This toolkit aims at providing support to the Innovator all along the innovation process: Just click on the cell of the matrix you are interested in, and you will get relevant information regarding the corresponding stage and issue:

- An introduction emphasizing what is at stake for the specific topic
- A list of key issues to be raised regarding the topic
- What the HighTech Europe project delivers as contributions for this topic
- A list of other references and useful sources of complementary information

In addition, you have access to checklists by clicking on the corresponding areas. Such lists are control tools while getting from one stage to the next one, consisting on a series of key questions, very simple to answer (yes/no type), allowing you to check whether the related issues have been taken into consideration before jumping to the next stage. It is not necessary to have completed all the issues, but at least to have already examined them.

	Prefeasibility	Check list	Feasibility	Check list	Development	Check list	Launching
Technical	Technical x pre feasibility		Technical x feasibility		Technical x development		Technical x launching
Legal / IPR	Legal x pre feasibility		Legal x feasibility		Legal x development		Legal x launching
Financial	Financial x pre feasibility		Financial x feasibility		Financial x development		Financial x launching
Marketing	Marketing x pre feasibility		Marketing x feasibility		Marketing x development		Marketing x launching
Management	Management x pre feasibility		Management x feasibility		Management x development		Management x launching
Consumer issues	Consumer issues x pre feasibility		Consumer issues x feasibility		Consumer issues x development		Consumer issues x launching

STAGES (Columns of the matrix)

Pre-feasibility - from the idea to the project: in this preliminary sketch is identified the process or product that could be improved or even replaced to get a better quality of the final product/service and/or at lower cost. The problem is formulated and the project leader starts thinking about how to solve it. This stage aims to screening the potential solutions and the necessary competence to be mobilized, and to start identifying partners (considering technical, legal, financial, marketing and management issues). At the end of this phase, the project carrier should be able to decide whether to implement the project or not. If necessary, this stage may include a short business case that will provide additional information to make such a decision.
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Feasibility study - from the project to the prototype: core of the project; this stage aims to build the detailed business plan, gather partners and start implementing. Each and every issue of the project (technical, legal, financial, marketing and management) must be taken into account, understood, and tackled with in a well balanced way. The sharing of the tasks must be very well designed, and the partners carefully chosen. The planned choices must be solid but flexible; this will be the strength of the project because one might have to

grope a bit to end up with a satisfying solution. At the end of this phase, the finalized product/service should be available at pilot scale and the business plan fully completed.
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Development - from the prototype to the product/service: this is the scale-up phase, which should be considered as a new mostly-technical challenge involving specific competence. Consequently, the partnership set up in the previous stages may evolve. This is also the key moment for starting with the marketing plan. This stage aims to get the finalized product at industrial scale; at the end, the production should be ready to start and the first clients should be identified. Some orders might even be taken.
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Launching - from the product/service to the market: this is the transitional phase before the full implementation of the innovation. Exchanges with clients are essential to accurately place the product/service on the market. The sale department has a key role in those fine fittings, as they are the bridge between producers and users. It is also important to start planning the future, considering that a product/service has a specific shelf-life; the project has to evolve and/or grow or die. This stage aims to successfully commercialize the product/service onto the market; at the end, the production should be on routine and a new project might start emerging...
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ISSUES (Lines of the matrix)

Technical issues: these concern all the purely technical problems all through the project. The specifications that have been defined at the beginning might change during the implementation; specific technical competence is required for each stage.
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Legal and intellectual property rights issues: these encompass legal issues which are laws, legislations, norms etc., intellectual property issues which are mainly patenting issues (what are the existing / exploited / licensing / forthcoming patents in the domain?), and agreement issues which are not to be neglected and are strongly linked to the partnership management (partnership agreements).
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Financial issues: these are obvious for starting an innovation, but they should be planned for the whole duration of the project, including the launching phase. The latter is indeed too often poorly supplied and many projects could not reach success because of this badly lead transitional phase. Budgets must be planned as precisely as possible, the unexpected must always be anticipated, which means the budget must include an extra-budget, and investors must be secured.
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Marketing issues: they encompass pure market trends & opportunities as well as more social, ethical, cultural aspects including consumer acceptance. Knowing if consumers would buy a new product/service is as important

as knowing how much they are willing to pay for it. Additionally, the consumer behaviour is very variable depending on the environment, and this can make a big change in the local market opportunities.
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Management issues: including partnership management: these are the cement of the project, bonding every aspect with the other ones and every stage to the other ones. The challenges are numerous: indentifying the right competence, the right partners; convincing the staff and the partners to get involved; building and leading the partnership, which can change during the project as requirements, change.
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Consumer issues: these encompass consumer issues which are: consumer risk and benefit perception regarding food safety and quality, consumer acceptance of new technology and new added value as well as optimalization of new product/service based on consumer viewpoints. These issues show a close relationship with marketing issues, the finding of consumer studies are able to used in marketing topics.
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Source: http://www.foodtech-portal.eu/index.php?title=Special:PdfPrint&page=Innovation+process