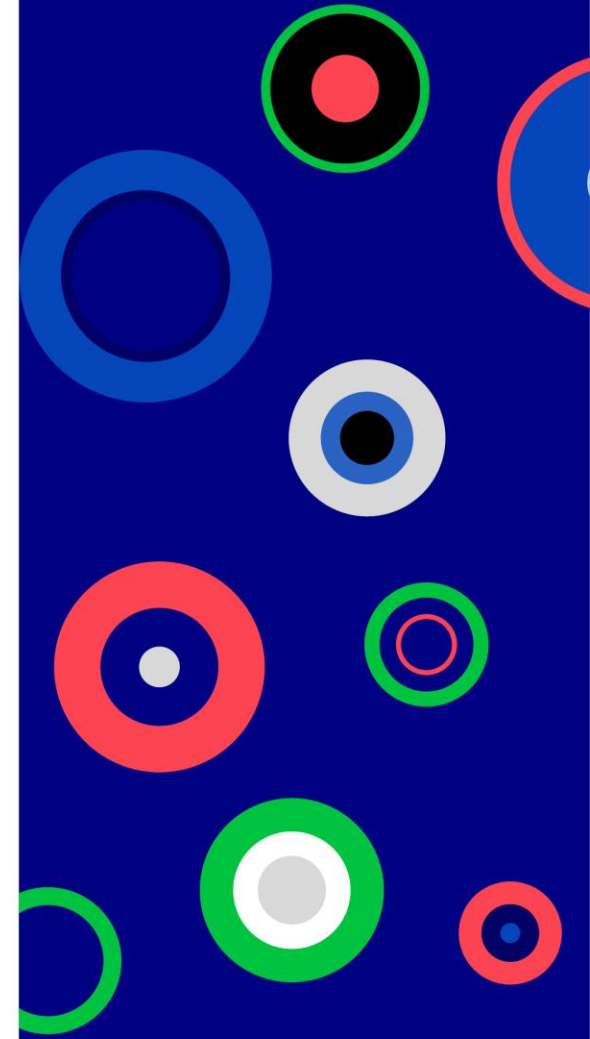
To improve the quality and effectiveness of mental healthcare, DAIsy developed AI modules, clinical workflows, and platform components designed to support patients and healthcare professionals across various stages of the major depressive disorder (MDD) patient journey.

ITEA PO Days 2026



Wrap-up

- PO = foundation of your project
- Shape your story, show your edge
- ITEA Office is here to support you



Questions?

ITEA PO Days 2026

Contact us at projects@itea4.org!



Bilge Özdemir
Programme Coordinator



Lucía Salgado García
Programme Coordinator



Dimitris Kalogiannis
Programme Coordination Assistant

Thank you
for your attention