



imec.icon – drive your innovation with research

information session on call 2025-2

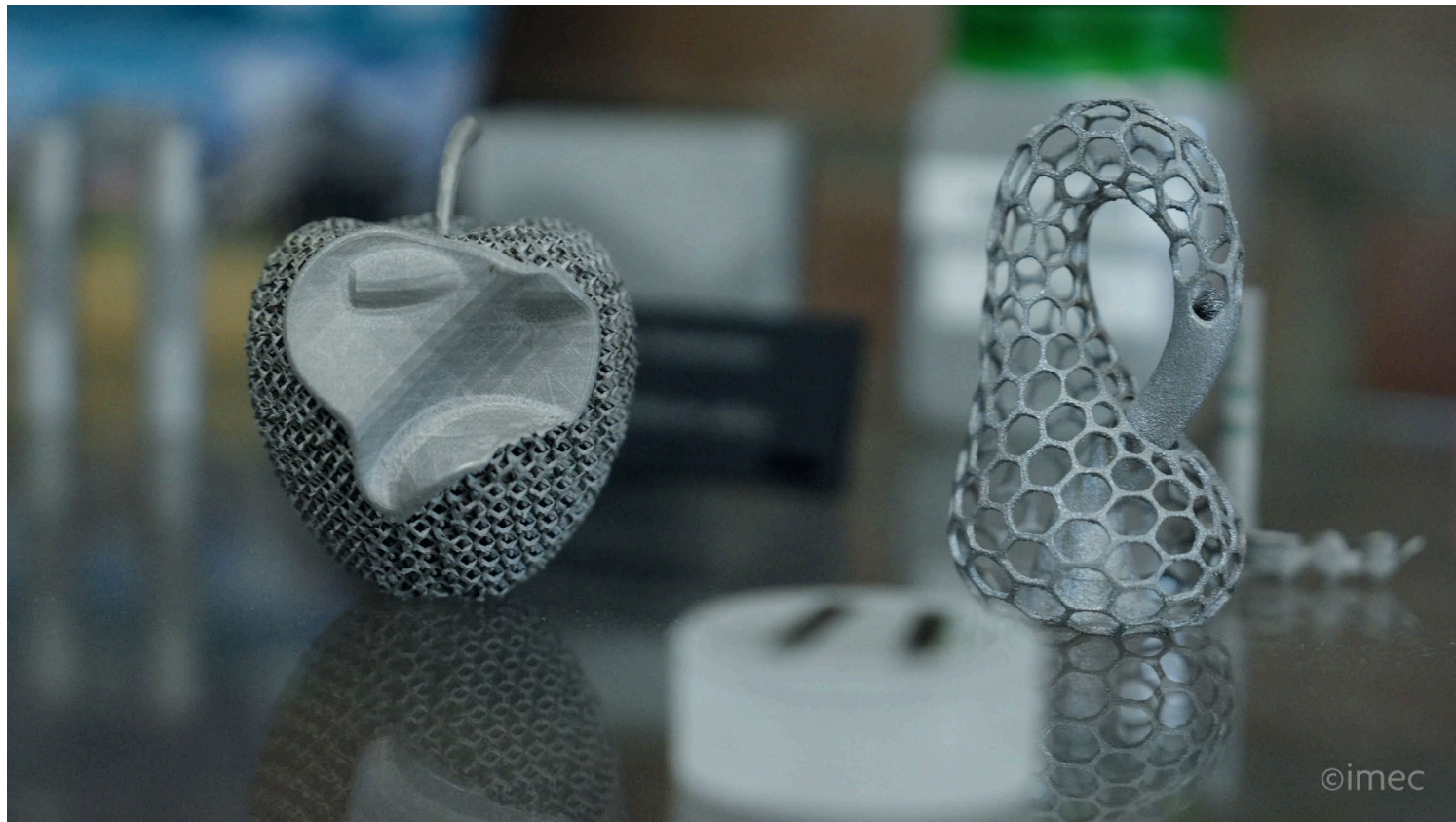


Highlights of 2024

IMEC.ICON INFORMATION SESSION

| imec.icon CALL 2025-2

SHOWCASING PROJECT RESULTS: MULTIPLICITY



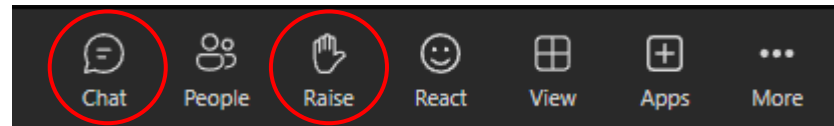


imec.icon – drive your innovation with research

information session on call 2025-2


WEBINAR

- You are all put on mute
- If you have a question:
 - Type your question in the chat
 - Raise your virtual hand and we will unmute you
- This session will be recorded and shared with you afterwards, together with the slides



AGENDA

- Introduction to imec
- imec.icon program, project modalities and IPR model
- Why participate
- Application procedure
- VLAIO and Innoviris funding
- Next steps

An aerial photograph of a dense green forest. A large, irregularly shaped area in the center-right of the image is covered by a semi-transparent blue grid pattern, resembling a circuit board or a digital overlay. The text is overlaid on this grid and the surrounding forest.

As a **world-leading R&D** hub, we aspire to achieve
the impossible and aim for **disruptive innovation**.
We maximize societal impact by creating **smart**
sustainable solutions that enhance **quality of life**.

At imec, we shape the future.

World leader in nanoelectronics and digital technologies



5.500+ skilled
people



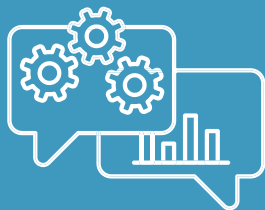
world-class
infrastructure



global
ecosystem

WHAT WE OFFER

R&D
collaboration



innovation
services & solutions



venturing
startups & funds



IMEC.ICON

low-barrier access applied research
in close collaboration between imec and non-
imec research groups and industry partners



INNOVATION LANDSCAPE

Application domains

Health



Mobility



Cities



Industries



Energy



Education



Infotainment

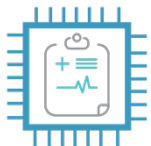


Agrifood

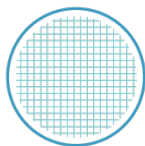


Semiconductor & sensor technologies

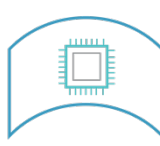
Core CMOS



Sensor technology



Flexible technology



Patterning
Technology

Logic
Technology

Memory
Technology

Interconnect
Technology

3D integration
Optical I/O

Digital technology platforms

Artificial
intelligence



Communication
technologies
& networking



Digital privacy
& security



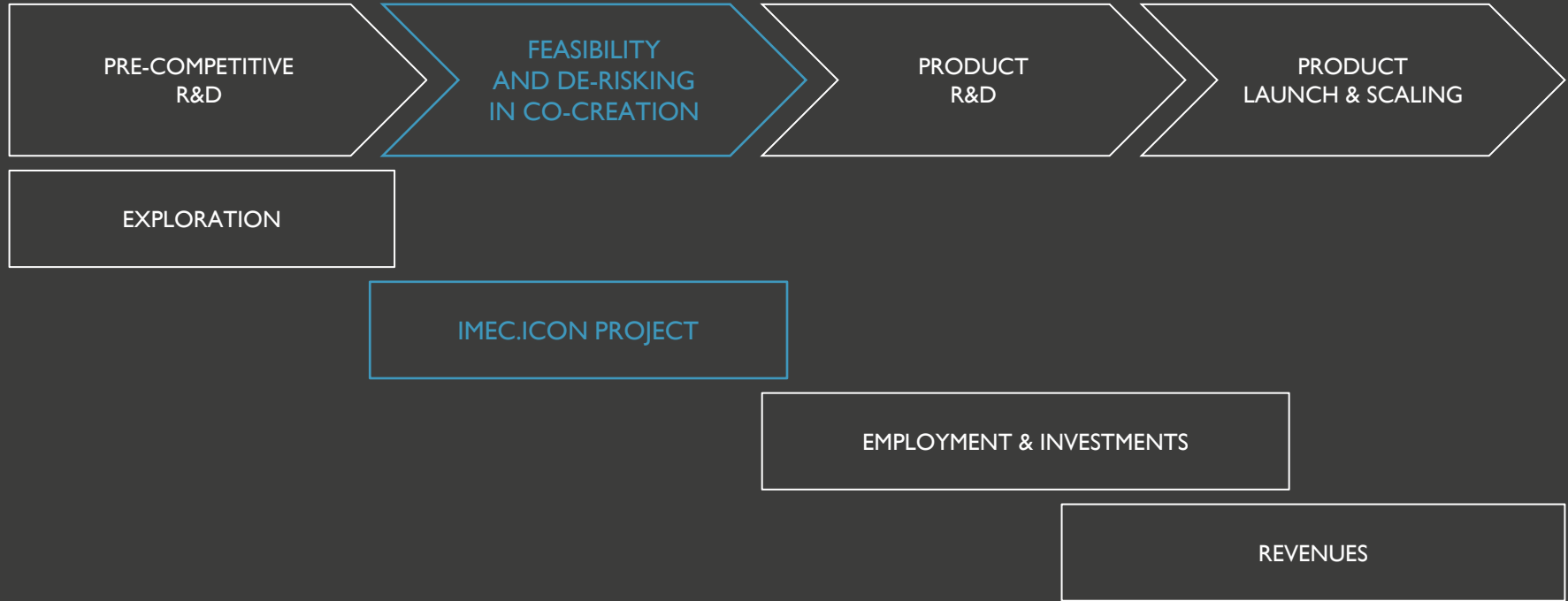
Software & data
management



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THE POSITION OF IMEC.ICON IN THE R&D LIFE CYCLE



POSITIONING AGAINST TECHNOLOGY READINESS LEVELS (TRL)

TRL 1 – basic principles observed

TRL 2 – technology concept formulated



TRL 3 – experimental proof of concept

TRL 4 – technology validated in lab

TRL 5 – technology validated in relevant environment

TRL 6 – technology demonstrated in relevant environment

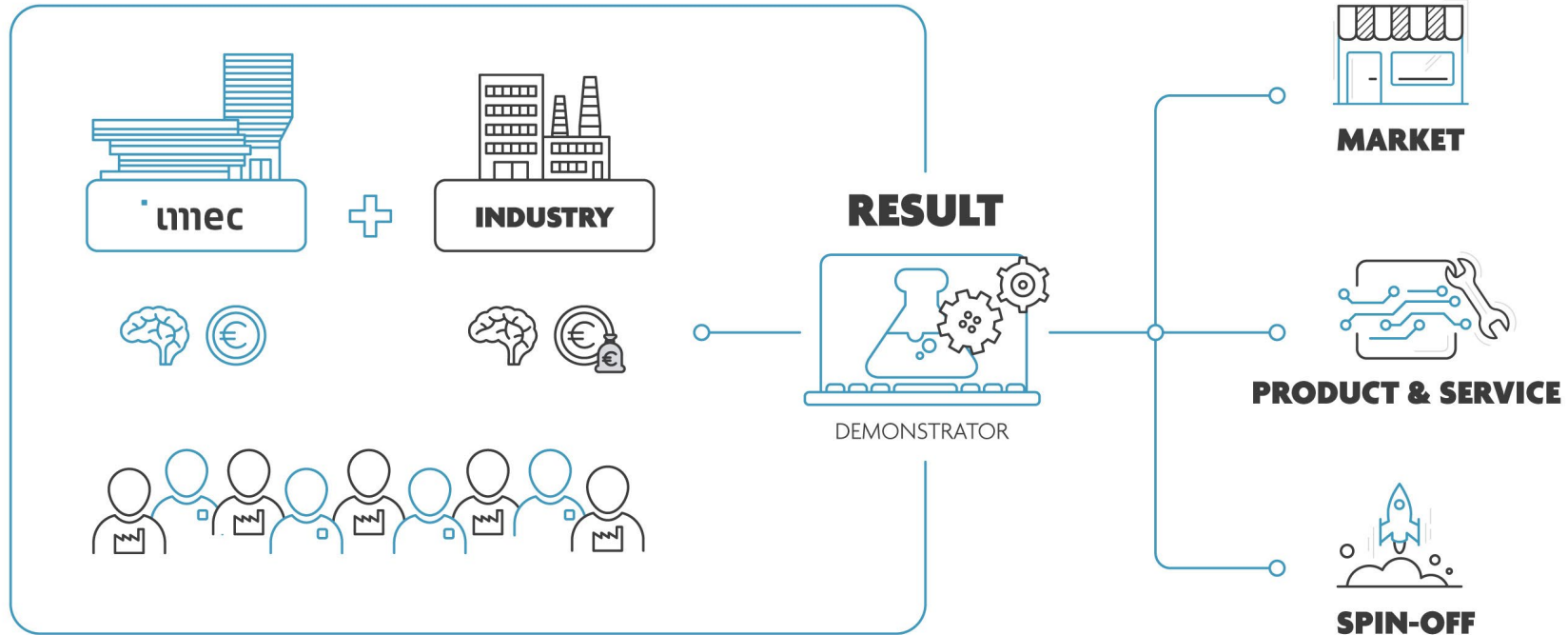
TRL 7 – system prototype demonstration in operational environment

TRL 8 – system complete and qualified

TRL 9 – actual system proven in operational environment

INTERDISCIPLINARY COOPERATIVE RESEARCH

VALORIZATION



IMEC.ICON CHARACTERISTICS



ICT and nanoelectronics-related
digital products, services and
business models



Balanced consortium
balanced contribution of industry
and research partners



Demand-driven
relating to a real need in
industry or society



Interdisciplinary approach tackling
technological, legal and social challenges,
new business models, etc.



Cooperative research with a
focus on valorization for all
industry partners involved

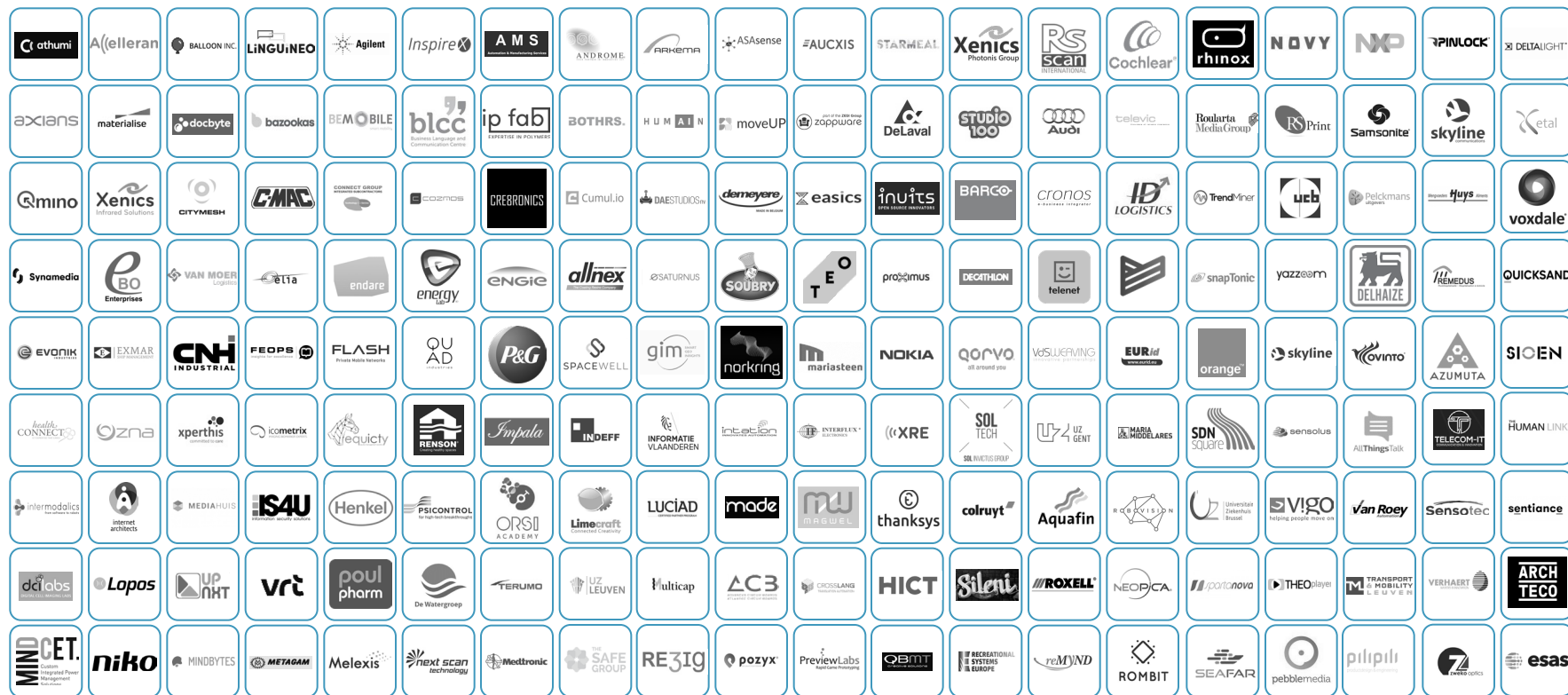


2 to 3 year duration

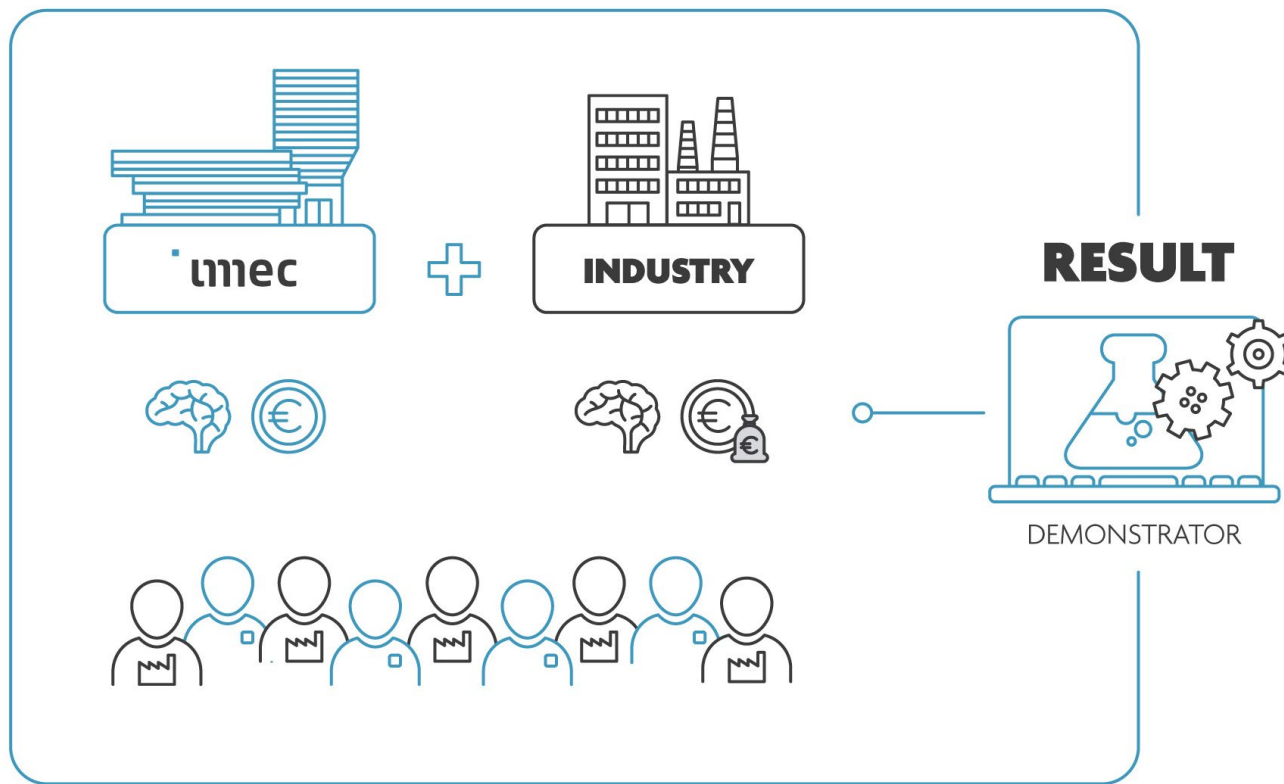
imec.icon key figures 2012 – 2025



433 IMEC.ICON PARTNERS AND COUNTING



CONSORTIUM



SPECIFIC PROGRAM MODALITIES: CONSORTIUM COMPOSITION

RESEARCH GROUPS

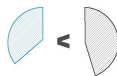
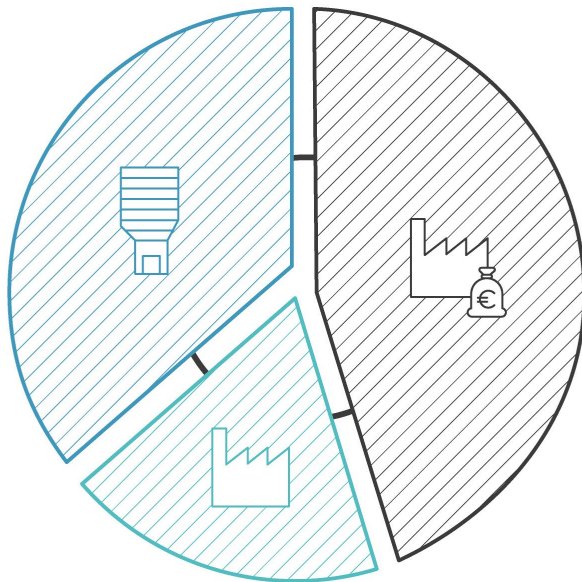


Minimum 2

- At least 1 imec research group

Funding

- All Flemish knowledge partners financed at 100%
- Other SOCs with own funding
- Limited participation of imec NL possible



INDUSTRY PARTNERS



Minimum 3 independent companies

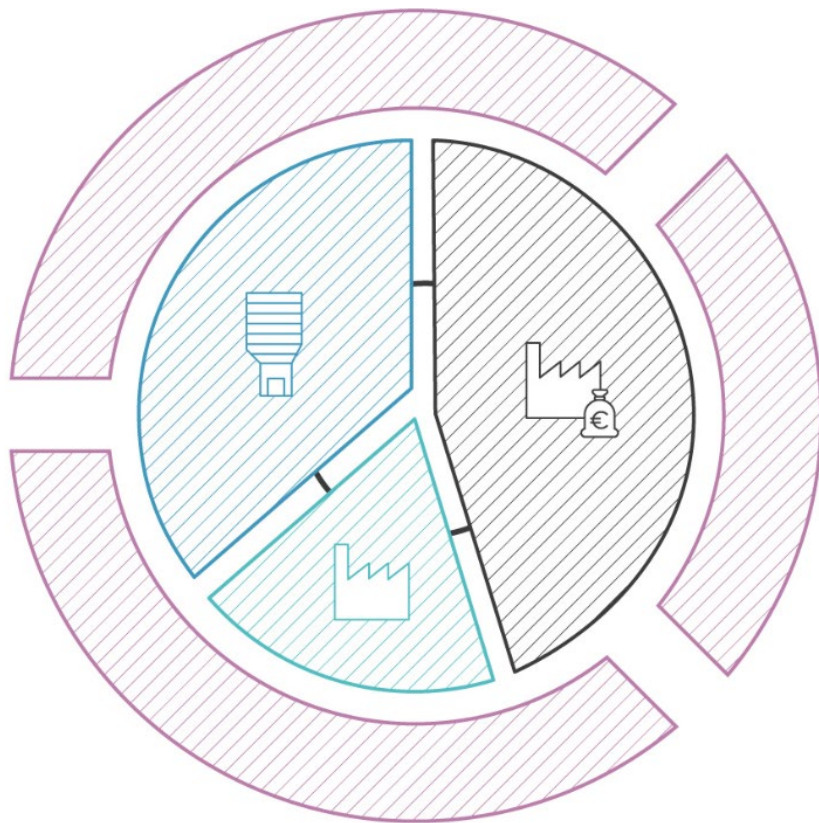
- Of which 2 Flemish funded companies
- Companies outside Flanders welcome as well

Funding

- Available from
 - VLAIO in Flanders
 - Innoviris in Brussels
- Companies with own funding allowed, but don't count for consortium budget balance

IMEC.ICON CONSORTIUM

USER GROUP and MANDATORY ADVISORY COMMITTEE



USER GROUP

- Not a formal partner
- Can provide **benefits** such as
 - Help gather requirements
 - Provide specific input (e.g., data)
 - Act as a sparring partner
 - Validate project results
 - ...

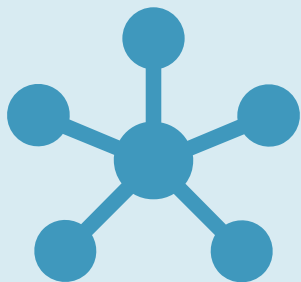
MANDATORY ADVISORY COMMITTEE

- User Group of representative companies that
 - Confirm the **relevance** of the research for a broad set of economic actors
 - Provide input and boundary conditions for the **broader application** of the research results
 - Support the **research valorization strategy** and assist in realizing the broad dissemination of the research results
- **Only links with the research part** of the project, not the industry part
- Recommended: list the companies you are thinking about in your abstract

TIPS: TWO TYPICAL PROJECT TYPES



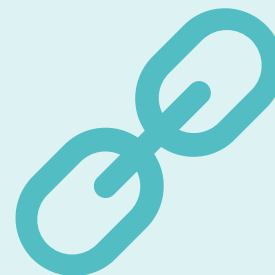
“Technology platform” projects



80%

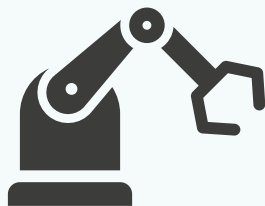
20%

“Value chain” projects



SPECIAL ADDITIONS

Close collaboration with Flanders Make



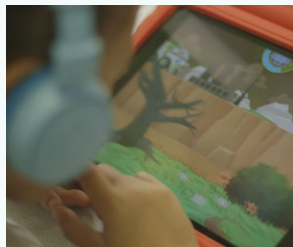
Flanders Make research groups [can participate in imec.icon](#)

Supporting innovations within the [Flemish manufacturing industry](#) in 3 domains:

- End-to-end design operation
- Production
- Motion products

Contact: koen.maertens@flandersmake.be

Smart education extension projects



- Enable [evidence-based validation](#) of effects of the developed educational technologies (EdTech) in schools
- Increase [adoption rate](#) of EdTech by Flemish schools

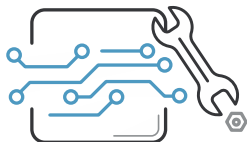
Schools can receive funding from imec for activities

- [Experimenting](#) with cutting-edge EdTech
- [Validating](#) the added value of the technologies in the project
- Enabling broad [dissemination](#) of the insights

VALORIZATION



Entering new markets or targeting new customer segments

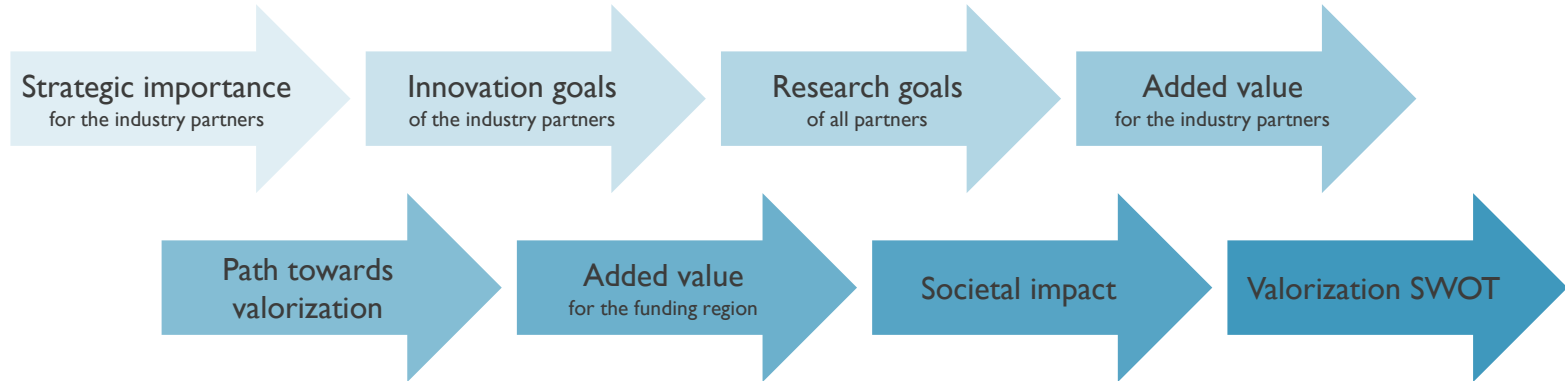


Launching new product line or improving current products or services



Launching new spin-off company, joint-venture or external startup

TIPS: INDUSTRY NEED AND VALORIZATION ARE KEY FOR SUCCESS



imec.icon guides you from idea to evaluation
through **sparring sessions and useful templates**

download here



ADDED VALUE FOR INDUSTRY PARTNER AND FOR FUNDING REGION



Added value for the **industry partner**

EXTRA REVENUES, LARGER MARKET SHARE,
IMPROVED MARGIN, ETC.

Added value for the **funding region**

EXTRA EMPLOYMENT & INVESTMENTS
OR GROWTH IN LABOR PRODUCTIVITY

ANCHORING IN THE FUNDING REGION
SOCIETAL BENEFITS

5 years after project end (or longer if motivated)

INTELLECTUAL PROPERTY RIGHTS (IPR)



- The IPR model in imec.icon is **fixed** and complies with **EU state aid rules**
- The IPR model stimulates and rewards **collaboration**
- Starting IPR discussions **upfront** is strongly advised

IMEC.ICON IPR MODEL CONCEPTS



Background

All pre-existing knowledge a partner contributes to the project

- Necessary to perform the project
- Needs to be identified, substantiated and **listed in the project description and consortium agreement**

Foreground

All results obtained during the execution of the project

- Foreground is to be **reported to the steering committee** (i.e., project deliverables)
- Types of IPR protection: patent, copy right, trademark, trade secret

OWNERSHIP AND ACCESS RIGHTS

Ownership

Each partner is and remains **sole owner** of own Background and Foreground

Exception: **co-ownership** when Foreground is created by two or more parties and when it is **impossible** to divide and unambiguously attribute parts of the results to each partner

Access Rights

During project execution

License to Background and Foreground **free of charge**

For valorization after project

License to Background and Foreground **deemed granted** if needed to valorize own project results

Remark: exclusive access to Foreground is **not possible** in imec.icon

ACCESS RIGHTS FOR VALORIZATION

BASED ON WORK PACKAGE (WP) STRUCTURE

	Same Work Package	Different Work Package
Foreground	Royalty-free (extra conditions: see below)	Favorable
Background	Market conditions	Market conditions

Conditions

Access is required for exploitation of industry partner's **own Foreground**

Balanced collaboration between industry partners and research groups

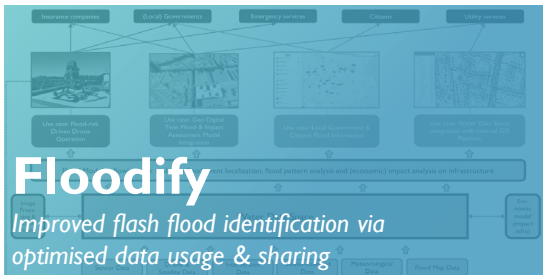
For royalty-free access

Intensive collaboration in WP between industry partner and research group on Foreground topic

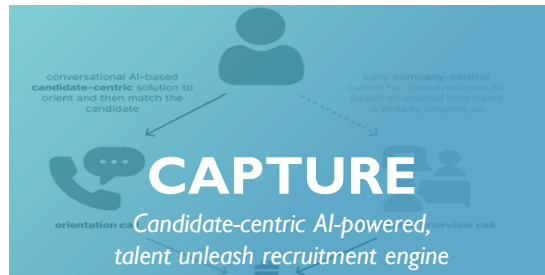
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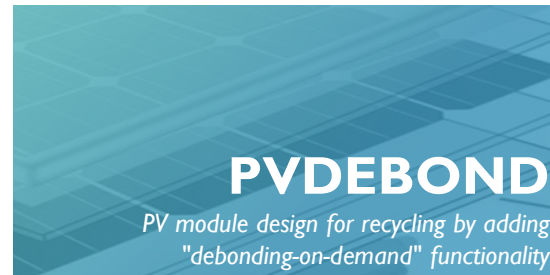
IMEC.ICON PROJECTS APPROVED IN 2024



Floodify
Improved flash flood identification via optimised data usage & sharing



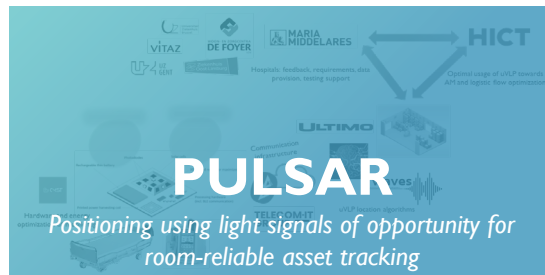
CAPTURE
Candidate-centric AI-powered, talent unleash recruitment engine



PVDEBOND
PV module design for recycling by adding "debonding-on-demand" functionality



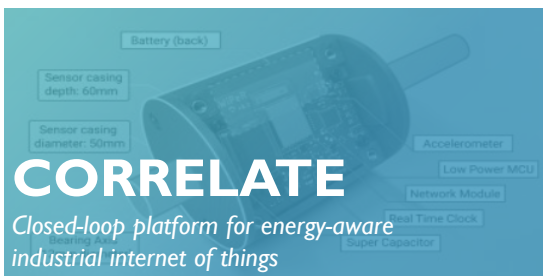
PACSOI
Unleashing the potential of personal health data vaults in a safe, trustworthy and scalable manner



PULSAR
Positioning using light signals of opportunity for room-reliable asset tracking



IRIS
Intelligent retail information & communication systems

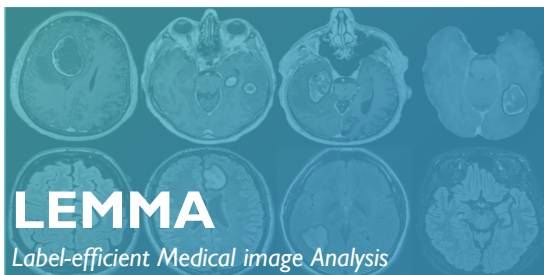
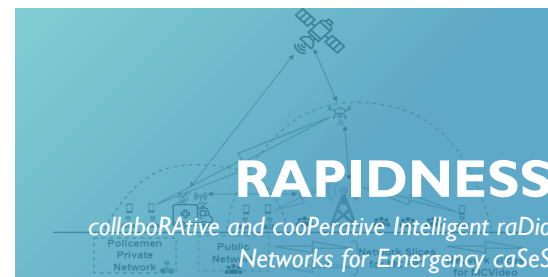
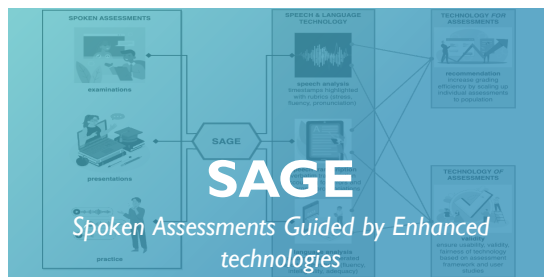
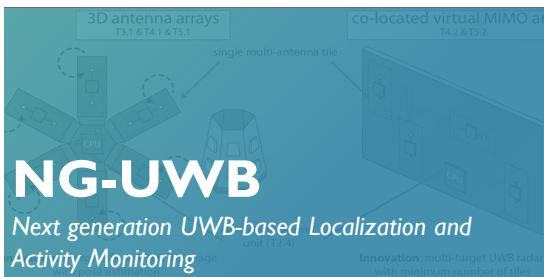
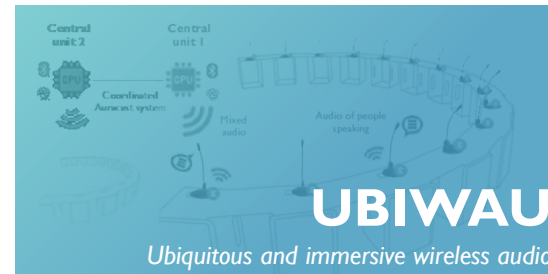
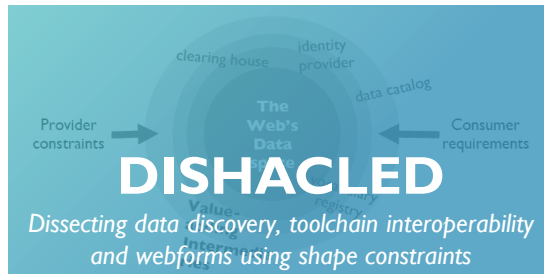


CORRELATE
Closed-loop platform for energy-aware industrial internet of things

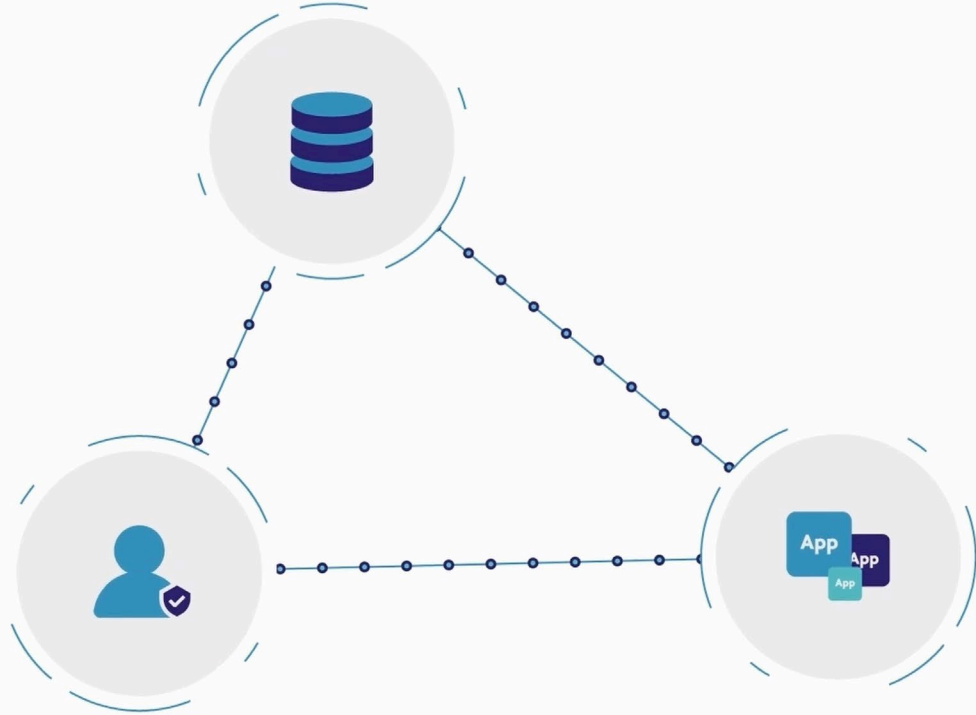


BOCEMON
Building occupant centric monitoring and control

IMEC.ICON PROJECTS APPROVED IN 2025



SHOWCASING PROJECT RESULTS: SHARCS PROJECT



IMEC.ICON INFORMATION SESSION

imec.icon CALL 2025-2

SHOWCASING PROJECT RESULTS: WISH PROJECT



The imec.icon WISH project aims to transform poultry welfare monitoring

WHY PARTICIPATE?

Unique focus

- On semiconductor and sensor as well as digital technologies
- Including vast experience in Artificial Intelligence

Open calls

- No theme, industry or domain focus
- 2 calls for projects per year

Flexible consortium building

- Allows for “value-chain” next to “technology platform” projects
- Welcomes collaboration with complementary non-imec research groups

Results-focused

- Valued guidance and support available
- High approval rate

IMEC.ICON HELPS YOU SUCCEED

TOGETHER WITH VLAIO FRONT-OFFICE AND INNOVIRIS

Q&A sparring meetings to share experience, best practices and advice

- **Dedicated contacts** throughout
- Jointly defined **based on your needs**

Important conditions for success:

- **Consortium in the lead**
- **Maximum openness** on content and company aspects

Abstract phase

By imec.icon

- Ad-hoc and fully **optional**
- **Start at any time**: from first project idea to completing the details

Key topics

- Is imec and imec.icon right for you?
- Missing one or more partner: matchmaking, referrals, ...
- Questions on idea, approach, research ambition, valorization, ...

Full proposal phase

By imec.icon, VLAIO & Innoviris

- Mostly **optional** but highly recommended. At times **mandatory**
- **Kick-off after abstract evaluation**
- Typical flow: kick-off, work sessions, 80% draft review, finetune session

More information in full proposal infosession



Highly valued by many consortia!
Get started today: contact icon@imec.be

TIPS: MOST COMMON ICON PITFALLS

AVOID THEM BY TAPPING INTO OUR SUPPORT



Research

- Unclear or weak research challenges / knowledge buildup for industry partners
- Contribution of research partners insufficiently beyond the state of the art
- Unclear or unrealistic innovation goals



Approach

- Weak work plan



Valorization

- Impact lever insufficiently high
- Combined with weak valorization story

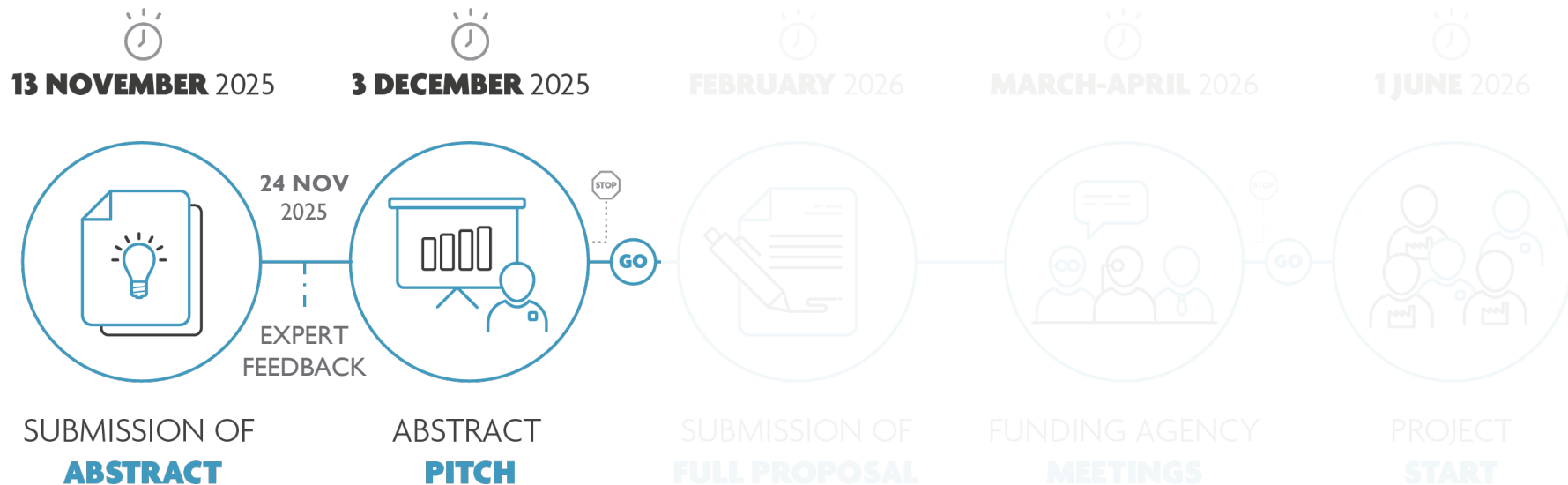
Q&A

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IMEC.ICON EVALUATION PROCESS CALL 2025-2

ABSTRACT PHASE



IMEC.ICON EVALUATION PROCESS CALL 2025-2

ABSTRACT PHASE



Content

Part A (sent to the abstract panel)

- Cause and context of the project
- Innovation goals and outcome
- State of the art and leap of knowledge
- Project approach and high-level work package structure
- Valorization and social/economic impact

Part B (only sent to funding agencies as pre-application)

- Information on the partners
- Workplan (optional)
- Quantified company business cases (optional)

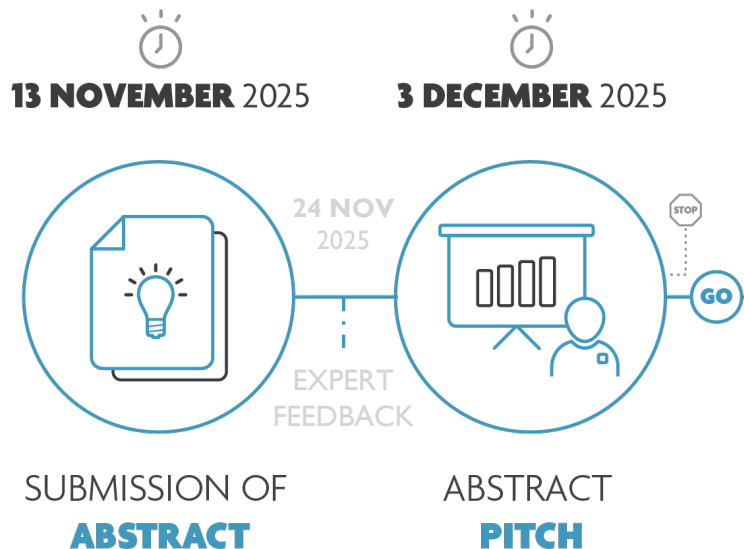
Structure of abstract is aligned with structure of full proposal



Templates available [here](#) soon

IMEC.ICON EVALUATION PROCESS CALL 2025-2

ABSTRACT PHASE



Abstract Panel: **focus on general quality, valorization & fit**

- One panel **for all abstracts**
- Panel appointed by imec*

* in cases of a conflict of interest, jury members do not participate in the evaluation of the abstract

ABSTRACT PHASE: PITCH IN FRONT OF PANEL



Pitch

- Short presentation (15 minutes)
 - General project presentation
 - Presentation of valorization plans of the industry partners (preferably presented by representatives of the industry partners)
 - Rebuttal on questions received from panel
- Followed by a short Q&A
- Consortium presence
 - Max. 5 consortium members, incl. research lead and project lead

Panel

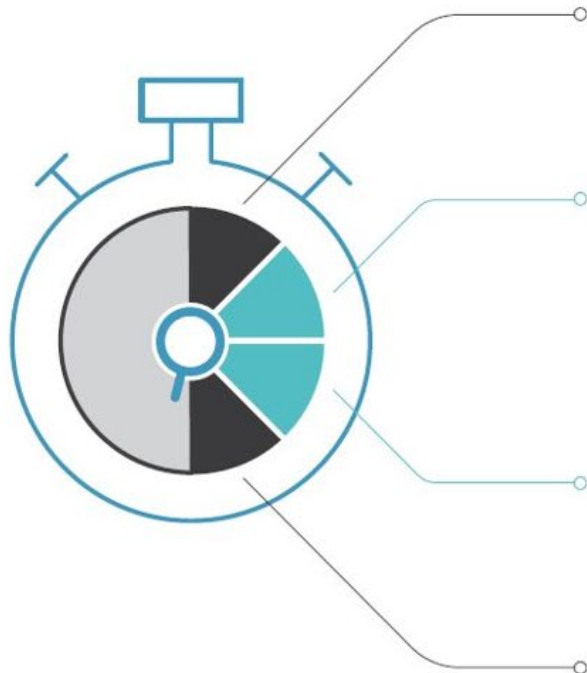
- External domain experts
- Representatives of imec

IMEC.ICON EVALUATION PROCESS CALL 2025-2

ABSTRACT PHASE

PITCH FLOW

**60 MINUTES
PER CONSORTIUM**



PANEL ONLY

10 MINUTES

Expressing the most important remarks & questions



CONSORTIUM

15 MINUTES

Pitch presentation



CONSORTIUM & PANEL

20 MINUTES

Q&A



PANEL ONLY

15 MINUTES

Discussion + scoring

IMEC.ICON ABSTRACT EVALUATION CRITERIA (1/2)

Clearly defined and ambitious research objectives

- The research goals as well as the problems that the project wants to tackle are well-defined, focused and clear.
- There is a substantial progress (improvement) in comparison with former or ongoing research.

Appropriate consortium with relevant approach

- The consortium organization and structure are in line with the project challenges.
- All the necessary areas of expertise are represented within the consortium.
- The contribution and added value of each partner in the project is clear.
- The consortium is cooperative, the partners work together instead of side by side.
- There is a suitable partner for each important step in the value chain.
- Risks related to privacy or ethical issues during project execution or valorization are identified and a plan for mitigation is outlined.

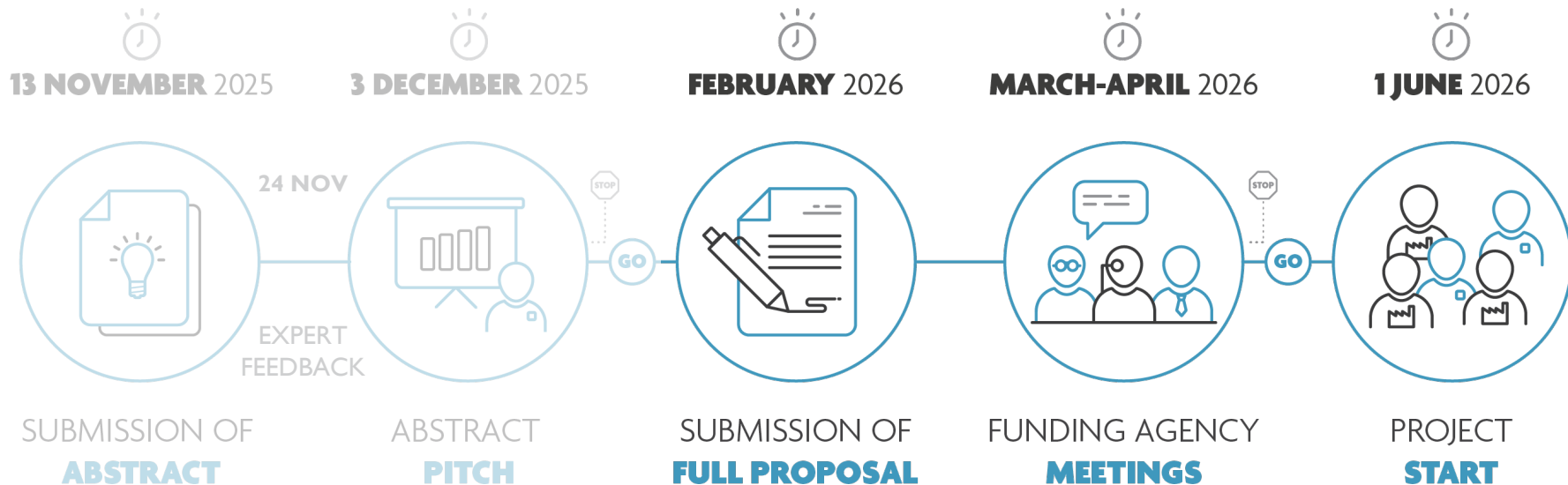
IMEC.ICON ABSTRACT EVALUATION CRITERIA (2/2)

Economical / societal valorization and added value of the project

- The project is driven by demand from the market.
- The description of the valorization potential is clear. The project is aimed at the economic and / or social valorization of the knowledge creation.
- The project offers clear perspectives on (multiple) applications for (several) companies and / or sectors.
- It is clear which partner(s) take responsibility for the go-to-market.
- The added value of the project to the companies (e.g., in terms of extra revenues) and to the funding region (in terms of extra employment, investments and possible societal benefits) is substantiated.

IMEC.ICON EVALUATION PROCESS CALL 2025-2

FULL PROPOSAL PHASE



There will be a specific info session on the full proposal procedure

FULL PROPOSAL INFO SESSION

ONLINE SESSION

General info session: 9 December 11.00 – 13.00

- Detailed session with tips & tricks

1-on-1 session per consortium will be planned: 9 December – January 2026

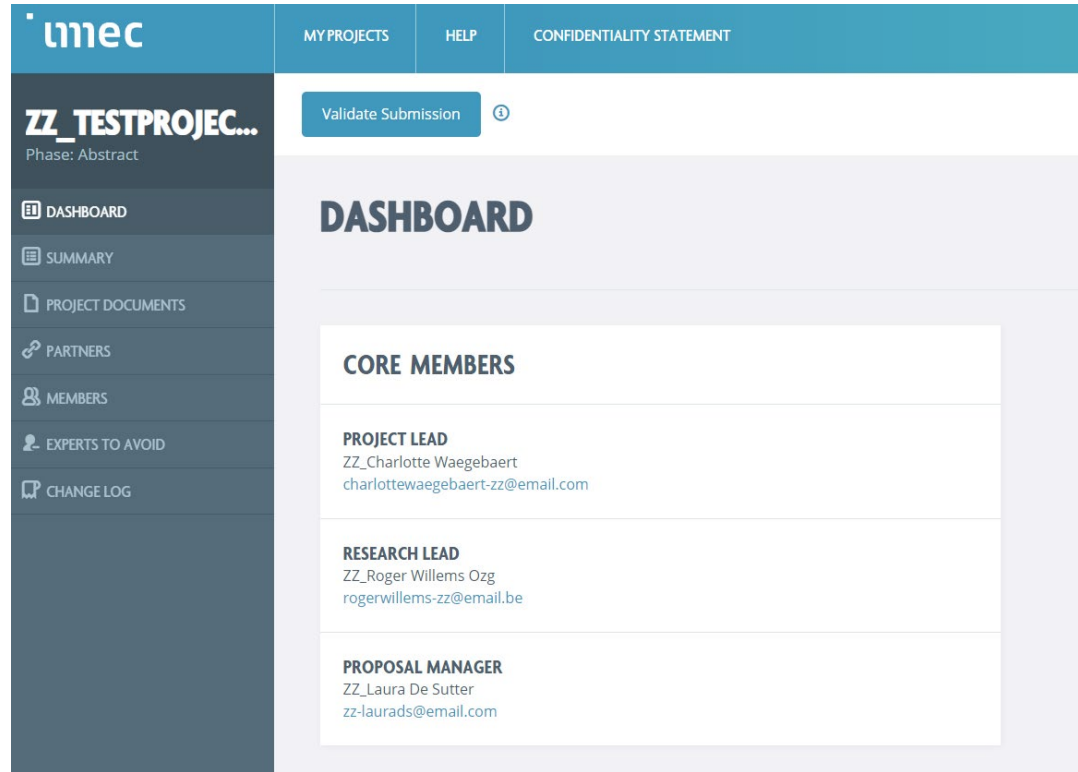
- Discuss feedback from abstract jury
- Kick-off of support by imec.icon and VLAIO front office / Innoviris

HOW TO SUBMIT YOUR APPLICATION

ABSTRACT AND FULL PROPOSAL SUBMISSION: VIA MYPROJECTS

MyProjects:

- Submitting your application
- Follow-up
- Reporting



The screenshot shows the imec MyProjects interface. The top navigation bar includes the imec logo, 'MY PROJECTS', 'HELP', and 'CONFIDENTIALITY STATEMENT'. The left sidebar for project 'ZZ_TESTPROJEC...' lists options: DASHBOARD, SUMMARY, PROJECT DOCUMENTS, PARTNERS, MEMBERS, EXPERTS TO AVOID, and CHANGE LOG. The main content area features a 'Validate Submission' button and a 'DASHBOARD' section. Under 'CORE MEMBERS', three roles are listed: PROJECT LEAD (ZZ_Charlotte Waeghebaert), RESEARCH LEAD (ZZ_Roger Willems Ozg), and PROPOSAL MANAGER (ZZ_Laura De Sutter).

Role	Name	Email
PROJECT LEAD	ZZ_Charlotte Waeghebaert	charlottewaeghebaert-zz@email.com
RESEARCH LEAD	ZZ_Roger Willems Ozg	rogerwillems-zz@email.be
PROPOSAL MANAGER	ZZ_Laura De Sutter	zz-laurads@email.com

SUBMITTING YOUR PROPOSAL VIA MYPROJECTS

The **Proposal manager** is responsible for creating and submitting the proposal

- Already a user in MyProjects?
⇒ Use the button in MyProjects

Start a new application

- Not a user in MyProjects?
⇒ Register via website



Start your new abstract as of today
no test project necessary

NEED ACCESS TO MYPROJECTS

- If you are **not a Proposal manager**, but you need access to the platform, contact your proposal manager
- How to give access as Proposal manager:
 - Add the member
 - Give him a specific role or the role 'generate user'
 - The member will receive a mail with login information

ABSTRACT SUBMISSION: VIA MYPROJECTS

TO DO'S

	Add directly	Upload	
Content	<ul style="list-style-type: none">• Project metadata• Partners + MM• Members + roles• Experts to avoid	<ul style="list-style-type: none">• Abstract doc (PDF)• Resubmission letter• Motivation letter• Company size determination	<ul style="list-style-type: none">• Pitch slides (ppt)
	Deadline: 13 November		1 day before pitches

!! Check VAT number of partners !!

ABSTRACT SUBMISSION: EXTRA DOCUMENTS

EXTRA DOCUMENTS

If necessary:

- Resubmission letter
 - If your project has been submitted before in ICON AND if you have approval from imec to resubmit
- Motivation letter for new research groups
 - If it's the first time the research group participated in ICON

ZZ_TESTPROJEC...

Phase: Abstract

DASHBOARD

SUMMARY

PROJECT DOCUMENTS

PARTNERS

MEMBERS

EXPERTS TO AVOID

CHANGELOG

PROJECT DOCUMENTS

The maximum size per document is 25MB. If you have a document that is larger or another file type, please contact icon@imec.be and transfer by a manner of your own choosing.

TEMPLATES

ICON ABSTRACT

What?

Document containing the offline sections of the ICON Abstract.

Templates

Template (ENG)

[Link to template](#)

ICON ABSTRACT MOTIVATION LETTER

What?

Motivation letter for first-time research groups:
First-time research groups in imecIcon that want to request research funding from imec, have to provide a motivational side letter.

This document is free format, but needs to contain the following elements:

- Which research group? (university - faculty - research group...)
- Why did the consortium choose this research group?
- The document needs to be signed by the Research lead.
- Length: 0.5-1 A4 page
- Language: free choice NL or Eng

ICON ABSTRACT REBUTTAL

What?

Document with answers to the questions from the experts.

Templates

Template (ENG)

[Link to template](#)

ICON ABSTRACT RESUBMISSION LETTER

What?

- If an ICON project already has been submitted in a previous call, the following procedure needs to be followed:
- Prior to resubmission, a mandatory meeting has to be set up with Steven Van Assche (the instrument leader) to discuss the feedback & modifications for resubmission. Please contact icon@imec.be in order to set up such a meeting.
 - Prepare a resubmission document prior to the meeting, that contains a description of the major changes between this submission and the previous one (what will be added/removed/clarified...). This document is free format (e.g. one pager, slideset).
 - The meeting will result in a decision if a resubmission will be considered.
 - The resubmission document needs to be uploaded on the MyProjects platform (same deadline as the abstract document).
 - The resubmission document will be sent to the evaluation panel together with the abstract information.

ADD DOCUMENT

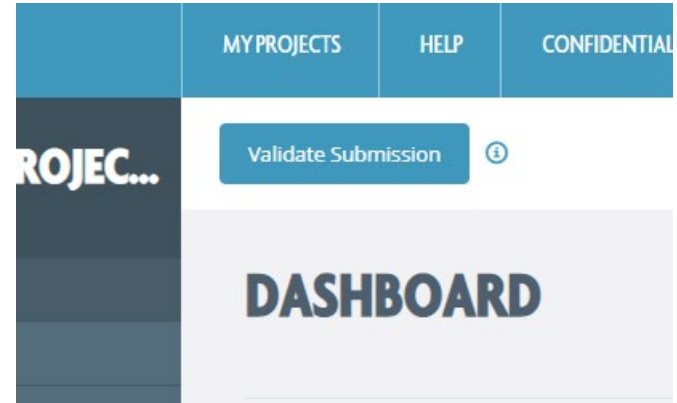
Project Document Type

--None--



VALIDATE AND SUBMIT YOUR PROJECT

- Steps to submit your project as a proposal manager
 1. Start your application
 - ① don't wait until the last moment
 2. Fill in all information and upload the necessary documents
 3. Validate to check if all information is correct
 - ① you can validate as many times as you want
 4. Submit the project using the submission button



CONTRACTS

ICON NDA AND LOI

- **Non Disclosure Agreement (NDA)**
 - Recommended to use from abstract phase onwards
 - Own choice consortium

- **Letter Of Intent (LoI)**
 - Mandatory at full proposal phase
 - Text is fixed
 - To be signed in VLAIO KRIS portal by legal representative
 - Content:
 - Intention of each partner to implement its own task package
 - Acceptance of the imec.icon Collaboration Agreement
 - Termsheet with IPR framework

CONTRACTS TO BE SIGNED AFTER PROJECT APPROVAL

- **Collaboration Agreement** (CA, Samenwerkingsovereenkomst)
 - Binding for **all** parties
 - imec (incl. universities) and all industry partners
 - Stating imec's and all partners' research input
 - Aspects: project description, operations through steering groups, ownership of results, publication rights, background IPR, ...
- **User group Agreement** (if applicable)

AGENDA

- Introduction to imec
- imec.icon program, project modalities and IPR model
- Why participate
- Application procedure
- **VLAIO and Innoviris funding**
- Next steps

APPLYING FOR VLAIO OR INNOVIRIS FUNDING

- Funding applications within the imec.icon procedure

- VLAIO (Flemish region)

AGENTSCHAP
INNOVEREN & ONDERNEMEN

- Innoviris (Brussels region)

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imec.ICON

Information session 2025-2

1. Imec.ICON: what & why participate
2. Some VLAIO info & eligibility requirements
3. Evaluation criteria – VLAIO full proposal evaluation
4. Funding percentage (R <-> D)
5. Project budget – VLAIO cost model
6. Project impact for the company and for Flanders
7. VLAIO pre-application advise – after abstract phase

VLAIO



Vlaanderen
is ondernemen

1. imec.ICON: what?

- **Demand driven Interdisciplinary Collaborative Research Project**, consisting of
 - at least 2 (imec) research organizations, and
 - at least 3 unrelated companies or social profit organizations, of which min. 2 (and max. 6) with VLAIO support.
- **An imec.ICON project consists of 2 project parts:**
 - **Research part** = strategic basic research, carried out by the research organisations
 - **Company part** = industrial research, carried out by the companies
- **Duration of an imec.ICON project:** min. 2 years, max. 3 years
- **Goal:** Generate new knowledge that can be practically applied to develop innovative solutions that will subsequently find their way into the market offerings of the participating partners

1. imec.ICON: why participate?

(1) WHY DO YOU NEED THE PROJECT?

-> What are your *specific* reasons to participate?

i.e. what do you hope/expect to get out of the project?

- in terms of **specific project results/deliverables** (new knowledge, technology, demonstrator, ...)
- and what is the *specific* project impact for your company (by applying and further building on the project results)? -> **business case of the project**

(2) WHY DO YOUR CONSORTIUM PARTNERS NEED YOU?

-> Why are you a *crucial partner* in the project?

i.e. what do you bring to the project?

- specific expertise, know-how, ...?
- and how will you contribute and collaborate in the project?

→ If this is clear: project quality will increase -> approval probability as well!

2. Some VLAIO info & eligibility requirements


☐ For organisations (companies or non-profit) with legal entity and activities in Flanders

☐ For innovation topics in all domains (-> here: see imec research domains/market segments)

- Since April 4, support for projects with a military purpose is possible under the Flemish defense plan.

☐ Determination of company size see [VLAIO website](#)

type of company	<i>small, medium-sized or large</i>
document “bepaling grootte onderneming” and mandatory attachments attached	<i>yes or no</i>



- In proposal abstract:
- Take into account group structure!
- Use  [VLAIO_bedrijfsinnovatiesteun_bepaling_grootte_onderneming_eng_mei2024](#)
- Mandatory document for all companies applying for VLAIO funding

➔ needed to determine grant % + some specific requirements vary accordingly to company size

2. Some VLAIO info & eligibility requirements

☐ No funding when UID (Undertaking In Difficulty – weak solvability)

See [VLAIO website](#)

- In proposal abstract: ☐ is not UID now, nor by FP filing deadline
- **Main criterium: when ratio *Equity / Issued Capital* < 0.5 => you are considered UID**
- **When large enterprise: 2 extra criteria apply:**
 - Debt / equity ratio > 7.5 => UID
 - Interest coverage ratio (= EBITDA/interest expense) < 1 => UID
- **To calculate UID status at company level, use:**  [VLAIO_bedrijfsinnovatiesteun_Rekenmodule_moeilijkheden_januari2024](#)
 - SME < 3 yrs old is never considered as UID
 - SE older then 3 yrs and < 5 years: a maximum grant amount applies which is dependent on company location, [see](#).
- When **part of a group, also use:**  [Berekening ondernemingsgrootte en OIM op groepsniveau juli 2023](#)
- Use data from last filed annual accounts (or when available: from more recent interim financial statements)
- **When UID:**
 - Please inform your consortium partners & imec/VLAIO TB project advisor
 - This situation needs to be resolved *at latest by the date of submission of full proposal!*
 - Possible options to resolve UID situation, see [VLAIO website](#).

4	Vul elke (niet-gearceerde) groene cel in: ook nulwaarden dient u in te voeren met de waarde 0.		
5			
6	Naam van de onderneming		0000000000
7	Ondernemingsnummer		0000000000
8	<u>Onderneming stand-alone</u>		
9		Grootte typologie	KMO
10	Kapitaalvennootschap (BVBA, CVBA, NV,...) => ja // Kapitaallose vennootschap (BV, CV,...) => nee		
11	Einddatum laatst afgesloten boekjaar of (historisch/gebudgetteerde) tussentijdse financiële staten		
12	Einddatum voorlaatst afgesloten boekjaar (indien niet van toepassing, vul nvt in)		
18			
19			
20	Kapitaalhoudende onderneming		
21			
22	LAATST AFGESLOTEN BOEKJAAR OF (HISTORISCHE/GEBUGDGETTEERDE) TUSSENTIJDSE FINANCIËLE STATEN		
23			
24	0000000000		
25			
26	Criterium 1: eigen vermogen (EV) minder dan 50% van geplaatst kapitaal (GK)		
27	Code	Omschrijving	0/01/1900
28	10/15 (+)	Eigen vermogen	0,00
29	101 (+)	Niet opgevraagd kapitaal	0,00
30	***	***	0,00
31	100 (+)	Geplaatst kapitaal	0,00
32	11 (+)	Uitgiftepremie	0,00
33	***	***	0,00
34	***	***	0,00
35	EV/GK		vul cellen C28-C32 in
36	Resultaat		vul cellen C28-C32 in
37			
38	vul alle bovenstaande groene cellen in om tot de OIM-beoordeling te komen		
39			
40			

<
>
Voorafgaand
Onderneming stand-alone
Ondernemingsgroep
+

2. Some VLAIO info & eligibility requirements

❑ **Cashflow plan**, mandatory *when filing full proposal*, in case:

(a) your business is a small or medium-sized business and has been in existence for less than 3 years at the time of filing.

(b) when you were UID, as part of your remediation plan.

=> The cash flow plan is to reflect the financial impact of the ICON project at the company level.



VLAIO_ENG_Kasstroomplan maandbasis - v 20221122

2. Some VLAIO info & eligibility requirements

❑ Cashflow plan



VLAIO_ENG_Kasstroomplan maandbasis - v 20221122

	A	B	C	D	E	F	G	H	I
1	Kasstroomplan								
2		Startmaand:	01/23						
3		Eindmaand:	12/30	01/23	02/23	03/23	04/23	05/23	06/23
4	Cash flow uit operationele activiteiten								
5	Winst (+) of verlies (-) vóór belastingen excl. projectsubsidies en excl. (subsidie)projectkosten			0	0	0	0	0	0
6	Vennootschapsbelasting: betalingen (-) of teruggaves (+)			0	0	0	0	0	0
7	Afschrijvingen, waardeverminderingen of -vermeerderingen en voorzieningen			0	0	0	0	0	0
8	Wijziging in voorraden en geproduceerde vaste activa			0	0	0	0	0	0
9	Andere: belangrijke verhoging of verlaging in klantenvorderingen en/of leverancierskredieten; grote schommelingen in BTW; afschrijvingen die werden opgenomen onder rij 19: Projectkost (+)/(-)			0	0	0	0	0	0
10									
11	Totale operationele cash flow			0	0	0	0	0	0
12									
13	Cash flow uit investeringsactiviteiten incl. (subsidie)projectkosten								
14	Aankoop (-) of verkoop (+) van materiële vaste activa			0	0	0	0	0	0
15	Aankoop (-) of verkoop (+) van immateriële vaste activa (excl. projectkosten)			0	0	0	0	0	0
16	Aankoop (ook evt. eigen aandelen) (-) of verkoop (+) van financiële vaste activa			0	0	0	0	0	0
17									
18	Som van alle subsidieproject(voorstel)kosten (-)		<i>subsidieverschaffende overheid</i>	<i>projectnummer</i>	0	0	0	0	0
19	Projectkost uit de 'Template begrotingsaanvraag' (-)		VLAIO	HBC.20xx.xxxx	0	0	0	0	0
20	Totale kost ander subsidieproject (-)			0	0	0	0	0	0
21	Totale kost ander subsidieproject (-)			0	0	0	0	0	0
22	Totale kost ander subsidieproject (-)			0	0	0	0	0	0
23	Totale kost ander subsidieproject (-)			0	0	0	0	0	0
24									
25	Totale cash flow uit investeringsactiviteiten			0	0	0	0	0	0
26									
27	Cash flow uit financieringsactiviteiten incl. projectsubsidies								
28	Bijkomende inbreng(en) van de aandeelhouders/kapitaalverhoging in de mate volstort en/of volstorting van bestaande inbreng/kapitaal (+), alsook vermindering inbreng/ kapitaal door uitbetaling aan aandeelhouders (-)			0	0	0	0	0	0



geproj. resultatenrekening

motivatie bedrijfsopbrengsten

kasstroomplan

aan te leveren bijlagen



VLAIO

2. Some VLAIO info & eligibility requirements

❑ Track record: effect of previous VLAIO subsidies

- In proposal abstract:

Valorization track record (Mandatory)

[REDACTED] has obtained financial aid through three VLAIO projects, of which two are still ongoing.

- HBC.2020.2 [REDACTED] has been finalized and all foreseen goals were achieved.
- HBC.2022.8 [REDACTED] is still ongoing. Up till now, all goals were met.
- HBC.2023.6 [REDACTED] has just started, is still ongoing, and can not be evaluated yet.

- Provide info on:
 - *Innovation results* of the projects (project goals + deliverables achieved, new knowledge gained,...)
 - *Impact* of each project on the company (extra personnel growth, investments, sales, ...)

2. Some VLAIO info & eligibility requirements

❏ Project balance

- An ICON project consists of 2 project parts:
 - Research part = strategic basic research, carried out by the research organisations
 - Company part = industrial research, carried out by the companies



- balance: the relative share of the budget of the research part and the business part in the total budget of the project
- budget: budget accepted/supported by VLAIO or another government agency (such as Innoviris)
- **Company part: min. 50% of the budget, research part: min. 30%** (target figure 60%/40%)
- to be respected during implementation

3. Evaluation criteria - VLAIO full proposal evaluation

I. QUALITY (project implementation) criteria	critical	reasonable	good	very good
I.1. Clarity and realism innovation goal		x		
I.2. Knowledge building and challenges			x	
I.3. Relevance and quality of project approach			x	
I.4. Expertise and resources required				x
I.5. Workload			x	
I.6. Track record project execution			x	

II. IMPACT criteria	critical	reasonable	good	very good
II.1. Strategic importance			x	
II.2. SWOT: opportunities and threats (external)			x	
II.3. SWOT: strengths and weaknesses (internal)			x	
II.4. Leverage for Flanders				x
II.5. Societal impact			x	
II.6. Anchoring in Flanders			x	
II.7. Valorisation track record Flanders		x		

III. ADDITIONALITY criterium	critical	reasonable	good	very good
III.1. Incentive effect of the grant			x	

IV. ICON-SPECIFIC criteria	critical	reasonable	good	very good
IV.1. Cooperation within project				x
IV.2. Contribution to SotA or high-risk of research component			x	
IV.3. Wider application potential of research		x		
IV.4. Compliance with state aid rules			x	

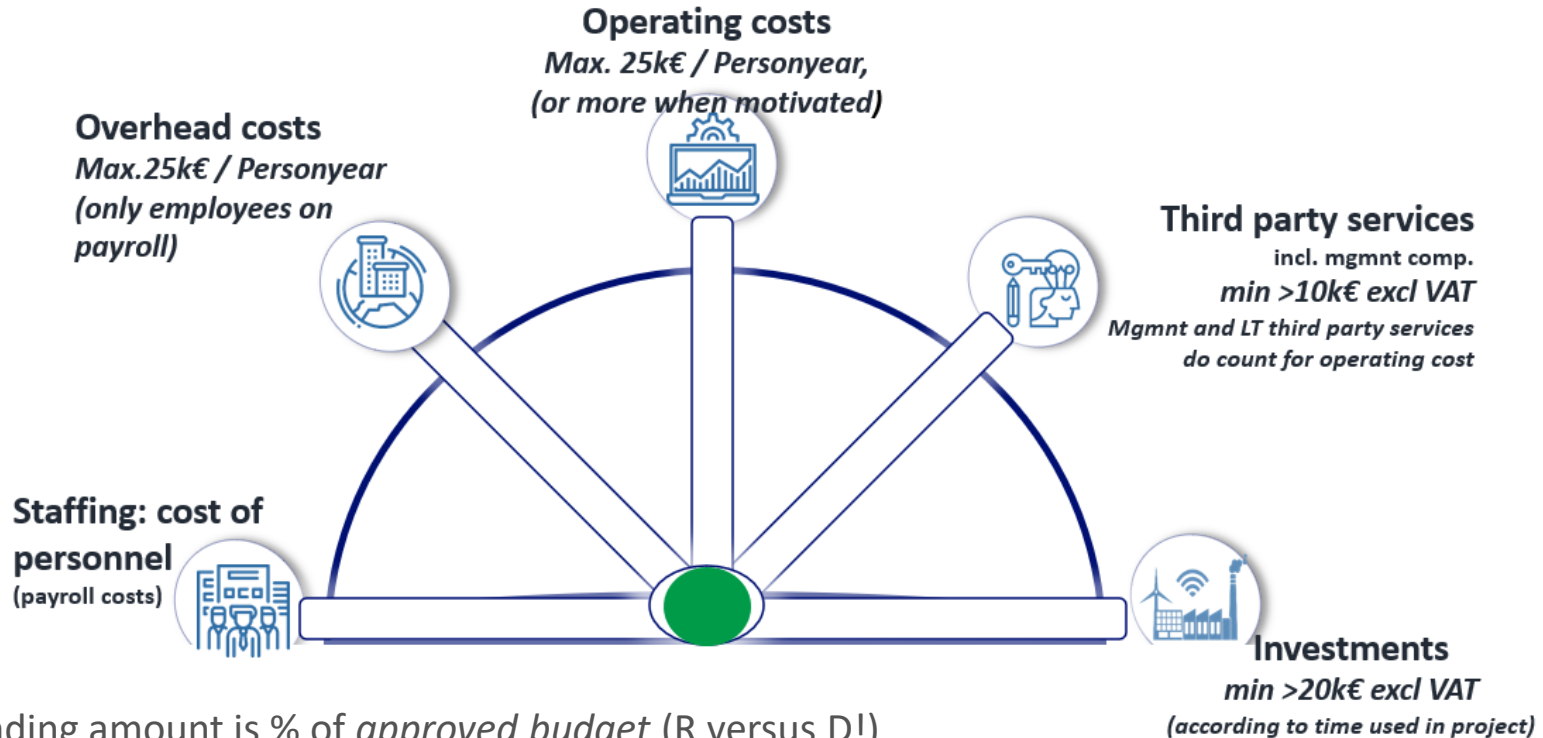
4. Funding percentage → R versus D (companies)

	Small	Medium-sized	Large
Experimental Development	45%*	35%*	25%*
Industrial Research	60%	60%	50%*


* + possibly 10% extra for *effective* collaboration between companies, of which one is an SME (!). Max. funding = 60%


- **No funding** when purely using existing know-how ('standard engineering') or for non-eligible activities
- **Experimental development** (typically TRL 4-5 (with a possible extension to TRL 6-7)) if new knowledge is applied to your specific business. *Explain carefully!*
 - Why it is really new (compared to what others are doing)
 - Why it is more than merely combining what you already know
- **Industrial research** (typically \leq TRL 3) if clear step forward w.r.t. the state-of-the-art in your domain (worldwide) which involves significant challenges. *Explain carefully!*
- **A mix** of development activities & research activities is possible as well -> weighted R&D funding %

5. Project budget -> VLAIO cost model



- Funding amount is % of *approved budget* (R versus D!)
- Effective costs will be checked at the end of the project

-  VLAIO_bedrijfsinnovatiesteun_template_begrotingsaanvraag_eng_Jul2021


 [VLAIO bedrijfsinnovatiesteun handleiding kostenmodel eng Jul2021](#)

6. Project impact

Standard project impact period: 5- year period after end of project

(I) Impact for your company	(II) Impact for Flanders*
= business case of the innovation project for your company new products, services, ... new customer segments /extra customers, ... extra sales, extra profit,...	Option 1: Impact based on employment and/or investment (€) $\Sigma (\text{EMP} + \text{INVESTMENT}) > 10\text{X net grant}$
	Option 2**: Impact based on growth in Labour Productivity Increase in (Gross Value Added/FTE) > 50%

* **In multi-partner projects:** project partners each can choose for option 1 or 2

** VLAIO experiment, project running from May 1st 2024  VLAIO_bedrijfsinnovatiesteun_toelichtingsdocument_eng_januari2025

6.1 Project impact for Flanders: employment + investments

$$\Sigma (\text{EMP} + \text{INVESTMENT}) > 10X \text{ net grant}$$

- Activities/effects in Flanders, linked to the innovation project, specifically:

(1) EMPLOYMENT IMPACT (€)

- > *New job creation* (valued at 100% of cost)
- > *People hired for the project*, that stay in your company afterwards (valued at 50% of cost)
- > *Sustained employment* (valued at 50% of cost)
- > *Job effects at subcontractors or suppliers in Flanders* with whom the applicant has a LT cooperation (the more uncertainty to prove the effect, the lower the valuation).

(2) INVESTMENT IMPACT (€)

- > specific material assets such as R&D equipment, machinery, ...

- In 5-year period **after end of the project** (when longer: argumentation subject to evaluation!)
- Numbers are crucial, yet **substantiation and motivation** are equally important
- In ICON: **evaluation of impact lever at project level**
- Yet, **for all VLAIO applicants a substantiated and convincing business case is required**
- Societal impact is no longer used in this impact calculation, yet remains relevant (cfr. Evaluation criteria)

6.1 Project impact for Flanders: employment + investments

$$\Sigma (\text{EMP} + \text{INVESTMENT}) > 10X \text{ net grant}$$

Option 1 - Impact based on employment and/or investment

Impact calculation based on employment and/or investment	Year XXX1 (after project)	Year XXXX2	Year XXX3	Year XXX5	Total
<i>Extra employment</i> because of the project (break down per profile such as employees, vendors, R&D, etc.) - to be expressed in FTEs						
<i>Sustained employment</i> because of the project - to be expressed in FTEs						
Payroll costs - new hires ⁵						
Payroll costs - staff retention						
Project-related investments						
....						

Note that the increase in revenue that can be realized thanks to the project is not part of the leverage calculation. The input for the leverage calculation consists only of labor costs and investments as calculated in the table above.

In this call -> you can use [imec.icon xls impact file](#) for calculation!

6.2 Project impact for Flanders: Labour Productivity

Increase in labour productivity (GVA/FTE) > 50%

- Based on filed annual accounts. Operational construct:

Labour Productivity = Gross Value Added / FTE
(Limited to Flemish entities)

Gross Value Added = operating income - trade goods and raw materials - services and other goods - operating subsidies

Full financial statements

Abbreviated financial statements

$GVA = 70 + 71 + 72 + 74 - 60 - 61 - 740$

$GVA = 9900^* - 76A - \text{operating subsidies}$
 $9900^* = 70+71+72+74 + 76A$

FTE = average # of employees in FTE (code 1003)

6.2 Project impact for Flanders: Labour Productivity

- **Increase in Labour Productivity (GVA/FTE) > 50%**
 - **Only applicable for companies in sectors with labour market tightness** and which have **minimum 10 FTE employees on payroll** (excluding freelancers!)
 - Growth in labour productivity relates to Flemish entity and its employees
 - Reference value = Labour Productivity at the start of the project
 - LP period = 5 years (strict)
 - When subsidy > €250.000: the cumulative extra Gross Value Added needs to be > 10X net grant
 - Clear link with the innovation project required, needs to be more than standard growth
 - May not involve personnel layoff!

6.2 Project impact for Flanders: Labour Productivity

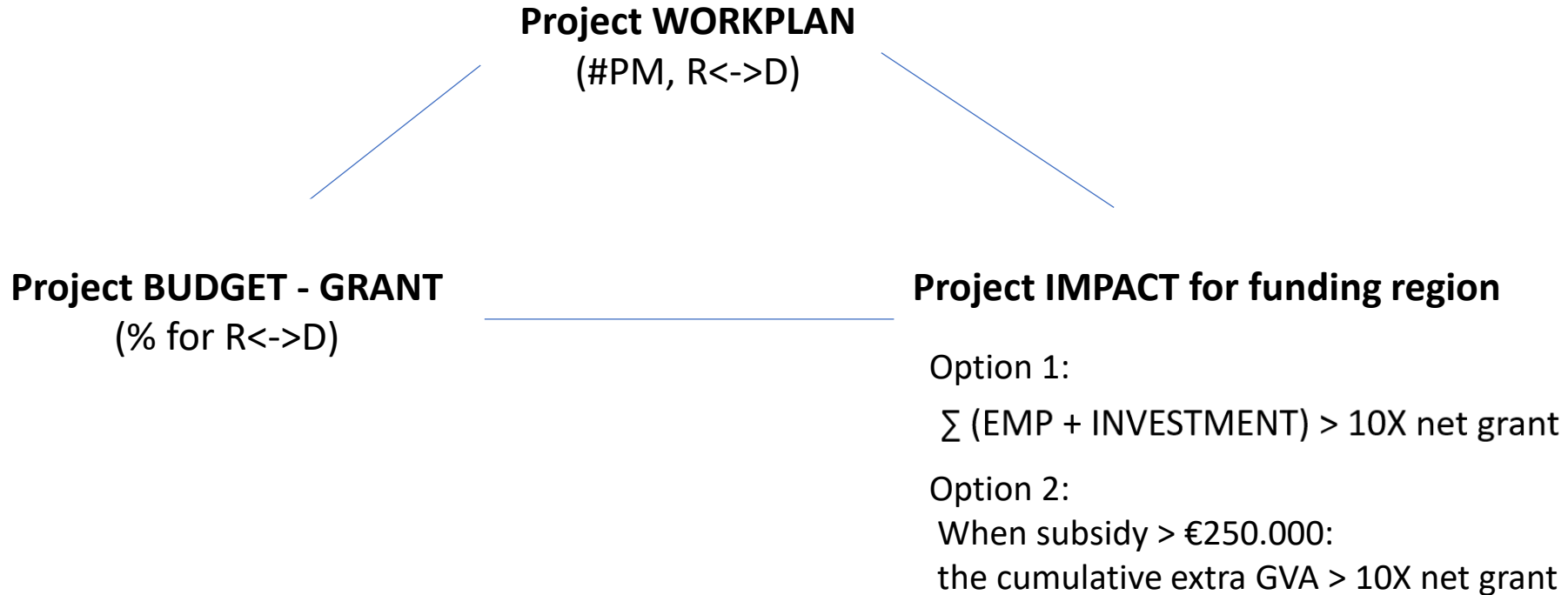
- **Increase in Labour Productivity (GVA/FTE) > 50%**
 - **Based on filed annual accounts:**
 - large companies with multiple business units: can be at the level of a business unit
 - sufficient data at the level of the BU needs to be available
 - **In multi-partner projects:**
 - joint labour productivity is calculated as the weighted average of the individual Labour Productivity, with weighting factor the number of FTE
 - **Follow up projects:**
 - for projects aimed at the same innovation, the same impact option is mandatory

6.2 Project impact for Flanders: Labour Productivity

Impact calculation based on growth in labor productivity	On request	Year XXX1 (after project)	Year XXX2	Year XXX3	Year XXX4	Year XXX5
<i>Calculation BrTW</i>						
<ul style="list-style-type: none"> Factor X that affects the BrTW due to the project results 						
<ul style="list-style-type: none"> Factor Y that affects the BrTW due to the project results 						
<ul style="list-style-type: none"> ... 						
<ul style="list-style-type: none"> Total of the factors of the BrTW that are not affected by the project results 						
<ul style="list-style-type: none"> Evolution BrTW (= sum of the rows above) 						
<i>Evolution of FTE (permanent employees only, not freelancers) ⁵</i>						
Total return for Flanders						
<ul style="list-style-type: none"> Evolution AP = BrTW / FTE 						
<ul style="list-style-type: none"> Growth in BrTW (incremental compared to starting value) 	N/A					
<ul style="list-style-type: none"> Growth in BrTW (cumulative) 	N/A					

In this call -> you can use [imec.icon xls impact](#) file for calculation!

It all links together:



7. VLAIO pre-application advise – after abstract phase

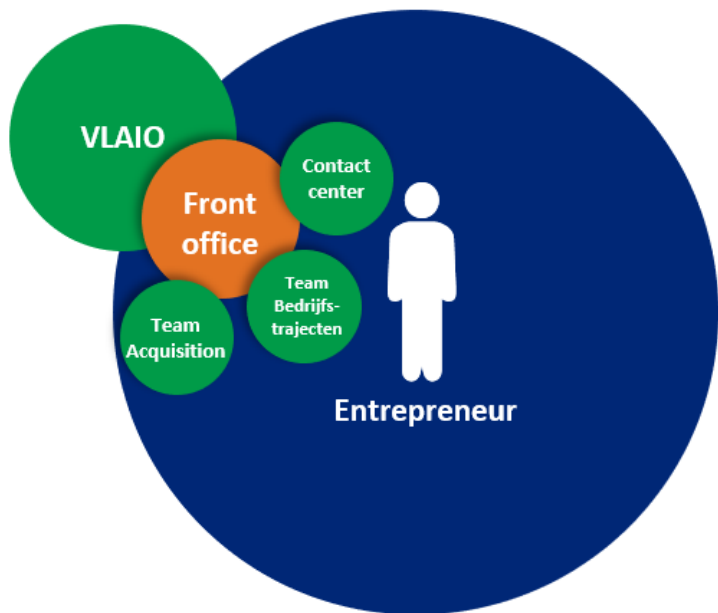
- **When selected for imec full proposal:**

- Possible to ask for *VLAIO pre-application advise*
- Provide all the necessary documents (pre application document, determination of company size, UID calculation module, input on VLAIO track record, ...)
- 6 to 8 weeks after upload in KRIS
- Based on interaction with VLAIO project office advisor + input from financial advisor
- Advise on project quality/issues
- Positive VLAIO pre-application advise is no 'guarantee' for approval in full proposal phase (!)

- **Full proposal:**

- No VLAIO deadlines -> submit to VLAIO when ready ('first time right' / rebuttal after evaluator feedback)
- Unsolved/open issue of 1 project partner -> possibly an issue for all partners (!)

Need help? VLAIO Team Bedrijfstrajecten can assist



Expertises



Construction



Energy & environment



Finance



EU



Digitech



Green energy carriers



Agro food(chain)



Materials & Chemistry



IP



Biobased economy



CrossRoads Flanders-the Netherlands



Health & Care



Mechanical engineering & Electronics



Circular economy

FUNDING BY INNOVIRIS
www.innoviris.brussels

CONTACT FOR INNOVIRIS

- Questions regarding
Innoviris funding:

- [Stijn Maas](#)

[T. +32 2 600 50 67](tel:+3226005067)



- **All Brussels enterprises which:**
 - Develop all or part of its activities in the Brussels-Capital Region.
 - Are not in difficulty, [in accordance with the European legislation \(p.19, point 18\)](#)
 - Can show their ability to fund their share of the cost of the program.
 - Have fulfilled all obligations under previous funding granted by the Brussels-Capital Region.

- Not exclusive Brussels partners within ICON -consortium (at least two in Flanders)

imec.icon external partners can apply for R&D funding

R&D project:

- **Industrial Research:** All of the actions, critical surveys and planned works carried out with a view to acquiring new skills and scientific knowledge in order to develop a product, process or service at a later date. (TRL 1 to TRL 4)
- **Experimental Development:** Activity which targets the application of the results of industrial research in the form of prototype products, procedures or services which may not be used for commercial purposes before the end of the project (TRL 4 to TRL 7)

Who?

SMEs and Large Enterprises

INNOVIRIS FUNDING PERCENTAGE

- Min. 40% - Max. 80% of project Budget
(15% collaboration bonus included, 80% = legal maximum)
- Depending on:
 - Nature of tasks Brussels partner in WP
Research (65%) vs Development (40%)
 - Size of company:
 - SE (+20%) / ME (+10%)
 - In case of doubt: contact Innoviris

- Subsidy: percentage of costs
- Budget contains:
 - Payroll costs
 - Investment costs
 - Working costs
 - Possible subcontractors
- Budget template is available

- Industrial Research and Experimental Development:
 - Aligned with instruction meeting imec and VLAIO
 - Valorization case for Brussels evaluated by Innoviris

EVALUATION CRITERIA

RESEARCH AND DEVELOPMENT PROJECTS

- Contribution of external partner has to be clear
 - Within program
 - Especially for Research project
- Impact on Brussels Capital Region:
Employment, Environment, Societal challenges, ...
- Valorization in Brussels Capital Region

AGENDA

- Introduction to imec
- imec.icon program, project modalities and IPR model
- Why participate
- Application procedure
- VLAIO and Innoviris funding
- Next steps

THINGS TO DECIDE

- Project idea
- Consortium
 - Industry partners
 - Research partners
 - User group members (e.g., for dissemination activities)
- Proposal manager
 - Start abstract in MyProjects
 - Optional: request via icon@imec.be
 - Sparring session to discuss project idea
 - imec Teams space

MARK YOUR CALENDAR

13 NOV	Abstract submission	12:00 noon
24 NOV	Feedback from experts	
3 DEC	Pitches	
9 DEC	Full proposal infosession	
FEB	Full proposal submission	
MAR-APR	Funding agency meetings	
1 JUN	Expected start project	

CONTACTS

Get in touch via icon@imec.be!

Steven Van Assche



Charlotte Waegebaert



Eric Van der Hulst



Deben Lamon



Laura De Sutter



Eric Moons



Annelies Vandamme



Ive Weygers

Or contact our funding partners

Questions regarding **VLAIO** funding

Marc Tiri



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AGENTSCHAP
INNOVEREN & ONDERNEMEN

Questions regarding **Innoviris** funding

Stijn Maas



smaas@innoviris.be

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Q&A



mec

embracing a better life

IMEC.ICON TIPS AND TRICKS

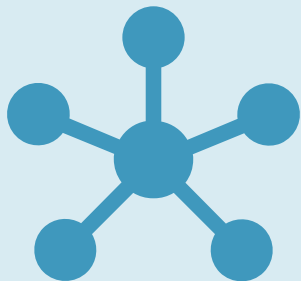
CONTENTS



- Example sparring questions
- Tips for writing convincing research goals
- Specific attention points for AI projects and projects dealing with user data
- Attention points for ICON specific evaluation criteria
- Tips concerning valorization

TIPS: TWO TYPICAL PROJECT TYPES

“Technology platform” projects



80%

20%

“Value chain” projects



TIPS: MOST COMMON ICON PITFALLS



Research

- Research challenges and knowledge buildup for industry partners
- Contribution to SotA for research partners
- Clarity and realism of innovation goals



Approach

- Relevance and quality of project approach



Valorization

- Impact lever insufficiently high
- Combined with weak valorization story

EXAMPLE SPARRING QUESTIONS

Research challenges

- What are the project's research objectives? Are they clearly formulated?
- How do they relate to the SotA? Are the research challenges sufficiently ambitious?
- What will be the demonstrators and how will they validate the research objectives?

Consortium

- Is the consortium capable of tackling the research challenges?
- Is the required expertise available?
- Are the contributions of the partners balanced and a good fit for the research challenges?
- Will the consortium engage in real collaboration? Are the partners' role clear?

Valorization

- What are the valorization plans of the industry partners? How will they integrate the technologies and project results into their products/services?
- How will the industry partners (together or separately) bring (parts of) the innovation to the market? What is the likelihood that they will be successful?
- Are there any parties missing in the consortium for successful valorization? If so, how will they be involved in the project (e.g., through user groups, ...)?
- What is the return for Flanders/Brussels region in terms of qualitative employment, investments and societal impact? Does the industry consortium reach a lever of 10 against the subsidies they will request?

ICON RESEARCH GOALS

1. Converge and align on the overall **project objective(s)**
 - What do you aim to achieve in the project?
 - What will the demonstrator look like?
2. Identify the **difficult problems** to be solved in the path to the realize the deliverables
3. Identify the **research goals**
 - Ensure the goals are **ambitious**
 - Improving on the SotA → **research** challenges
 - While still in line with the competence and the means of the partners
4. Define **measurable success criteria** for the research goals

ICON RESEARCH GOALS

CHARACTERISTICS OF GOOD GOALS

- **Specific:** what challenging problems need to be solved
- **Concise:** capture the essence of the challenge
- Realization that can be **verified:** measurable, preferably quantified
- Success criteria must be **positioned against the SotA**
 - SotA scope: worldwide, EU, market segment, organization
 - Is a measure of the risks and ambitions
- Innovation goals are **not to be confused with project activities or deliverables!**

ICON RESEARCH GOALS

FICTIVE EXAMPLE

Innovation objective: ***gain competitive edge with a consumer TV with world class display***

Requires research to make substantial steps in specific domains:

Concrete research goals	Ambition	State of the art	Specific criteria	Measurable
Resolution (pixel density)	↑↑	Best in class: 150 pixels/cm	200 pixels/cm	Y
Color gamut	↑↑	Rec.709	Rec.2020	Y
Brightness	↑	LCD: 600 nits;	800 nits	Y
Power	↓	AMOLED: 15mW/cm ²	5mW/cm ²	Y
Compatible with common semiconductor processes	+	11th generation fab processes	Per fab requirements	Verifiable
Radiologists QoE	↑	MOS = 4.0 on reference monitor	MOS = 4.4	Y

PROJECT APPROACH

SPECIFIC ATTENTION POINTS

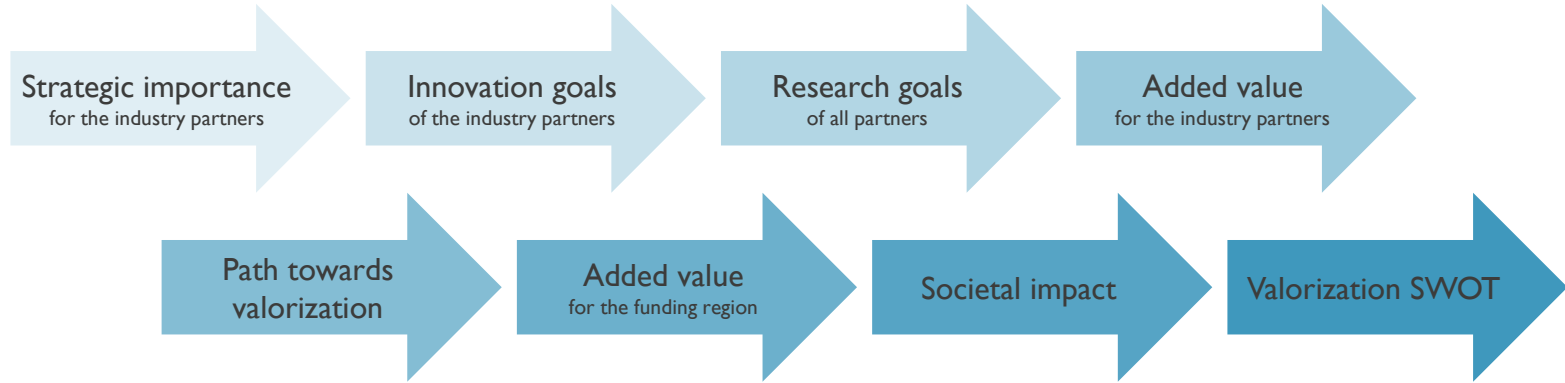
- **AI projects**
 - Need credible approach to
 - collecting sufficient and relevant data
 - training the AI algorithms
 - validating the AI algorithms
 - Within the project duration and with the project partners / user group members
 - Consider compliance with the EU AI act
- **Projects dealing with user data**
 - Compliance with General Data Protection Regulation (GDPR)
 - Consultation of mandatory ethical committees and voluntary ethical boards
 - Data management and governance plan
 - Suggestion: DMPonline (<https://dmponline.be/>, <https://dmponline.dcc.ac.uk/>)
 - Can be part of research activities

ICON-SPECIFIC CRITERIA

ATTENTION POINTS

- Real collaboration
 - Collaboration (also between industry partners) is a **clear goal of the project**
- Generic character of research
 - Broader applicability of the results of the research groups **beyond the consortium** and the use cases of the companies
 - Research activities are **independent** from the industry partners
 - In case of possible conflict of interest: explain how it will be handled
- Research beyond the state of the art
 - Only **high-risk research activities** can be funded at 100%
 - Ensuring beyond SotA character of research activities is an important responsibility of the **research lead**
- Compliance with EU state aid rules
 - Now handled in Letter of Intent

TIPS: INDUSTRY NEED AND VALORIZATION ARE KEY FOR SUCCESS



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through **sparring sessions and useful templates**

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VALORIZATION BY INDUSTRY PARTNERS

ATTENTION POINTS

- Valorization is key for funding: the impact lever needs to surpass 10 as a minimum
- Business case should give **convincing economic rationale**
 - Unique Selling Propositions (UPSs) of envisioned innovation for target market
 - Credible go-to-market strategy
 - Realistic revenue increases
 - Extra employment and investments or productivity increase in 5 years after project
 - Societal benefits are considered a “plus”
- Requests for **research funding** must be substantiated: elaborate on ambitions beyond the state of the art and the risks of **the company's** activities
- Check for **fundability** with VLAIO and Innoviris
 - E.g., against Undertaking-in-Difficulty (UID) / “Onderneming-in-Moeilijkheden” (OIM) rules



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