

CENTRAL KNOWLEDGE TRANSFER OFFICE (CKTO) SERVICES

GUIDE FOR APPLICANTS

VERSION: 3.0 – AUGUST 2023

1. INTRODUCTION

The «Guide for Applicants» aims to assist potential applicants and includes information regarding the application procedure, including the submission through the IRIS Portal. Potential applicants for Central Knowledge Transfer Office (CKTO) services are advised to first read carefully the relevant Call of Proposals (Applications) and the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices before reading this Guide. Please note, the «IP Voucher» application is not addressed in this Guide.

For information regarding the registration and submission procedure through the IRIS Portal, potential applicants are strongly advised to read the «IRIS Portal User Manual» which can be found on the IRIS Portal ([IRIS Portal User Manual](#))

Please note, the Research and Innovation Foundation (RIF) will issue clarifications and/or circulars with regards to the procedures and retains update the contents of this Guide as appropriate. The Research and Innovation Foundation may, at its discretion, extend or revoke the validity of a Call by applying the same method of publication used to issue the Call.

2. ADDITIONAL INFORMATION AND HELP

If you need additional information or help after reading the Call documents, the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices, and this Guide, please contact:

RIF Support Service

Email: support@research.org.cy

Phone: +35722205000

3. ACCESS TO THE CKTO SERVICES

The CKTO Support Services are provided through three Calls. This Guide is designed to assist you in responding to those calls.

- **Path 1: Fast-Track:**
This is a RESTRICTED CALL addressing the Beneficiaries of projects funded under specific RIF's Calls for Proposals: PRE-SEED/1221, SEED/1221, INNOVATE/1221, CO-DEVELOP-GT/0322 and CO-DEVELOP-ICT-HEALTH/0322.

▪ **Path 2: Direct Entry:**

This is a RESTRICTED CALL addressing the beneficiaries of projects funded under specific RIF's Program Calls in which the requirement was set for beneficiaries to participate in at least an Initial Engagement with the CKTO. As such, they automatically become Beneficiaries of Central KTO services.

▪ **Path 3: Open Call:**

Beneficiaries of projects that have been funded under:

- RDI projects funded by RIF's Calls of Proposals announced from 1/7/2019 onwards and not eligible under the Fast-Track or Direct Entry Call of Proposals for CKTO Services.
- RDI projects or activities funded by other public or private resources, including own/internal funding.

All applicants must have used and exhausted support for knowledge transfer and commercialization through any tool or service provided by the EU prior to apply for services from the CKTO.

4. REGISTRATION AND SUBMISSION PROCEDURE

The submission of applications is done via RIF's [IRIS Portal](#). It is noted that all parties who are owners of any right(s) in the subject asset(s) should register in advance on the IRIS Portal, and they are strongly advised to read the «IRIS Portal User Manual» ([IRIS Portal Submission](#)) which can be found on the IRIS Portal.

4.1. REGISTRATION ON IRIS

According to the [RESTART 2016-2020, Work Programme](#) prior to the application's submission stage participating organisations and natural persons must be registered on the IRIS Portal. The Legal Status Check will be completed before the approval of the application and the Initial Engagement. To this end, they will be asked to register their details using the IRIS Portal, before submitting the application. Upon registration, the organisations or persons will receive a unique Identification Code (UNIC), which will apply for the entire duration of the RESTART 2016-2020 Programmes.

The organisations, **acting through their Legal Representative**, must submit requested information and relevant legal documents on the IRIS Portal according to the selected beneficiary category. The applications must be submitted **ONLY** by the Legal Representatives of the organisations. Please note that natural persons engaged in economic activity should register on IRIS as Enterprises (B.1, B.2, B.3) while individuals (not engaged in economic activity) should register on IRIS as Enterprises Under Establishment. This procedure is necessary because of the way IRIS is configured. (See figure below).

Organisation Type 

- ✓ [A] Research Organisations
 - University
Research Organisations (University)
 - Research Institute
Research Organisations (Research Institute)
- ✓ [B] Enterprises
 - [B.1] Small Enterprise
Enterprises (Small Enterprise)
 - [B.2] Medium Enterprise
Enterprises (Medium Enterprise)
 - [B.3] Large Enterprise
Enterprises (Large Enterprise)
 - Enterprises under establishment
Enterprises (Enterprises under establishment)
- ✓ [C] Other Organisations
 - [C.1] Other Private Organisations
Other Organisations (Other Private Organisations)
 - [C.2] Other Public Organisations
Other Organisations (Other Public Organisations)

With regard to the Organisation's or natural person's Legal Representative, a Certificate must be submitted by the organisation or person using the electronic system certifying that the specific person is acting on behalf of the organisation and is duly authorised to bind it (e.g. Board of Directors meeting minutes authorising the Legal Representative or other appropriate document). In the cases of individuals, a relevant Written Declaration with respect to the authorisation of the Legal Representative must be submitted.

It is important to note that the categories of Beneficiaries, on the basis of which the CKTO Services and «IP Voucher» will be granted are defined in Work Programme of RESTART Programs 2016-2020. All Beneficiaries of CKTO services as well as the individual submitting the application should be registered on the IRIS Portal in advance. Therefore, the CKTO applicants as well as the individual submitting the application should be registered on the IRIS Portal in advance.

4.2. APPLICATION'S SUBMISSION

The proposal consists of the following parts:

1. **Part A** – General Information (electronic form (fields) to be completed online in the IRIS Portal).

2. **Part B** – Technical Annex (file which is uploaded as an Annex on the IRIS Portal in pdf format).
3. **Annex II** – Call Specific Information (documents to be uploaded as Annex II on the IRIS Portal in PDF format). **In each Call of Proposals (Applications), the requested documents to be uploaded as Annex II are described.**
4. **Annex III** - Call Specific Information (signed documents to be uploaded as Annex III on the IRIS Portal in PDF format). **In each Call of Proposals (Applications), the requested documents to be uploaded submitted as Annex III are described.**
If Annex III does not apply then upload an empty pdf document.

Regarding the Part A (electronic form (fields) to be completed **online in the IRIS Portal**), the following are noted:

Tab - General Profile of the Project Proposal

- In the «**Project title**» field, a title must be inserted.
- In the «**Project title in Greek**» field, a title in Greek must be inserted
- In the «**Acronym**» field, an acronym must be inserted.
- In the «**Project Duration**» field, **zero (0)** must be inserted.
- In the **question that concerns the resubmission of the proposal**, applicants must select «**No**».

The screenshot shows a form with two main sections. The first section is a text input field labeled 'Project Duration' with a dropdown arrow icon, containing the value '0'. The second section is a question: 'Has this Proposal (or a similar one with minor deviations regarding the content and / or participants) been submitted under any other Programme of the RESTART 2016 - 2020 Programmes?'. Below the question are two radio button options: 'Yes' (unselected) and 'No' (selected with a green checkmark).

- The «**Budget**» field and the «Requested Funding» will be automatically completed as **zero (0)**, as it does not apply in this case.
- In the «**New Working Positions**» field, **zero (0)** must be inserted.

New Working Positions 0,00

Total Budget (€) € 0

Requested Funding (€) € 0

Tab – Consortium Table

- Insert the exact name of the participants and their registration number in IRIS (UNIC number).

Consortium Table

Please (for all organisations) insert the UNIC (10 digit code generated by IRIS) and the name of the organisation (as registered in IRIS) and then press the Find button

Organization	UNIC	Partner Name	Organization Category	Find Organisation	Actions
HO Org-TypeB1	3148787265	Org-TypeB1		<input type="text"/> Find	

Please (for all organisations) insert the UNIC (10 digit code generated by IRIS) and the name of the organisation (as registered in IRIS) and then press the Find button

Tab – Annexes (Uploading Documents)

- Upload the requested documents as Annex II and Annex III.

Read carefully the instructions in (a) **Part B** and (b) **the relevant Call of Proposals (Applications)** in relation to the documents which must be uploaded as Annex II and Annex III respectively. **Part B** may mention specific items to be uploaded as part of an Annex. Not all required documents may be mentioned in Part B. You must check the call to ensure all required documents are uploaded.

Please note that for the provision of services to the SMEs will be counted as state aid which will be granted in accordance with the provisions of Article 28 – Innovation Aid for SMEs of the GBER (par. 2.c costs for innovation advisory and support services). The total amount that an enterprise can receive as aid for innovation advisory and support services (aid intensity 100%) cannot exceed

€200,000 per undertaking within any three (3) year period. This aid is not added on the De Minimis ceiling.

Please also note that you can attach only one (1) pdf file (maximum file size: 10 MB) per Annex. You need to select the Update button in order to upload the Annexes.

Annexes
Please attach only one (1) pdf file (maximum file size: 10 MB) per Annex.
You need to select the Update button in order to upload the Annexes.

<p>PART B - TECHNICAL ANNEX (Obligatory) ⓘ</p> <p>Upload File Here</p> <p>(You can upload a file that is relevant to this section.)</p>	<p>ANNEX II - CALL SPECIFIC INFORMATION TO BE DISCLOSED TO THE EVALUATORS (Obligatory) ⓘ</p> <p>As requested in Part B - Part 1 (Fast Track)</p> <p>Upload File Here</p>	<p>ANNEX III - CALL SPECIFIC INFORMATION NOT TO BE DISCLOSED TO THE EVALUATORS (Obligatory) ⓘ</p> <p>As described in the Call of Proposals</p> <p>Upload File Here</p>
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Additional information on how to complete Part B is provided in Section 4 of this Guide.

Tab – Validation and Submission

- Before submitting your application, you must run a validation check. By pressing the button «Run Full Validation», IRIS will check whether the minimum terms and conditions for the proposal (application) submission are fulfilled. Automated validation warnings will be posted on your screen in order to proceed with necessary actions.

Proposal Validation
By pressing this button IRIS will check whether the minimum terms and conditions for the proposal submission are fulfilled. Automated validation warnings will be posted on your screen in order to proceed with necessary actions.

[Run Full Validation](#)

5. COMPLETING PART B

Fast Track, Path 1, and Direct Entry, Path 2 share the same simplified Part B. Open Call, Path 3, has a longer Part B.

Please read the relevant Call, the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices, and the legal notice at the top of Part-B before entering data into Part B.

Please understand the RIF is asking for the information in Part B. What we are evaluating is whether the information likely can be understood by knowledgeable laypeople who are not specialists.

5.1. COMPLETING PART B FOR FAST DIRECT AND DIRECT ENTRY APPLICATIONS

5.1.1. B1. RIF FUNDED PROJECT - GENERAL INFORMATION

The information required is specified in the column to the left of the table. Enter your information in the right-hand column.

5.1.2. B2. APPOINTED REPRESENTATIVES OF THE ORGANIZATIONS, INDIVIDUAL AND/OR CONSORTIUM(S)

This table must be submitted as part of Annex II and uploaded onto IRIS as part of that Annex. The reason is you must obtain the signatures of *all* legal representatives for every own of any right in an intellectual asset in the Bundle that is the subject matter of the application. We wish to emphasize four things.

1. If any owner is a foreign entity or natural person and not an entity or natural persons that is legally established and active in territories under the control of the Republic of Cyprus, the application will be rejected unless they have opted out of the service or they (the foreign owner) have assigned or licensed all their rights exclusively to one or more Cypriot entities or natural persons or opted out

In the event one or more foreign entities is an owner of any part of a Bundle submitted for CKTO services and thus ineligible to receive services, the foreign entities and/or natural persons must:

- a. irrevocably license or assign all their rights in the intellectual asset bundle to one or more Cypriot entities and/or natural persons who is an eligible Beneficiary and can receive the services (so long as the Cypriot entity or person does not breach the agreement), in which case the foreign entity or person will not appear in the application as they no longer are an owner of any actionable rights or

opt-out from receiving any services and being a Beneficiary, in which case a statement they are opting out must be provided in writing to RIF which includes written permission for the other Beneficiaries to receive any of the Services and an agreement signed by all the remaining beneficiaries that they agree to be charged, according to the procedure described in the Call and Framework, for the allocable

portion of the State Aid benefits to have been received by the foreign entity or person in accordance with State Aid rules.

In the case of assignment or exclusive licensing, the terms of such agreements is a matter for the parties to the agreement and need not be disclosed to RIF.

Please see the Call and the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices for more information on how charges are allocated.

2. The percent of Ownership of the Asset is used to determine charges to each Beneficiary for the CKTO services provided in response to the application.
3. The legal representative for a natural person may be that person. Natural persons do not have to appoint a legal representative. If the person is representing her- or himself, they still must sign in the column for signatures.

5.2. The Legal Representative submitting the application is responsible for ensuring this table is accurate and complete and that no owner of any right is missing.

5.2.1. B3.1 NON-CONFIDENTIAL SUMMARY

As specified, the Summary must be two things: short (a maximum of two paragraphs) and non-confidential. It establishes you can describe your asset bundle in such a manner, a necessity for market research and other commercialization activities involving communication with people not yet under a non-disclosure agreement (NDA). If it cannot be done, it is most likely impossible to commercialize the bundle because people will want to have some idea of what you are doing to determine if they are willing to sign an NDA in order to find out more.

To make it short focus on the following:

- What does this intellectual asset bundle do (or what is it) and why is it superior to any existing or emerging substitutes for doing similar things (or which are similar things)? Is it a product or service or something integrated into an existing product or service?

Discuss the core benefit or benefits the bundle provides an end-user and what features and/or functionalities make that possible. Where you have performance specifications or test results, compare the performance of what you have to the performance of

current or emerging substitutes. If it is easier to use or will cost less (either in the product's or service's purchase price or in the product's or service's life cycle costs) also mention that.

- Who should care about this intellectual asset bundle?

Discuss the likely application(s) for the bundle and why it will be attractive in the application(s). What problem or opportunity is the bundle addressing?

We emphasize that any submittal under B3.1 longer than two (2) paragraphs will lead to the application being rejected. If you find you are having trouble meeting the length limit, take some time to think about what is the most important information to convey. The information of lesser importance can be conveyed in person during the Initial Engagement meeting.

In order to make it non-confidential, it helps to avoid discussing *how* it works or is made and focusing instead on *what it does* that cannot be done at present or cannot be done as efficiently and effectively.

To make it understandable to a lay person, write it so a lyceum student could understand it. It is OK to use common scientific and engineering terms but avoid technical and scientific jargon. To avoid jargon see if a definition of that term is readily found by searching on a common web search engine.

5.2.2. B3.2 Copy of Disclosure(s)

The disclosure being requested is the form your organization used to document the invention or creation of the intellectual assets which the bundle is centred around (or the disclosure another organization in the consortium) and which resulted from the work under the project associated with the Protocol Number specified in B1.

The disclosure is uploaded as part of Annex II. Please note Annex II should be a single PDF file.

5.3. COMPLETING PART B FOR OPEN CALL APPLICATIONS

5.3.1. B1.1 Project or Other Activity Information

The title requested in the first row of table is the project or activity during which the intellectual assets around which the bundle is centered was created or invented. If this was an on-going or incidental activity instead of a formal RDI or new product development project, please note that.

The second row is where you place the name of all participating organizations or individuals, if the latter were not involved on behalf of an employer. Please note that if any of these organizations were not involved in the creation or invention of the intellectual assets, or have another reason to be considered as an owner, they do not need to be mentioned as owners of a right in those assets in the table for B2.

The third row in the table is where you state all the programmes and agencies or organizations funding the project or activity during which the intellectual assets were created or invented. Please note, it may be the case that some funding agencies or organizations require receiving some share of the ownership rights in any intellectual assets resulting from the funded work as part of the contract or grant you signed to receive the money. If that is the case here, they need to be included in the table for B2.

The last row in this table is where you state the date on which the project or activity resulting in the intellectual assets began and ended. If this was an on-going activity, state “on-going” where the table asks for an end-date.

5.3.2. B1.2 Only for Intellectual Assets associated with a proposal/project submitted to or funded by RIF

This table is only completed if the intellectual assets around which the bundle is centered are associated with the work plan or a proposal submitted to, and evaluated by RIF and was not funded due to lack of budget or was submitted to the RIF and funded under a Call which does not qualify for either Fast Track or Direct Entry. In either case, indicate if the evaluation score for the proposal was 12 or above.

If the evaluation score was above 12, check the appropriate box to indicate if the proposal was funded or not.

If it was not, the next row is where you explain why it was not funded.

The next row asks for the proposal or project protocol number that is in IRIS.

The final two rows asks whether the intellectual asset(s) described later in Part B are a direct result of the work proposed (and if relevant funded) and if so, how are they a result of the proposed work.

5.3.3. B1.2 All available EU or other Knowledge Transfer or Commercialisation Support available through the Funding Source has Been fully utilised

Because the CKTO can only offer services until its budget is exhausted, where Beneficiaries own rights in intellectual assets that emerged in course of a project or activity funded by the European Union, a foundation other than RIF, or another external source, the RIF requires that before receiving services from the CKTO you exhaust any other knowledge transfer or commercialization services for which you are eligible due to that funding. The approach allows us to maximize the number of Cypriot entities and individuals receiving knowledge transfer and commercialization services.

5.3.4. B1.3 Non-confidential Summary of Results/Asset Bundle

As specified, the Summary must be two things: short (a maximum of two paragraphs) and non-confidential. It establishes you can describe your asset bundle in such a manner, a necessity for market research and other commercialization activities involving communication with people not yet under a non-disclosure agreement (NDA). If it cannot be done, it is most likely impossible to commercialize the bundle because people will want to have some idea of what you are doing to determine if they are willing to sign an NDA in order to find out more.

To make it short focus on the following:

- What does this intellectual asset bundle do (or what is it) and why is it superior to any existing or emerging substitutes for doing similar things (or which are similar things)? Is it a product or service or something integrated into an existing product or service?

Discuss the core benefit or benefits the bundle provides an end-user and what features and/or functionalities make that possible. Where you have performance specifications or test results, compare the performance of what you have to the performance of current or emerging substitutes. If it is easier to use or will cost less (either in the product's or service's purchase price or in the product's or service's life cycle costs) also mention that.

- Who should care about this intellectual asset bundle?

Discuss the likely application(s) for the bundle and why it will be attractive in the application(s). What problem or opportunity is the bundle addressing?

We emphasize that any description under B3.1 longer than two (2) paragraphs will lead to the application being sent back for revision and resubmittal. If you find you are having trouble meeting the length limit, stop, walk away, and think about what is the most important information to convey. The information of lesser importance can be conveyed in person during the Initial Engagement meeting.

In order to make it non-confidential, it helps to avoid discussing *how* it works or is made and focusing instead on *what it does* that cannot be done at present or cannot be done as efficiently and effectively.

To make it understandable to a lay person, write it so a lyceum student could understand it. It is OK to use common scientific and engineering terms but avoid technical and scientific jargon. A trick for avoiding jargon is to see if a definition of that term is readily found by searching Google, Bing, or another common search engine.

5.3.5. B2. APPOINTED REPRESENTATIVES OF THE SUBMITTING ORGANIZATION(S), INDIVIDUAL(S) AND/OR CONSORTIUM

This table must be submitted as part of Annex II and uploaded onto IRIS as part of that Annex. The reason is you must obtain the signatures of *all* legal representatives for every own of any right in an intellectual asset in the Bundle that is the subject matter of the application. We wish to emphasize four things.

1. If any owner is a foreign entity or natural person and not an entity or natural persons that is legally established and active in territories under the control of the Republic of Cyprus, the application will be rejected unless they have opted out of the service or they (the foreign owner) have assigned or licensed all their rights exclusively to one or more Cypriot entities or natural persons or opted out

In the event one or more foreign entities is an owner of any part of a Bundle submitted for CKTO services and thus ineligible to receive services, the foreign entities and/or natural persons must:

- a. irrevocably license or assign all their rights in the intellectual asset bundle to one or more Cypriot entities and/or natural persons who is an eligible Beneficiary and can receive the services (so long as the Cypriot entity or person does not breach the agreement), in which case the foreign entity or person will not appear in the application as they no longer are an owner of any actionable rights or
- b. opt-out from receiving any services and being a Beneficiary, in which case a statement they are opting out must be provided in writing to RIF which includes written permission for the other Beneficiaries to receive any of the Services and an agreement signed by all the remaining beneficiaries that they agree to be charged, according to the procedure described in the Call and Framework, for the allocable portion of the State Aid benefits to have been received by the foreign entity or person in accordance with State Aid rules.

In the case of assignment or exclusive licensing, the terms of such agreements is a matter for the parties to the agreement and need not be disclosed to RIF.

Please see the Call and the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices for more information on how charges are allocated.

2. The percent of Ownership of the Asset is used to determine charges to each Beneficiary for the CKTO services provided in response to the application.
3. The legal representative for a natural person may be that person. Natural persons do not have to appoint a legal representative. If the person is representing her- or himself, they still must sign in the column for signatures.
4. The Legal Representative submitting the application is responsible for ensuring this table is accurate and complete and that no owner of any right is missing.

5.3.6. B3.1 Ownership of all the Rights in the Intellectual Asset(s)

B3.1 is where you establish that the owners of the rights to the intellectual asset bundle actually own those rights. There are a number of ways this can be done.

One way is to copy and submit the relevant pages of an Inventor's Notebook. These notebooks are also called inventor's journals or inventor's logs. An Inventor's Notebook is a bound journal with sequentially numbered pages where inventions (or other creation of intellectual assets) are written down as soon as possible after they occur. Inventor's Notebooks are constructed so that if a page is missing or added, it is obvious. The writing describes what was invented, when, where, who was present and is a co-inventor or co-creator, and anything else pertinent for establishing who invented or created the asset(s). The inventors sign the page (or pages) and they have one or two witnesses sign as well. Everyone dates their signature.

There are many explanations of inventor's notebooks on the web as well as several sites where you can buy them.

A formal disclosure filed with the inventor's employer is another form of acceptable documentation.

Electronic equivalents of inventor's notebooks or disclosures also work. Be sure they are time and date stamped somehow and cannot be altered or amended without leaving an audit trail. For example, blockchain can be used to create an inventor's notebook equivalents.

If you cannot access any of the above, you can also describe the inventor or creation on a piece of paper, add the information commonly recorded in an inventor's notebook, had a statement the information is true and accurate, and sign and date it in front of a notary so it can be notarized and, if possible, also have witnesses who can attest to the truth and accuracy of the information sign it and be notarized as well.

Please note we request you limit the information under B3.2 to two pages.

5.3.7. B4. APPLICANTS WHO HAVE RECEIVED A CERTIFICATE OF INNOVATIVE ENTERPRISE FROM THE REPUBLIC OF CYPRUS

If the intellectual asset bundle is centred around assets invented or created by a company holding an Innovative Enterprise Certificate from the Republic of Cyprus, enter the relevant information in the table here. The assessment you underwent to receive the certificate makes completing the rest of Part B unnecessary, although we strongly urge to do so anyway as it will provide information that allows the CKTO experts to better prepare for the Initial Engagement meeting.

5.3.8. B5 APPLICANTS WHO DO NOT HAVE AN INNOVATION CERTIFICATE

B5.1 and B5.2 provide information on how you foresee commercialising your intellectual asset bundle, where you are in that process, and the roadblocks or obstacles you are facing. Except for holders of an Innovation Certificate, all other applicants must complete them. As noted above, applicants with an Innovation Certificate are urged to complete them as well.

5.3.9. B5.1. Preliminary Commercialization Business Model Canvas

The Business Model Canvas (BMC) is widely used and you can find material on BMCs and how to complete them online. They are essentially a simplified outline for a business or commercialisation plan. For this reason, we will be brief in our discussion of the information sought.

Non-proprietary Description of the Invention, What It Does, and What Benefits, Features, and Functionality It Offers

Look at what you wrote for B1.3. Summarize the paragraph on what does this intellectual asset bundle do (or what is it) and why is it superior to any existing or emerging substitutes for doing similar things (or which are similar things)? Is it a product or service or something integrated into an existing product or service? Everything in the BMC has to relate to this description for the BMC to hang together as a coherent whole.

Customer Relationships

Although this cell is near the right side of the BMC, if you have never made one before, we recommend you start here. In a commercialisation BMC the relationships are usually selling (assigning) to customers, licensing to them, building a start-up and selling a product or service to them, or making and selling a product in the existing company where you are employed or for whom you are a consultant or contractor. If you are licensing, are you licensing exclusively (all rights to make, use, or sell to one licensee), sole (all rights divided between the licensor – who retains the right to make, use, and sale – and a single licensee, or non-exclusively (many licensees).

Customer Segments

Continue to this cell if you are new to BMCs. Here you discuss what customer segments you are targeting, Are they consumers or other businesses. What characteristics, traits, industries, or activities and demographics define the segment.

Value Proposition(s)

Hoping back to the center of the BMC, describe why will these customer segments want to buy or license what you are offering. What in your description of the Bundle solves a problem or challenge facing the people or organisations in the customer segment or what new opportunity does it open up for them. Ideally, the answer is persuasive enough to explain why they will want to buy or license from you in the near to mid-term.

Key Activities

Moving towards the left-hand side of the BMC, here you present your understanding of what are the critical activities that have to be performed to successfully sell or license the asset bundle or make and sell products or services to the targeted customer segments.

Key Partners

Only rarely does any organisation have all the skills, capabilities, and capacities it needs to bring a new product or service to market or to successful license or sell an intellectual asset bundle. Who do you need as partners to conduct the Key Activities required to bring this asset bundle to market? Continuing to the left, this cell is where this information is entered.

Channels

Hoping back to the right of the BMC, Channels refer to how you communicated and interact with your customer segments. Communication channels include traditional media, social media, direct contact, and word of mouth. If you have types of channels to use in mind, mention that here. If you can identify the specific ones, add that information. Also consider what channels you will use to place the good you are selling or licensing in your customers hands. Is this mail, a shipping service, over the internet, personal delivery, and/or something else?

Key Resources

To the left of Channels is the Key Resources cell. Now that you have described what you will be doing, what resources do you require to perform these Key Activities using these Channels to deliver on your Value Proposition for these Customer Segments with these Key Partners. Key resources can include labor, facilities, equipment, additional intellectual property or assets, capital, land, etc.

Cost Structure

Moving to the bottom left of the BMC, Cost Structure refers to the fixed and variable costs involved in performing the Key Activities using the Channels to deliver on your Value Proposition for the Customer Segments with the Key Partners using the Key Resources. How much control do you have over these costs? Fixed costs are costs that remain unchanged regardless of the amount of output a company or organisation produces, while variable costs change with the level of activities. Are these costs direct (due to developing, making, or selling a specific product or service) or are they indirect costs (costs that cannot be easily associated with a specific product or activity because they are involved in multiple activities, products, and services)? Are they amenable to economies of scale or scope or to network economies? Are any other ways you can be more efficient and cost-effective, such as by using outsourcing or gig employee?

Revenue Streams

The final cell of the BMC addresses where do you earn your money. In a commercialisation BMC, revenue streams come from customer segments who are buying rights, products, or services or are licensing. Which apply to your approach to commercialisation. Are you looking for one-time revenues (a sale for example) or on-going revenues (running royalties or subscriptions for example) in each stream? Are there ways you can maximize your revenues in each stream?

5.4. B5.2. Potential Roadblocks for Commercialization for applicants who do not have the innovation certificate

In two pages or less, please describe any roadblocks, hurdles, and obstacles you see facing your plans for commercialising your intellectual asset bundle and how, if relevant, you have or plan to avoid, mitigate, or work around them.

6. Answers to Frequently Asked Questions

1. Why are there three different paths to access the CKTO?

At the time of announcing the Innovation Programmes (Pre-Seed, Seed, Innovate) of December 2021 and the Co-Develop Programmes of March 2022 we knew we had secured the budget to offer Knowledge Transfer and Commercialization services but we were not yet in position to specify how these services would look like and how they would be delivered to beneficiaries of these funding programmes. At the time we described a Fast-Track Process to make sure that the beneficiaries of these programmes can also benefit from the services of the CKTO. When we had clarity on the structure of the CKTO Services and the way we will be delivering them we have set the requirement to contact the CKTO in the Call Documents of specific RIF Funding Programmes. The requirement to contact the CKTO sets the basis to access the Services of the CKTO via Direct Access. Our aim is to provide KT and Commercialization Services to everyone in Cyprus. If you do not fall under the Fast-Track or Direct Access category then Path 3 is the way to apply for the Services of the CKTO.

2. Why do I need to list all owners of the Intellectual Assets?

The Services relate to the commercialization of assets whose rights are collectively owned by *all* of the owners. That gives rise to two concerns.

First, confidential information may be disclosed to the RIF and its CKTO during the provision of services which an owner may prefer not to be released or which they feel must be clearly marked as confidential. This process ensures no owner's right to keep their confidential information safe as they see fit in their sole discretion is inadvertently violated.

Second, the information and assistance provided by the CKTO will likely affect the ability of owners to commercially exploit those assets. Even if they all agree to pursue a specific approach to commercialisation, the RIF has determined this is the best method to avoid some owners receiving more information than other owners, thereby giving an unfair advantage to owners receiving more information.

3. Why do I need to have consent/approval from all owners of the Intellectual Asset(s) before I apply for Services?

As stated in the answer to Question 2, during service delivery by the CKTO, rights of an owner may be affected. For this reason, the consent of all is required.

4. I would like to obtain Services but one of the owners does not want to. What shall I do?

That owner may opt out in writing. If they do not opt out, we cannot accept the application for the reasons stated in the answer to Question 3. Please see section 1.4, Eligible Beneficiaries and section 2.3, State Aid and the Provision of Services by the CKTO in of the Framework of Operations of the Central Office of Knowledge Transfer and footnote 3 in its Annex A.

5. They don't want to opt-out, but they would be interested in licensing/assigning it to me, can you help me with the relevant agreement?

No. Such matters are for the party owning the right(s) to determine. If you need help with such agreements, please seek such help from legal counsel.

6. Why do I need to have at least an interim report before I can request the Services?

The interim or final report score of A, B, or C validates the merit of the intellectual asset bundle. Failure is a legitimate outcome of RD&I projects. There is nothing wrong with failure as by its very nature RDI projects are risky. Failure also advances our knowledge. However, failure means that there is nothing to commercialise unfortunately.

7. Why are the evaluation criteria different between the three paths?

As addressed in Section 5 of the Guide for applicants, the difference in the evaluation criteria reflects the fact that the intellectual assets involved in Fast Track and Direct Entry were developed in the course of an RIF-funded project for which an interim or final evaluation has been conducted.

The different requirements for Innovation Certificate holders when completing Part B for the Open Call path is that their capabilities relating to getting innovations to market were assessed as part of the process to obtain the Certificate.

8. I have a Foreign Research Organisation participating in my RIF funded project. What shall I do?

If the Foreign Research Organisation holds any right in the intellectual asset bundle, they must either opt out or license or assign all their rights to a Cypriot entity or natural person. Please see Section 1.4 of the Framework of Operations of the Central Office of Knowledge Transfer and Section 1.3 of the Framework's Appendix 1. Foreign ownership is also discussed in Guide for Applicants. Please see Section 5.1.2, B2. APPOINTED REPRESENTATIVES OF THE ORGANIZATIONS, INDIVIDUAL AND/OR CONSORTIUM(S), which addresses Fast Track and Direct Entry applications (proposals) and in Section 5.2.5, B2. APPOINTED REPRESENTATIVES OF THE SUBMITTING ORGANIZATION(S), INDIVIDUAL(S) AND/OR CONSORTIUM which addresses Open Call applications (proposals). Also see the information provided in the answer to Question 4 above with respect to opting out.

9. I have licensed in technology from a foreign entity. Can I use the Services of the CKTO?

Yes, as long as you qualify for the Call. Please read the relevant Call, the Framework of Operations of the Central Office of Knowledge Transfer and its Annexes/Appendices. Also read the answer above.

10. Why do I have to explain my Intellectual Assets in simple terms?

Two reasons:

First, while the experts in the CKTO are sophisticated laypeople when it comes to science and engineering and have a track record across a number of thematic areas, they are not specialists in specific fields. Their unique expertise relates to getting your intellectual assets to market. So, if your explanation is full of jargon or involves concepts and mathematics only a graduate with an advanced degree in your field would understand, our experts will not be able to understand it.

Second, commercialisation involves explaining what you have to business people, potential customers, and/or investors who most likely will not have an advanced degree in your field. You want their help, and often their money. If they cannot understand what you have to offer or it requires too much effort to understand it, they will pass on the opportunity as you are most likely only one of the many people approaching them for their help or money.

11. I think I have invented something, but I have no interest in setting up a business to exploit it.

You are still welcome to use the services of the CKTO as licensing or selling all your rights in your invention are commercialisation paths that do not require you to set up a business.

12. Why do the evaluation criteria differ between different types of applicants in Path 3?

In Path3 applications can be submitted by:

- a. RDI project funded by RIF's Calls of Proposals announced from 1/7/2028 onwards and not eligible under the Fast-Track or Direct Entry Call of Proposals for CLTO Services.
- b. RDI project or activities funded by other public or private resources, including own/internal funding.

During the internal evaluation process, we need to confirm that the minimum criteria for each of these categories are fulfilled. The way we do that varies depending on the information we already have in IRIS.

13. Why should I be registered on IRIS?

As applications are submitted through IRIS system, all applicants must register on IRIS platform in order to submit. Through the platform, all eligibility checks will be carried out according to the RESTART Work Programme rules and procedures. What is submitted in IRIS is used when preparing the RIF report on State Aid provided to Beneficiaries.

14. What if I got a D or an E in my scientific evaluation?

If you have a D or E in the latest scientific evaluation, then you are not eligible to apply for the CKTO services. Please see the relevant clauses in the [RESTART 2016-2020, Work Programme t](#) to request a re-evaluation if you think the score was erroneous.

15. We haven't finalized our product yet – can we still apply for services regarding the analysis of patents and initial investigation of the size and needs of the market?

Yes. Please do. This would be a good time to get this support for your intellectual asset bundle and the anticipated product that embodies or incorporates them.

16. We are currently a beneficiary of CONCEPT project and we are advised to be involved with the CKTO. Which Path should we follow and how we are going to come in contact with you? Also, how much confidentiality should we have in the submission of information important to conduct a patentability landscape?

You will select the relevant Path to submit your application according to the Call of Proposals your proposal was submitted in (your Call Identifier). Afterwards, read carefully the relevant Call for Applications and the current document which includes useful information for the application's preparation and submission.

If you want further assistance determining which Call to apply under, you can contact the **RIF Support Service**:

Email: support@research.org.cy
Phone: +35722205000

With respect to receiving a patentability landscape and what specific information may be required for its conduct, please discuss these topics during your Initial Engagement meeting with the CKTO experts involved.

17. Is there a specific area or web-page dedicated to CKTO, or is all the information dispersed around the RIF website?

You can find more information about the CKTO in the RIF's website (<https://www.research.org.cy/ypiresies-kainotomias/grafeio-metaforas-technologias/#toggle-id-7>).

The submission of applications is done via the RIF's [IRIS Portal](#).