

**Call: I3-2026-CAP2B**  
(I3-2026-CAP2B - CAPACITY BUILDING)

**Topic: I3-2026-CAP2B**

**Type of Action: I3-PJG**  
(I3 Project Grants)

**Proposal number: 101335858**

**Proposal acronym: THRIVE**

**Type of Model Grant Agreement: I3 Action Grant Budget-Based**

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Application forms

Proposal ID 101335858

Acronym THRIVE

1 - General information

Field(s) marked \* are mandatory to fill.

Topic	I3-2026-CAP2B	Type of Action	I3-PJG
Call	I3-2026-CAP2B	Type of Model Grant Agreement	I3-AG
Acronym	THRIVE		
Proposal title	Transforming Health & Regions through Interregional Value-chain Experimentation		
	Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &		
Duration in months	24		
Fixed keyword 1	Innovation methodologies		
Fixed keyword 2	Innovation management		
Fixed keyword 3	Regional development		
Fixed keyword 4	Demand driven innovation		
Fixed keyword 5	Market-creating innovation		
Free keywords	healthcare innovation; NCD prevention, precision diagnostic and personalized treatment; innovation projects investment readiness; inter-regional open innovaiton, Living Labs methodology		

Abstract \*

European healthcare systems are facing increasing structural pressure driven by ageing populations, rising prevalence of non-communicable diseases, workforce shortages, fragmented innovation ecosystems, and persistent barriers in translating innovation into scalable solutions. At the same time, the sector represents a major economic and societal driver, where the convergence of medical sciences with digital technologies, artificial intelligence and data-driven approaches creates unprecedented opportunities to transform prevention, offer accurate diagnosis and personalised care.

THRIVE aims to strengthen the capacity of less developed and transition regions to cooperate within European healthcare value chains by generating and scaling interregional, investment-ready innovation projects aligned with Smart Specialisation priorities related to healthcare.

The consortium brings together 10 complementary partners from 5 regions of varying innovation maturity, combining public authorities, universities, clusters/innovation intermediaries and an investment fund (iBioNext) to ensure full quadruple-helix coverage, heigh-level expertise in innovation projects support and strong integration across healthcare value chains.

THRIVE a structured methodology combining ecosystem mapping, co-creation, venture building and real-world validation, simultaneously serving as a framework for regional ecosystems discovery, mutual learning, co-creation, capacity building and support for small companies to innovate. THRIVE will deliver at least 5 interregional roadmaps, identify 30 business cases in healthcare, support ≥ 15 investment-ready projects, engage over 100 intermediaries and 400 stakeholders, establishing ≥ 15 interregional alliances collaborating to create a sustainable pipeline of scalable healthcare innovations and reinforcing long-term interregional cooperation capacity.

Remaining characters 110

# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call?

☐ Yes ☒ No

Please give the proposal reference or contract number.

*Previously submitted proposals should be with either 6 or 9 digits.*

## Declarations

Field(s) marked \* are mandatory to fill.

1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal. \*



2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions). \*



3) We declare:

- to be fully compliant with the eligibility criteria set out in the call
- not to be subject to any exclusion grounds under the [EU Financial Regulation 2018/1046](#)
- to have the financial and operational capacity to carry out the proposed project. \*



4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the [Funding & Tenders Portal Terms and Conditions](#). \*



5) We have read, understood and accepted the [Funding & Tenders Portal Terms & Conditions](#) and [Privacy Statement](#) that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits). \*



The coordinator is only responsible for the information relating to their own organisation. Each applicant remains responsible for the information declared for their organisation. If the proposal is retained for EU funding, they will all be required to sign a declaration of honour.

**False statements** or incorrect information may lead to administrative sanctions under the EU Financial Regulation.

# Application forms

Proposal ID 101335858

Acronym THRIVE

## 2 - Participants

### List of participating organisations

#	Participating Organisation Legal Name	Country	Role	Action
1	AGENTIA PENTRU DEZVOLTARE REGIONALA CENTRU	Romania	Coordinator	
2	UNIVERSITATEA DE MEDICINA, FARMACIE, STIINTE SI TEHNRO		Partner	
3	ICEBERG PLUS SRL	RO	Partner	
4	EIT HEALTH INNOSTARS EV	DE	Partner	
5	BIOTEHNOLOGICHEN I ZDRAVEN KLASTER	BG	Partner	
6	REGION ILE DE FRANCE	FR	Partner	
7	iBionext	FR	Partner	
8	BOOSTER LABS S.A.S	FR	Partner	
9	ARISTOTELIO PANEPISTIMIO THESSALONIKIS	EL	Partner	
10	Institut für Molekulare Diagnostik und Bioanalytik (IMDB)	DE	Partner	
11	WIRTSCHAFTSFORDERUNG LAND BRANDENBURG GMBH	DE	Associated	

## Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **ADR CENTRU**

## Organisation data

PIC	Legal name
999550954	AGENTIA PENTRU DEZVOLTARE REGIONALA CENTRU

Short name: ADR CENTRU

### Address

Street	STRADA DECEBAL 11
Town	ALBA IULIA
Postcode	510093
Country	Romania
Webpage	www.adrcentru.ro

### Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	yes
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	no

### SME Data

Based on the below details from the Participant Registry the organisation is **unknown** (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment .....	unknown
SME validation sme .....	unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **ADR CENTRU**

## Departments carrying out the proposed work

### Department 1

Department name

Regional Policies Unit

☐ not applicable

☐ Same as proposing organisation's address

Street

32 D Consiliul Europei Sq

Town

Alba Iulia

Postcode

510096

Country

Romania

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **ADR CENTRU**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title

Ms

Gender

☒ Woman

☐ Man

☐ Non Binary

First name

Ovidia

Last name

Caba

E-Mail

ovidia.caba@adrcentru.ro

Position in org.

Director

Department

Regional Policies Unit

☐ Same as organisation name

☐ Same as proposing organisation's address

Street

32 Consiliul Europei Sq

Town

Alba Iulia

Post code

510096

Country

Romania

Website

www.adrcentru.ro

Phone

0040358 401 276

Phone 2

0040740175204

## Other contact persons

First Name	Last Name	E-mail	Phone
Gabriela	Tarau	gabriela.tarau@adrcentru.ro	+XXX XXXXXXXXX
Oana	Rogoz	oana.rogoz@adrcentru.ro	+XXX XXXXXXXXX

# Application forms

Proposal ID   **101335858**

Acronym       **THRIVE**

Short name    **UMFST**

PIC	Legal name
930012818	UNIVERSITATEA DE MEDICINA, FARMACIE, STIINTE SI TEHNOLOGIE "GEORGE EMIL PALADE" DIN TARGU MURES

Short name: UMFST

## Address

Street   STREET GHEORGHE MARINESCU 38

Town    TARGU MURES

Postcode   540139

Country   Romania

Webpage   www.umftgm.ro

## Specific Legal Statuses

Legal person .....	yes
Public body .....	yes
Non-profit .....	yes
International organisation .....	no
Secondary or Higher education establishment .....	yes
Research organisation .....	yes

## SME Data

Based on the below details from the Participant Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment .....	unknown
SME validation sme .....	unknown



# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name    **UMFST**

## Departments carrying out the proposed work

### Department 1

Department name

European and Research Projects Department

☐ not applicable

☒ Same as proposing organisation's address

Street

STREET GHEORGHE MARINESCU 38

Town

TARGU MURES

Postcode

540139

Country

Romania

## Links with other participants

Type of link	Participant

## Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **UMFST**

### Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Dr**

Gender ☒ Woman ☐ Man ☐ Non Binary

First name **Nicoleta**

Last name **Suciu**

E-Mail **nicoleta.suciu@umfst.ro**

Position in org. **Head of European and Research Projects Department**

Department **UNIVERSITATEA DE MEDICINA, FARMACIE, STIINTE SI TEHNOLOGIE "GEORGE EMIL P**



Same as  
organisation name

☒ Same as proposing organisation's address

Street **STREET GHEORGHE MARINESCU 38**

Town **TARGU MURES**

Post code **540139**

Country **Romania**

Website *Please enter website*

Phone *+xxx xxxxxxxxxx*

Phone 2 *+xxx xxxxxxxxxx*

# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **Iceberg+**

PIC	Legal name
917729126	ICEBERG PLUS SRL

Short name: Iceberg+

## Address

Street STR. MIHAIL SADOVEANU, NR. 6, ET. 1

Town BRASOV

Postcode 500030

Country Romania

Webpage www.iceberg.plus

## Specific Legal Statuses

Legal person ..... yes

Public body ..... no

Non-profit ..... no

International organisation ..... no

Secondary or Higher education establishment ..... no

Research organisation ..... no

## SME Data

Based on the below details from the Participant Registry the organisation is an SME (small- and medium-sized enterprise) for the call.

SME self-declared status..... 31/12/2020 - yes

SME self-assessment ..... 31/12/2020 - yes

SME validation sme ..... unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **Iceberg+**

## Departments carrying out the proposed work

No department involved

Department name

Name of the department/institute carrying out the work.

☒ not applicable

☐ Same as proposing organisation's address

Street

Please enter street name and number.

Town

Please enter the name of the town.

Postcode

Area code.

Country

Please select a country

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **Iceberg+**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

TitleMs

Gender

☒ Woman

☐ Man

☐ Non Binary

First nameIrina

Last nameFlorea-Saghin

E-Mailirina.florea@iceberg.plus

Position in org.Head of the I4T Technological Transfer Center

DepartmentI4T Technological Transfer Center

☐ Same as organisation name

☒ Same as proposing organisation's address

StreetSTR. MIHAIL SADOVEANU, NR. 6, ET. 1

TownBRASOV

Post code500030

CountryRomania

Websitehttps://www.iceberg.plus

Phone+XXX XXXXXXXXXX

Phone 2+XXX XXXXXXXXXX

## Other contact persons

First Name	Last Name	E-mail	Phone
Ionut	Tata	ionut.tata@iceberg.plus	+XXX XXXXXXXXXX

# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **INNOSTARS**

PIC	Legal name
912334762	EIT HEALTH INNOSTARS EV

Short name: INNOSTARS

## Address

Street MIES VAN DER ROHE STRASSE 1/C

Town MUNCHEN

Postcode 80807

Country Germany

Webpage <https://www.eithealth.eu/innostars>

## Specific Legal Statuses

Legal person ..... yes

Public body ..... no

Non-profit ..... yes

International organisation ..... no

Secondary or Higher education establishment ..... no

Research organisation ..... no

## SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status..... 10/05/2016 - no

SME self-assessment ..... unknown

SME validation sme ..... unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **INNOSTARS**

## Departments carrying out the proposed work

No department involved

Department name

Name of the department/institute carrying out the work.

☒ not applicable

☐ Same as proposing organisation's address

Street

Please enter street name and number.

Town

Please enter the name of the town.

Postcode

Area code.

Country

Please select a country

## Links with other participants

Type of link	Participant

## Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **INNOSTARS**

### Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Mr**

Gender ☐ Woman ☒ Man ☐ Non Binary

First name **Peter**

Last name **Nagy**

E-Mail **peter.nagy@eithealth.eu**

Position in org. **Project Manager**

Department **EIT HEALTH INNOSTARS EV**



Same as  
organisation name

☒ Same as proposing organisation's address

Street **MIES VAN DER ROHE STRASSE 1/C**

Town **MUNCHEN**

Post code **80807**

Country **Germany**

Website *Please enter website*

Phone *+xxx xxxxxxxxxx*

Phone 2

*+xxx xxxxxxxxxx*



# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **HLSC**

PIC	Legal name
893107034	BIOTEHNOLOGICHEN I ZDRAVEN KLASTER

Short name: HLSC

## Address

Street 12 HADZI DIMITAR STR

Town SOFIA

Postcode 1000

Country Bulgaria

Webpage [www.biocluster.bg](http://www.biocluster.bg)

## Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	yes
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	no

## SME Data

Based on the below details from the Participant Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment .....	unknown
SME validation sme .....	unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **HLSC**

## Departments carrying out the proposed work

### Department 1

Department name   Management Department

☐ not applicable

☒ Same as proposing organisation's address

Street               12 HADZI DIMITAR STR

Town                SOFIA

Postcode           1000

Country            Bulgaria

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **HLSC**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title

Mr

Gender

Woman

Man

Non Binary

First name

Dimitar

Last name

Dimitrov

E-Mail

dimitar.dimitrov@biocluster.bg

Position in org.

Chairman of Management Board

Department

Management Department

Same as organisation name

☒

Same as proposing organisation's address

Street

12 HADZI DIMITAR STR

Town

SOFIA

Post code

1000

Country

Bulgaria

Website

https://www.biocluster.bg/

Phone

+359888531345

Phone 2

+xxx xxxxxxxxx

## Other contact persons

First Name	Last Name	E-mail	Phone
Kristina	Eskenazi	kristina.eskenazi@biocluster.bg	+359888042205

# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **IDF**

PIC	Legal name
999706736	REGION ILE DE FRANCE

Short name: IDF

## Address

Street 2 RUE SIMONE VEIL

Town SAINT OUEN SUR SEINE

Postcode 93400

Country France

Webpage

## Specific Legal Statuses

Legal person ..... yes

Public body ..... yes

Non-profit ..... yes

International organisation ..... no

Secondary or Higher education establishment ..... no

Research organisation ..... no

## SME Data

Based on the below details from the Participant Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status..... unknown

SME self-assessment ..... unknown

SME validation sme ..... unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name    **IDF**

## Departments carrying out the proposed work

### Department 1

Department name

Service développement et stratégie européenne

☐ not applicable

☒ Same as proposing organisation's address

Street

2 RUE SIMONE VEIL

Town

SAINT OUEN SUR SEINE

Postcode

93400

Country

France

## Links with other participants

Type of link	Participant

## Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **IDF**

### Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title **Mr**

Gender ☐ Woman ☒ Man ☐ Non Binary

First name **Eugenio**

Last name **PLATANIA**

E-Mail **eugenio.platania@iledefrance.fr**

Position in org. **Responsable développement projets européens**

Department **Service développement et stratégie européenne**

☐ Same as organisation name

☒ Same as proposing organisation's address

Street **2 RUE SIMONE VEIL**

Town **SAINT OUEN SUR SEINE**

Post code **93400**

Country **France**

Website *Please enter website*

Phone *+xxx xxxxxxxxxx* Phone 2 *+xxx xxxxxxxxxx*

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name    **iBionext**

PIC	Legal name
875061348	iBionext

Short name: iBionext

## Address

Street   74 rue faubourg saint antoine

Town    Paris

Postcode   75012

Country   France

Webpage

## Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	no
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	no

## SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	06/12/2024 - no
SME self-assessment .....	unknown
SME validation sme .....	unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **iBionext**

## Departments carrying out the proposed work

No department involved

Department name

Name of the department/institute carrying out the work.

☒ not applicable

☐ Same as proposing organisation's address

Street

Please enter street name and number.

Town

Please enter the name of the town.

Postcode

Area code.

Country

Please select a country

## Links with other participants

Type of link	Participant



# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **iBionext**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

TitleMrs

Gender

☒ Woman

☐ Man

☐ Non Binary

First nameAlexia

Last namePerouse

E-Mailaperouse@ibionext.com

Position in org.CEO

DepartmentiBionext

☒ Same as organisation name

☒ Same as proposing organisation's address

Street74 rue faubourg saint antoine

TownParis

Post code75012

CountryFrance

WebsitePlease enter website

Phone+XXX XXXXXXXXXX

Phone 2+XXX XXXXXXXXXX

## Other contact persons

First Name	Last Name	E-mail	Phone
Jean-Christophe	Dantonel	jcdantonel@ibionext.com	+XXX XXXXXXXXXX
Yann	Gozlan	ygozlan@ibionext.com	+XXX XXXXXXXXXX

# Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **BOOST**

PIC	Legal name
890429834	BOOSTER LABS S.A.S

Short name: BOOST

## Address

Street 22B RUE DU SAULE

Town ANTONY

Postcode 92160

Country France

Webpage www.booster-labs.com

## Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	no
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	no

## SME Data

Based on the below details from the Participant Registry the organisation is an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	06/06/2021 - yes
SME self-assessment .....	unknown
SME validation sme .....	unknown

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **BOOST**

## Departments carrying out the proposed work

No department involved

Department name

Name of the department/institute carrying out the work.

☒ not applicable

☐ Same as proposing organisation's address

Street

Please enter street name and number.

Town

Please enter the name of the town.

Postcode

Area code.

Country

Please select a country

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **BOOST**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title

Ms

Gender

☒ Woman

☐ Man

☐ Non Binary

First name

Sonia

Last name

Merlo

E-Mail

sonia@booster-labs.com

Position in org.

European Projects Department Manager

Department

BOOSTER LABS S.A.S

☒ Same as organisation name

☒ Same as proposing organisation's address

Street

22B RUE DU SAULE

Town

ANTONY

Post code

92160

Country

France

Website

Please enter website

Phone

+ XXX XXXXXXXXX

Phone 2

+ XXX XXXXXXXXX

## Other contact persons

First Name	Last Name	E-mail	Phone
Paul	Stefanut	paul@booster-labs.com	+ XXX XXXXXXXXX

## Application forms

Proposal ID **101335858**

Acronym **THRIVE**

Short name **AUTH**

PIC	Legal name
999895692	ARISTOTELIO PANEPISTIMIO THESSALONIKIS

Short name: AUTH

### Address

Street KEDEA BUILDING, TRITIS SEPTEMVRIOU, ARISTOTLE

Town THESSALONIKI

Postcode 546 36

Country Greece

Webpage www.auth.gr

### Specific Legal Statuses

Legal person ..... yes

Public body ..... yes

Non-profit ..... yes

International organisation ..... no

Secondary or Higher education establishment ..... yes

Research organisation ..... yes

### SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status..... 31/12/2015 - no

SME self-assessment ..... 31/12/2015 - no

SME validation sme ..... 20/08/2008 - no

# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name   **AUTH**

## Departments carrying out the proposed work

### Department 1

Department name

Assistive Technologies and Silver Science Research Group

☐ not applicable

☒ Same as proposing organisation's address

Street

KEDEA BUILDING, TRITIS SEPTEMVRIOU, ARIS

Town

THESSALONIKI

Postcode

546 36

Country

Greece

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **AUTH**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title

Dr

Gender

Woman

Man

Non Binary

First name

Evdokimos

Last name

Konstantinidis

E-Mail

evdokimosk@gmail.com

Position in org.

Research Group Leader

Department

Assistive Technologies and Silver Science Research Group in the Medical Physics

Same as organisation name

☒

Same as proposing organisation's address

Street

KEDEA BUILDING, TRITIS SEPTEMVRIOU, ARISTOTLE UNIVERSITY CAMPUS

Town

THESSALONIKI

Post code

546 36

Country

Greece

Website

Please enter website

Phone

+XXX XXXXXXXXXX

Phone 2

+XXX XXXXXXXXXX

## Other contact persons

First Name	Last Name	E-mail	Phone
Panagiotis	Bamidis	bamidis@med.auth.gr	+XXX XXXXXXXXXX

# Application forms

Proposal ID 101335858

Acronym THRIVE

Short name IMDB

PIC	Legal name
875583402	Institut für Molekulare Diagnostik und Bioanalytik (IMDB) gGmbH

Short name: IMDB

## Address

Street Am Mühlenberg 10

Town Potsdam

Postcode 14476

Country Germany

Webpage imdb-potsdam.de

## Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	yes
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	yes

## SME Data

Based on the below details from the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status.....	29/10/2024 - no
SME self-assessment .....	unknown
SME validation sme .....	unknown



# Application forms

Proposal ID   **101335858**  
Acronym       **THRIVE**  
Short name    **IMDB**

## Departments carrying out the proposed work

No department involved

Department name

Name of the department/institute carrying out the work.

☒ not applicable

☐ Same as proposing organisation's address

Street

Please enter street name and number.

Town

Please enter the name of the town.

Postcode

Area code.

Country

Please select a country

## Links with other participants

Type of link	Participant

# Application forms

Proposal ID **101335858**  
Acronym **THRIVE**  
Short name **IMDB**

## Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title

Prof.

Gender

☐ Woman

☒ Man

☐ Non Binary

First name

Frank

Last name

Bier

E-Mail

f.bier@diagnostiknet-bb.de

Position in org.

Director

Department

Institut für Molekulare Diagnostik und Bioanalytik (IMDB) gGmbH

☒ Same as organisation name

☒ Same as proposing organisation's address

Street

Am Mühlenberg 10

Town

Potsdam

Post code

14476

Country

Germany

Website

www.imdb-potsdam.de

Phone

+XXX XXXXXXXXXX

Phone 2

+XXX XXXXXXXXXX

## Other contact persons

First Name	Last Name	E-mail	Phone
Renata	Martins	r.martins@diagnostiknet-bb.de	+XXX XXXXXXXXXX

# Application forms

Proposal ID   **101335858**

Acronym       **THRIVE**

Short name    **WLB**

PIC	Legal name
999726718	WIRTSCHAFTSFORDERUNG LAND BRANDENBURG GMBH

Short name: WLB

## Address

Street   BABELSBERGER STRASSE 21

Town    POTSDAM

Postcode   14473

Country   Germany

Webpage   www.wfbb.de

## Specific Legal Statuses

Legal person .....	yes
Public body .....	no
Non-profit .....	no
International organisation .....	no
Secondary or Higher education establishment .....	no
Research organisation .....	no

## SME Data

Based on the below details from the Participant Registry the organisation is **unknown** (small- and medium-sized enterprise) for the call.

SME self-declared status.....	unknown
SME self-assessment .....	unknown
SME validation sme .....	unknown

# Application forms

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Please select a country

## Links with other participants

Type of link	Participant

Application forms

Proposal ID 101335858

Acronym THRIVE

3 - Budget ?

No.	Name of beneficiary	Country	Role	Personnel costs - without volunteers/ EUR	Subcontracting costs/ EUR	Purchase costs - Travel and subsistence/ EUR	Purchase costs - Equipment/ EUR	Purchase costs - Other goods, works and services/ EUR	Financial support to third parties/ EUR	Indirect costs/ EUR	Total eligible costs/ EUR	Ineligible costs/ EUR	Total estimated project costs and contributions/ EUR	Funding rate	Maximum EU contribution to eligible costs/ EUR	Requested EU contribution to eligible costs/ EUR	Max grant amount/ EUR	Income generated by the project/ EUR	In kind contributions/ EUR	Financial contributions/ EUR	Own resources/ EUR	Total estimated project income/ EUR
									Special Funding rate 100													
1	Agentia Pentru Dezvoltare Regionala Centru	RO	Coordinator	137 200	0	15 200	0	0	0	10 668.00	163 068.00	0	163 068.00	100	163 068.00	163 068.00	163 068.00	0.00	0.00	0.00	0.00	163 068.00
2	Universitatea De Medicina, Farmacie, Stiinte Si Tehnologie "George Emil Palade" Din Targu Mures	RO	Partner	118 000	0	14 450	0	5 000	5 000	9 971.50	152 421.50	0	152 421.50	100	152 421.50	152 421.50	152 421.50	0.00	0.00	0.00	0.00	152 421.50
3	Iceberg Plus Srl	RO	Partner	118 800	0	14 450	0	2 500	0	9 502.50	145 252.50	0	145 252.50	100	145 252.50	145 252.50	145 252.50	0.00	0.00	0.00	0.00	145 252.50
4	Eit Health Innostars Ev	DE	Partner	117 000	0	15 200	0	7 500	0	9 779.00	149 479.00	0	149 479.00	100	149 479.00	149 479.00	149 479.00	0.00	0.00	0.00	0.00	149 479.00
5	Biotehnologich en I Zdraven Klaster	BG	Partner	113 400	0	14 400	0	5 000	5 000	9 646.00	147 446.00	0	147 446.00	100	147 446.00	147 446.00	147 446.00	0.00	0.00	0.00	0.00	147 446.00
6	Region Ile De France	FR	Partner	39 000	0	9 650	0	0	0	3 405.50	52 055.50	0	52 055.50	100	52 055.50	52 055.00	52 055.00	0.00	0.00	0.00	0.00	52 055.00
7	Ibionext	FR	Partner	119 000	0	13 600	0	3 000	0	9 492.00	145 092.00	0	145 092.00	100	145 092.00	145 092.00	145 092.00	0.00	0.00	0.00	0.00	145 092.00
8	Booster Labs S.a.s	FR	Partner	131 120	0	11 100	0	0	0	9 955.40	152 175.40	0	152 175.40	100	152 175.40	152 175.40	152 175.40	0.00	0.00	0.00	0.00	152 175.40
9	Aristotello Panepistimio Thessalonikis	EL	Partner	120 000	0	13 600	0	5 000	5 000	10 052.00	153 652.00	0	153 652.00	100	153 652.00	153 652.00	153 652.00	0.00	0.00	0.00	0.00	153 652.00
10	Institut Für Molekulare Diagnostik Und Bioanalytik (Imdb) Gmbh	DE	Partner	122 500	0	13 600	0	5 000	5 000	10 227.00	156 327.00	0	156 327.00	100	156 327.00	156 327.00	156 327.00	0.00	0.00	0.00	0.00	156 327.00
11	Wirtschaftsford erung Land Brandenburg Gmbh	DE	Associated	0	0	0	0	0	0	0.00	0.00	0	0.00	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total			1 136 020	0	135 250	0	33 000	20 000	92 698.90	1 416 968.90	0	1 416 968.90		1 416 968.90	1 416 968.40	1 416 968.40	0.00	0.00	0.00	0.00	1 416 968.40

## TECHNICAL DESCRIPTION (PART B)

### COVER PAGE

*Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.*

**Note:** Please read carefully the conditions set out in the Call document (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT		
Project name:		Transforming Health & Regions through Interregional Value-chain Experimentation
Project acronym:	THRIVE	
Coordinator contact:	Ovidia CABA, Regional Development Agency Centru	

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#@APP-FORM-I3@#

#@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

## PROJECT SUMMARY

### Project summary

See Abstract (Application Form Part A).

#\$PRJ-SUM-PS\$# #@REL-EVA-RE@# #@PRJ-OBJ-PO@#

## 1. RELEVANCE

### 1.1 Background and general objectives

#### Background and general objectives

*Describe the background and rationale of the project.**How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call?*

#### Background and rationale

Across the EU, healthcare systems are undergoing strong structural transformation driven by a combination of demographic, technological, economic and organisational factors. The European Commission has repeatedly highlighted that health systems are facing increasing pressure due to population ageing, workforce shortages, rising healthcare expenditure, and the need to integrate digital and data-driven technologies into service delivery models. According to the “*Health at a Glance Europe*” report and the “*European Health Union strategy*”, ensuring the sustainability, resilience and **innovation capacity** of healthcare systems has become a strategic priority for the UE. These systemic pressures are further amplified in **less developed and transition regions (LDRs and TRs)**, where structural constraints affect both service provision and innovation performance.

Demographic change represents one of the most significant drivers of this transformation. The proportion of Europeans aged over 65 is projected to reach nearly 30% by 2050, leading to increased demand for healthcare services and long-term care. At the same time, the European health workforce is experiencing shortages and uneven territorial distribution, particularly affecting less developed and rural regions. These dynamics create structural challenges for healthcare provision and highlight the need for **innovative, scalable and cost-effective solutions**, supported by digital technologies, advanced diagnostics and data-driven health management systems.

In parallel, the European Commission has emphasised the strategic importance of digital transformation in health through initiatives such as the **European Health Data Space (EHDS)**, the **Digital Decade Policy Programme 2030**, and the **EU4Health programme**. These initiatives aim to strengthen interoperability, data access and innovation uptake, positioning digital health as a key enabler of system transformation. Emerging technologies such as artificial intelligence, remote monitoring, personalised medicine and advanced diagnostics offer unprecedented opportunities to improve healthcare outcomes and efficiency. However, despite this technological potential, significant barriers remain in translating research and innovation into **deployable, scalable and investment-ready solutions**.

One of the most critical challenges identified by the EC concerns the **fragmentation of innovation ecosystems across regions**. While Europe has strong scientific and technological capabilities, many regions struggle to transform research excellence into deployable innovations due to limited access to investment, insufficient coordination between stakeholders, and weak integration into European value

chains. These challenges are particularly pronounced in less developed and transition regions, where innovation ecosystems often lack the critical mass, infrastructure and financial instruments required to support the development and scaling of innovative solutions.

Within this context, the health sector represents a highly relevant domain for interregional cooperation, as many regions have prioritised **digital health, life sciences, medical technologies and advanced diagnostics** within their S3 strategies. By connecting these complementary capabilities, regions can jointly develop **interregional innovation value chains** capable of accelerating the development, validation and market uptake of healthcare solutions.

Among the structural challenges affecting healthcare systems, non-communicable diseases (NCDs) remain a major burden, accounting for approximately 77% of the total disease burden in the EU. These conditions generate significant economic and social costs, including healthcare expenditure, reduced productivity and increased pressure on social systems. European initiatives such as the “*Healthier Together - EU NCD Initiative*” emphasise the need for **integrated, cross-sectoral and innovation-driven approaches**, including improved data use, prevention strategies and digital health solutions.

Despite these policy efforts, key barriers persist, including **limited investment readiness of innovation projects, insufficient collaboration across the quadruple helix, fragmented ecosystem support mechanisms, and weak participation in interregional innovation activities**. T

These conditions highlight the need for **structured interregional cooperation frameworks** that go beyond isolated initiatives, enabling regions to build capacity, reinforce governance, mobilise stakeholders, and develop **investment pipelines of interregional innovation projects**, thereby preparing them for future participation in I3 investment strands and other EU programmes.

#### The THRIVE project

**THRIVE** seeks to address these structural challenges and policy priorities. By leveraging Smart Specialisation as its starting point, **THRIVE** focuses on **health innovation** and its **digital transformation** as a **shared thematic priority across participating regions**. The project aims to establish a **cooperation framework through which complementary regional strengths can be connected into structured interregional innovation pathways**, enabling regions to jointly develop solutions addressing systemic healthcare challenges while strengthening their innovation ecosystems.

Building on existing regional S3 priorities in areas such as digital health, life sciences, advanced diagnostics, medical technologies and ICT-enabled services, **THRIVE** seeks to generate **cross-border innovation value chains** capable of **transforming research and technological capabilities** into **investment-ready healthcare solutions**.

The project adopts a **systemic and operational methodology** structured in five sequential and interlinked phases:

1. **Strategic alignment**, mapping ecosystems, identifying stakeholders, analysing value chains and aligning S3 priorities to define common challenges and collaboration opportunities.
2. **Opportunity structuring**, identifying concrete innovation gaps, activating stakeholders and structuring interregional project concepts aligned with real healthcare needs.
3. **Project maturation**, developing a pipeline of interregional innovation projects through open calls, evaluation processes and tailored investment readiness support.
4. **Real-world validation**, testing and refining solutions in Living Lab environments, strengthening ecosystem partnerships and defining scaling pathways.
5. **Systemic learning**, translating project results into governance improvements, policy recommendations and long-term interregional collaboration frameworks.

The consortium composition reflects different levels of innovation maturity, creating favourable conditions for **structured peer learning and capacity building**. **THRIVE** brings together two less developed regions, the **Centru Region (Romania)**, acting as project coordinator, and **Central Macedonia (Greece)**, alongside two regions under transition, **Yugozapaden (Bulgaria)** and **Brandenburg (Germany)**, and representatives from one more developed regional innovation ecosystem, **Île-de-France (France)**. In addition, the project integrates **EIT Health InnoStars**, a pan-European network dedicated to strengthening innovation capacity in emerging and moderate innovator regions.

This configuration enables a **balanced model of interregional cooperation**, where less developed regions benefit from knowledge transfer, ecosystem development and improved access to investment networks, while more advanced regions gain opportunities to expand innovation value chains, test solutions in new healthcare environments and strengthen European collaboration.

The thematic focus of **THRIVE** reflects the structural challenges currently affecting European healthcare systems. Ageing populations increase the incidence and complexity of chronic conditions, while shortages of healthcare personnel and uneven territorial distribution of services limit the capacity of healthcare systems to respond effectively to growing demand. At the same time, digital technologies and deep-tech health solutions offer new opportunities to improve healthcare efficiency, enhance prevention and enable personalised treatment approaches. However, despite of the technological potential, the critical gap lies in ecosystem coordination, investment readiness, value-chain integration and policy support, all of which represent core priorities addressed by **THRIVE**.



To address these challenges, **THRIVE** adopts a **multidisciplinary and multi-stakeholder approach** that extends beyond traditional quadruple-helix collaboration. The project integrates medical expertise, technological development capacity, social sciences perspectives, public policy knowledge and financial expertise. This cross-disciplinary architecture ensures that innovation initiatives developed within the project are **technically robust, socially relevant, economically viable and aligned with regulatory and procurement realities**.

By fostering structured collaboration among clinicians, researchers, SMEs, clusters, public authorities, investors and innovation intermediaries, **THRIVE** creates a **co-creation environment in which innovation projects emerge directly from real healthcare system needs**.

Methodologically, **THRIVE** builds on the investment and acceleration frameworks developed by iBioNext, a deep-tech health investment fund, and Booster Labs, which brings extensive experience in structuring innovation pipelines and preparing ventures for scale. These methodologies are complemented by best practices from **Île-de-France**, one of Europe's leading health innovation ecosystems, particularly in the areas of translational research, cluster coordination and investment mobilisation.

**THRIVE** adapts and systematises these approaches into a **structured capacity-building model tailored to less developed and transition regions**, combining ecosystem mapping, technology scouting, project incubation, investment readiness support and real-world validation through living labs.

#### Relevance to the scope and priorities of the I3-2026-CAP2B call

The table below summarises how **THRIVE** activities contribute directly to the scope and priorities of the I3-2026-CAP2B call.

I3 CAP2B priority (Core & Support Actions)	THRIVE contributions
<b>A1. Ecosystem building, stakeholder activation and governance</b> (activating intermediaries, reinforcing ecosystems cooperation with clusters/TTOs)	Through WP1, <b>THRIVE</b> establishes a <b>consolidated ecosystem mapping and stakeholder activation process</b> , mobilising regional authorities, clusters, healthcare providers, TTOs, SMEs and investors with the aim of creating <b>regional coordination structures</b> and improved <b>quadruple-helix governance</b> , reducing fragmentation and strengthening internal ecosystem coherence.
<b>A1. Interregional cooperation, S3 alignment and network integration</b> (developing tools, participating in alliances, interregional cooperation)	Through WP2, <b>THRIVE</b> defines shared challenges and S3 complementarities, structuring interregional collaboration frameworks and value chain partnerships, developing methodological tools, matchmaking mechanisms and cooperation models enabling regions (especially LDRs/TRs) to integrate into European innovation networks and alliances.
<b>A1. Knowledge transfer, capacity building and talent development</b>	Across WP1, WP2 and WP5, <b>THRIVE</b> implements peer learning, mentoring, and training programmes, addressing skills gaps in health innovation with a focus on NCDs.
<b>A1. Policy development, ecosystem experimentation and sustainability</b>	Across WP2 and WP4 pilot new cooperation and innovation support schemes (through-creation models and living labs), while WP5 translates results into policy recommendations and innovation support frameworks, improving SME internationalisation, innovation uptake and long-term ecosystem sustainability.
<b>A2. Interregional value chains &amp; investment project identification</b> (value chain design; industry-driven initiatives)	WP2 identifies strategic interregional value chains in digital health, diagnostics and medtech, based on regional complementarities and system needs, ensuring industry relevance and demand-driven innovation pipelines.
<b>A2. Feasibility, funding mix and investment readiness</b>	<b>THRIVE</b> supports selected projects through feasibility analysis (technical, market, business), investment readiness development, and definition of blended funding strategies, aligning projects with I3 investment logic and funding opportunities. (WP3)
<b>A2. Legal, regulatory and technical support</b>	WP3 and WP4 provide regulatory guidance to the selected projects (health compliance, data governance), IP strategy and technical validation pathways, addressing critical barriers to scaling and market uptake of health innovations.
<b>B1. Mapping, benchmarking and value chain analysis</b> (RIS/EIS alignment, value chain analysis)	WP1 delivers benchmarking and mapping of regional innovation performance, while WP2 analyses value chains and niche opportunities, positioning regions within high-potential segments of European health innovation ecosystems.
<b>B1. Matchmaking, skills intelligence and opportunity</b>	<b>THRIVE</b> connects regional technological capacities with healthcare system needs and market opportunities (WP2 and WP3), supported

<b>alignment</b> (matching competencies, skills mapping)	by skills gap analysis and talent pipeline mapping (WP1), ensuring alignment between innovation supply and demand.
<b>B2. Networking, staff exchange and ecosystem integration</b> ( <i>EU networks; missions, twinning, capacity building</i> )	WP2 and WP5 facilitate interregional ecosystem discovery missions, twinning activities and participation in EU platforms (EURADA, ERRIN, S3 CoP), supported by partners such as EIT Health InnoStars. These actions strengthen ecosystem integration, knowledge transfer and business collaboration across regions.
<b>B2. Capacity building for innovation managers and project developers</b>	WP3 and WP5 deliver targeted training and mentoring for innovation managers, SMEs and project developers, enhancing their ability to engage in interregional investment projects and European value chains.

## 1.2 Needs analysis and specific objectives

### Needs analysis and specific objectives

*Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?*

*The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).*

The **THRIVE** consortium has been designed to bring together regions with **complementary innovation capacities and different levels of ecosystem maturity**, enabling structured peer learning and capacity building while addressing common healthcare challenges. The needs analysis below is based on data from the **Smart Specialisation Strategies (S3) Community of Practice Observatory**, the **European Commission Regional Innovation Scoreboard (RIS 2023)**, and the **official regional innovation and development strategies for the period 2021-2027**.

#### Centru Region, Romania (RO12)

According to the **EC Regional Innovation Scoreboard 2023**, the Centru Region is classified as an **emerging innovator**, with innovation performance significantly below the EU average. The region records lower-than-average indicators in several key dimensions of the innovation ecosystem, including population with tertiary education, public and private R&D expenditure, innovative SMEs collaborating with others, and employment in knowledge-intensive sectors.

These structural weaknesses are reflected in the fragmented nature of the regional research and innovation ecosystem, where collaboration between universities, research organisations, public authorities and private companies remains limited. The **Strategia de Specializare Inteligentă a Regiunii Centru 2021-2027** highlights several systemic challenges affecting the regional innovation system, including insufficient orientation of public research towards market demand, weak technology transfer mechanisms, and limited support structures enabling SMEs to transform research results into marketable innovations.

The **S3 CoP Observatory** also identifies the need to strengthen the integration of regional actors into European knowledge networks and innovation value chains, particularly in sectors with high growth potential such as digital technologies and healthcare services.

In addition to these structural innovation challenges, the Centru Region faces significant **healthcare system pressures**. According to regional health statistics and the **Regional Action Plan for Health Services**, the territory suffers from uneven distribution of medical staff, with at least 42 local communities lacking permanent medical personnel. The region also experiences shortages of specialised medical professionals, particularly in areas such as cardiology and endocrinology.

These structural limitations are particularly concerning given the region's demographic trends. The ageing population and increasing prevalence of chronic diseases have significantly increased demand for healthcare services. The incidence of type 2 diabetes and cardiovascular diseases in the region exceeds national averages, reflecting broader national patterns of high NCD prevalence.

These combined structural and health challenges highlight the urgent need to strengthen the region's capacity to develop and deploy innovative healthcare solutions, particularly digital health tools that can support prevention, early diagnosis and remote patient monitoring.

The **Smart Specialisation Strategy of the Centru Region (2021-2027)** identifies **health, ICT and advanced manufacturing** as priority domains for innovation-driven economic development. The strategy emphasises the need to strengthen the regional innovation ecosystem, accelerate digital transformation and promote the development of knowledge-based sectors such as medical technologies and ICT-enabled healthcare services.

#### Île-de-France, France (FR1)

Île-de-France represents one of the most advanced innovation ecosystems in Europe, classified as a strong innovator according to the **Regional Innovation Scoreboard 2023**. The region hosts a dense concentration of universities, research institutions, hospitals, biotechnology companies and venture capital investors, forming one of Europe's leading life sciences and health innovation clusters.

The **Programme régional FEDER-FSE+ Île-de-France et bassin de la Seine 2021-2027** identifies life sciences, biotechnology, digital health and advanced medical technologies as key priorities for regional innovation policy. The region has also established several internationally recognised clusters and innovation infrastructures, including platforms dedicated to translational research, clinical trials and health technology development.

Despite this strong innovation performance, regional policy frameworks emphasise the need to expand international collaboration and strengthen the diffusion of innovation beyond core ecosystems. The **S3 CoP Observatory** highlights that advanced ecosystems such as Île-de-France play a critical role in supporting interregional innovation partnerships, enabling less developed regions to access expertise, innovation infrastructures and investment networks.

#### Yugozapaden, Bulgaria (BG41)

The Yugozapaden Region represents the most developed innovation ecosystem in Bulgaria yet still faces structural challenges typical of moderate innovator regions according to the **Regional Innovation Scoreboard 2023**. The **Bulgarian Innovation Strategy for Smart Specialisation 2021-2027** identifies ICT, biotechnology, health technologies and data-driven services as strategic domains for economic transformation. Yugozapaden hosts a strong concentration of research institutions, universities and technology companies, making it the country's main centre for innovation and technological development. However, the **S3 CoP Observatory** highlights several systemic barriers affecting the region's ability to fully exploit its innovation potential. These include limited technology transfer between academia and industry, insufficient commercialisation of research results, and restricted access to venture capital for early-stage innovation projects.

In the healthcare sector, these challenges translate into a limited number of market-ready health innovation solutions, despite strong scientific and technological capabilities. Collaboration between clinicians, researchers and technology companies remains fragmented, limiting the capacity to develop integrated digital health solutions.

**THRIVE** addresses these needs by supporting interdisciplinary collaboration between healthcare professionals, researchers and SMEs, enabling the development of innovation projects targeting healthcare system challenges such as NCD prevention, early diagnosis and personalised treatment. By connecting the Yugozapaden ecosystem with partners across Europe, the project also facilitates access to international innovation networks and investment opportunities.

#### Central Macedonia, Greece (EL52)

The Central Macedonia region, one of Greece's most economically dynamic territories, plays a central role in the implementation of the **Greek National Smart Specialisation Strategy (RIS3) 2021-2027**. The region hosts a strong academic and research ecosystem centred around Thessaloniki, including universities, research centres and healthcare institutions with expertise in biomedical sciences, pharmaceuticals, digital technologies and biotechnology.

Despite this strong scientific base, the **Regional Innovation Scoreboard** classifies the region within the moderate innovator group, reflecting structural challenges in translating research outputs into commercial innovation.

The **S3 CoP Observatory** and regional development strategies highlight several barriers affecting the regional innovation ecosystem, including limited access to private investment, insufficient collaboration between research institutions and industry, and weak technology transfer mechanisms.

These challenges are particularly evident in the health sector, where significant research capabilities exist but only a limited number of innovations successfully reach the market. Strengthening collaboration between clinicians, researchers, SMEs and investors is therefore identified as a key priority in the regional innovation strategy.

#### Brandenburg, Germany (DE42)

The Brandenburg region is part of the Berlin-Brandenburg innovation ecosystem, governed by the **joint innovation strategy innoBB 2025**, which identifies healthcare industries, life sciences, biotechnology and digital technologies as key innovation clusters.

The region benefits from strong proximity to Berlin, which hosts a dense concentration of universities, research institutions, hospitals and technology companies working in the health and life sciences sectors. The **Regional Innovation Scoreboard** classifies Brandenburg as a moderate to strong innovator, reflecting its strong research infrastructure and growing startup ecosystem.

However, the **innoBB strategy** and the **S3 CoP Observatory** highlight the need to strengthen innovation diffusion, cross-sector collaboration and international value chain integration. Despite of the strong research and technological development capacities, the region faces challenges in translating research

outputs into scalable commercial innovations and expanding collaboration with emerging innovation ecosystems across Europe.

#### Complementarity of regional innovation capabilities in health

Region	Key S3 priorities	Existing strenghts	Key gaps/needs	THRIVE contributions
<b>Centru Region</b>	Health services, ICT, advanced manufacturing	Emerging ICT sector, growing medical services ecosystem, universities and research centres	Weak innovation ecosystem coordination, limited R&D investment, weak SME innovation capacity, limited integration into EU value chains	Provides <b>pilot environment for capacity building</b> , development of digital health solutions, and testing of ecosystem strengthening methodologies
<b>Île-de-France</b>	Life sciences, biotechnology, digital health, advanced medical technologies	One of Europe's strongest health innovation ecosystems, strong research institutions, clusters, venture capital and innovation accelerators	Need to expand interregional collaboration and diffusion of innovation beyond core ecosystem	Provides expertise in innovation acceleration, investment mobilisation, translational research and clinical validation frameworks
<b>Yugozapaden</b>	ICT, health technologies, biotechnology, data-driven services	Strong concentration of universities, research institutes and technology companies in Sofia	Limited commercialisation of research results, weak access to venture capital, fragmented collaboration between academia and industry	Contributes strong research capacity and digital technology expertise, supporting development of data-driven health solutions
<b>Central Macedonia</b>	Pharmaceuticals, biotechnology, digital applications, health technologies	Strong academic ecosystem, biomedical research institutions, clinical expertise	Weak technology transfer, limited investment readiness, low commercialisation of research outputs	Provides clinical research capacity and biomedical expertise, enabling co-creation and validation of health innovation projects
<b>Brandenburg</b>	Healthcare industries, biotechnology, life sciences, digital health	Strong life science ecosystem linked to Berlin, advanced research infrastructure, strong startup ecosystem	Need to strengthen international collaboration and expand innovation diffusion, including diffusion to the rural area	Contributes advanced life science research, health technology development and industrial partnerships

#### Specific objectives of THRIVE

SO#1	<i>Establish a co-creation framework for inter-regional healthcare innovation ecosystems collaboration and capacity building approach for less developed and transition regions.</i>		
<i>Challenge #1: Breaking the silos and barriers that limit intra- and inter-regional collaboration between quadruple helix stakeholders.</i>			
KPI n°	KPI Description	KPI Value	Due
K1.1	Regional healthcare innovation ecosystems mapped and benchmarked	5	M10
K1.2	Quadruple-helix stakeholders engaged in the Community of Practice	≥150	M10

K1.3	Co-creation workshops & matchmaking events	≥15	M10
K1.4	Actors trained (capacity building)	≥120	M10
K1.5	Formalised cooperation agreements (MoUs)	≥6	M10

SO#2	<b><i>Adopt a challenge/needs-oriented and demand-driven for inter-regional innovation projects emergence, market deployment and value-chains integration.</i></b>		
<b>Challenge #2:</b> <i>Actively engage multidisciplinary stakeholders throughout value-chains in a needs-oriented and demand-driven innovation co-creation process.</i>			
KPI n°	KPI Description	KPI Value	Due
K2.1	Healthcare challenges identified & prioritised	≥10	M12
K2.2	Innovation concepts generated	≥30	M12
K2.3	SMEs/startups engaged	≥30	M12
K2.4	Cross-regional consortia formed	≥10	M12
K2.5	Project proposals prepared	≥10	M12

SO#3	<b><i>Select and support, as case-studies of the peer-learning, knowledge transfer and capacity building process, a pilot cohort of inter-regional innovation projects to achieve investment and market readiness</i></b>		
<b>Challenge #3:</b> <i>Having access to case-studies for applied knowledge transfer and capacity building process, while providing tangible support to regional innovators</i>			
KPI n°	KPI Description	KPI Value	Due
K3.1	Projects selected in pilot cohort	30	M15
K3.2	SMEs/startups receiving mentoring and acceleration support	30	M18
K3.3	Investment-ready projects developed	≥20	M20
K3.4	Investment targeted (public/private)	≥€2.5M	M20
K3.5	Investors engaged	≥30	M24
K3.6	Business plans produced	≥30	M24

SO#4	<b><i>Create a living lab environment for healthcare ecosystem collaboration, solutions co-creation and testing</i></b>		
<b>Challenge #4:</b> <i>Getting timely feedback in the innovation process and journey from the “lab to the market” is essential for an agile development and future successful market deployment but very often lacking or difficult to organize due to the availability of adequate resources and environments.</i>			
KPI n°	KPI Description	KPI Value	Due
K4.1	Living Lab environments activated	≥5	M20
K4.2	Solutions tested/validated	≥10	M20
K4.3	Clinicians/patients involved	≥150	M24
K4.4	Solutions progressing to scaling phase	≥5	M24

SO#5	<b><i>Expand collaboration beyond participating regions, promote success stories, share lessons learned and best practices and provide actionable recommendations for more favorable policy measures and instruments to accelerate inter-regional innovation.</i></b>		
<b>Challenge #5:</b> <i>The uptake and sustainability of EU-funded project results and their effective integration in policies faces challenges, in particular during the post financing period.</i>			
KPI n°	KPI Description	KPI Value	Due
K5.1	External regions engaged	≥15	M24
K5.2	EU-level dissemination/replication events	≥10	M24
K5.3	Policy recommendations produced	≥5	M24
K5.4	Policy stakeholders engaged	≥30	M24
K5.5	Long-term collaboration frameworks established	≥3	M24

### 1.3 Complementarity with other actions and innovation — European added value

#### Complementarity with other actions and innovation

*Explain how the project builds on the results of past activities carried out in the field and describe its innovative aspects. Explain how the activities are complementary to other activities carried out by other organisations.*

*Illustrate the European dimension of the activities: trans-national dimension of the project; impact/interest for a number of EU countries; possibility to use the results in other countries, potential to develop mutual trust/cross-border cooperation among EU countries, etc.*

*Which countries will benefit from the project (directly and indirectly)? Where will the activities take place?*

THRIVE builds on a solid foundation of previous European and regional initiatives in the fields of healthcare innovation, Smart Specialisation implementation and interregional cooperation, while addressing their key limitations in terms of fragmentation, limited scalability and insufficient investment readiness. Existing actions under Horizon Europe, Interreg, EIT Health programmes or regional innovation schemes have successfully generated knowledge, pilot solutions and collaborative networks. However, they often remain confined to local or sector-specific contexts and lack structured pathways towards cross-border deployment and financial sustainability. THRIVE capitalises on these accumulated results by integrating proven methodologies and practices from partners such as iBionext (venture building and investment structuring), Booster Labs (innovation pipeline development), EIT Health InnoStars (pan-European ecosystem mobilisation) and Île-de-France (advanced innovation governance), while embedding them into a coherent, interregional capacity-building framework.

The innovative dimension of THRIVE lies in its end-to-end approach, which connects ecosystem analysis, co-creation, venture development, real-world validation and policy uptake into a single, structured methodology. Unlike traditional projects focusing either on research, networking or pilot deployment, THRIVE creates a continuous innovation pipeline, transforming regional strengths and identified gaps into investment-ready interregional projects and scalable business cases. Its originality also stems from the combination of quadruple helix collaboration with multidisciplinary integration, bringing together clinical, technological, policy and financial perspectives to ensure that innovation is both relevant to healthcare systems and viable from a market and investment standpoint. Furthermore, the project introduces a portfolio-based logic, grouping innovation initiatives into interregional investment portfolios aligned with S3 priorities, thereby enhancing coherence, critical mass and attractiveness for investors.

THRIVE is strongly complementary to other ongoing initiatives at European and regional levels. It does not duplicate existing efforts but rather acts as a bridging and scaling mechanism, connecting outputs from research projects, Digital Innovation Hubs, cluster initiatives and regional programmes into structured interregional value chains. Through the active involvement of intermediaries and networks, the project ensures synergies with EIT Health activities, S3 thematic partnerships, and other EU-funded projects in digital health and life sciences. It also contributes to reinforcing the implementation of regional Smart Specialisation Strategies by providing concrete mechanisms for interregional collaboration, stakeholder mobilisation and policy learning.

The European dimension of THRIVE is intrinsic to its design. The project brings together partners from Romania, Greece, Bulgaria, Germany and France, representing regions with different levels of innovation maturity and complementary capabilities. This transnational configuration enables structured peer learning, knowledge transfer and joint development of innovation pathways across borders. By focusing on shared challenges related to healthcare systems - particularly non-communicable diseases, ageing populations and digital transformation - the project addresses issues of common relevance across the EU, ensuring high transferability of results. The methodologies, tools and policy recommendations developed within THRIVE are designed to be replicable and adaptable in other European regions, contributing to the strengthening of the European Research and Innovation Area and to greater cohesion between innovation ecosystems.

The project is expected to generate both direct and indirect benefits across multiple countries. Direct beneficiaries include the participating regions - Centru (Romania), Central Macedonia (Greece), Yugozapaden (Bulgaria), Brandenburg (Germany) and Île-de-France (France) - where activities such as ecosystem mapping, co-creation workshops, Living Lab validation and peer-learning sessions will be implemented. Indirect beneficiaries extend to a broader set of European regions connected through partner networks, including EIT Health InnoStars' coverage of moderate innovator countries, as well as stakeholders engaged through dissemination and collaboration activities. The activities will take place across all participating regions, combining local implementation (e.g. stakeholder engagement, Living Labs) with interregional events and collaborative formats, ensuring both territorial anchoring and cross-border integration.

By fostering trust, aligning strategic priorities and creating concrete collaboration frameworks, THRIVE contributes to the development of sustainable interregional partnerships, enabling European regions to jointly address complex healthcare challenges while enhancing their innovation capacity and long-term competitiveness.



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## 2. QUALITY

### 2.1 Concept and methodology

#### Concept and methodology

*Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.*

The **THRIVE** methodology has been designed to generate **impactful interregional innovation ecosystems and investment-ready pipelines in the European healthcare sector**. The project specifically addresses the structural need to **strengthen innovation capacity in less developed and transition regions in the consortium**, while enabling their integration into European interregional value chains, with a thematic focus on scalable solutions for the prevention and management of non-communicable diseases (NCDs).

To this end, **THRIVE** adopts a **systemic, place-based and investment-oriented approach**, structured around five core phases, encompassing a **progressive co-creation and capacity-building process**. This process is designed not only to identify healthcare challenges and foster multi-stakeholder engagement, but also to build ecosystem coordination capacity, develop interregional partnerships, and generate investment-ready innovation projects.

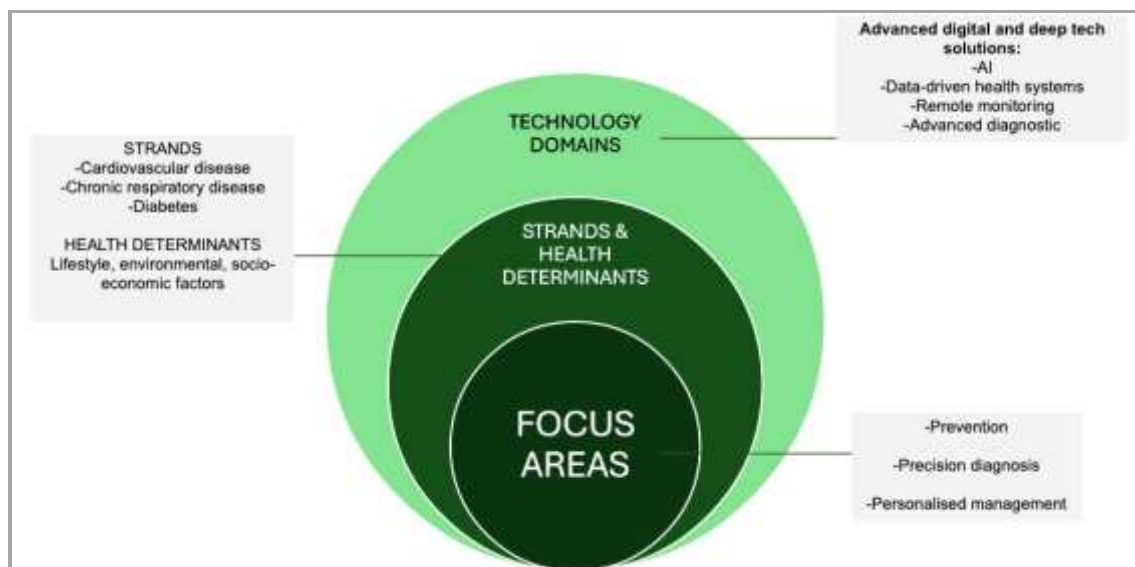
The methodology builds on and extends the principles of the **EU Preparatory Action “Innovation for Place-Based Transformations”**, particularly its **ACTIONbook**, which promotes modular and scalable approaches for local innovation. **THRIVE** adapts this framework to the I3 context by integrating **ecosystem building, interregional orchestration, investment pipeline development and policy learning**, ensuring readiness for participation in **interregional innovation investments**.

The healthcare approach is structured across three core layers - **Focus Areas, Strands & Health Determinants, and Technology Domains** - to systematically address the complex challenges posed by non-communicable diseases in an interconnected, regional, and scalable manner.

The first layer, **Focus Areas**, structures interventions across three critical stages of the healthcare continuum: **Prevention, precision diagnosis, and personalised management**. These areas guide the identification of innovation opportunities and ensure that project pipelines respond to real healthcare system needs, while also enabling market-oriented and scalable solutions.

The second layer, **Strands & Health Determinants**, aligns with the **Healthier Together - EU NCD Initiative**, integrating both **disease-specific priorities** (cardiovascular diseases, diabetes, chronic respiratory diseases) and **horizontal determinants** (lifestyle, environmental and socio-economic factors). This dual perspective ensures that innovation activities are both **clinically relevant and system-oriented**, supporting **cross-sectoral collaboration and interregional complementarities**.

The third layer, **Technology Domains**, encompasses advanced digital and deep-tech solutions, including AI, data-driven health systems, remote monitoring and advanced diagnostics. These domains act as **enablers of interregional innovation value chains**, connecting research, industry and healthcare actors across regions and facilitating **technology transfer and innovation diffusion**.

Figure 1: **THRIVE** approach

The **THRIVE** approach is embodied in a methodology structured around **four key phases**, each designed to progressively deepen inter-regional healthcare collaboration and innovation in health, and ultimately strengthening the capacity of emerging ecosystems to generate and support investment-ready projects, preparing them to attract investment and engage in cross-border collaboration.

Phase	WP	Objective
Strategic alignment	3	Understand regional ecosystems and establish the Community of Practice
Opportunity structuring	4	Translate ecosystem insights into common innovation priorities and project concepts
Project maturation	5	Transform concepts into investment-ready interregional portfolios
Real-world validation	6	Test and refine solutions in healthcare environments
Systemic learning	7 - all WPs	Strengthen governance, policies, and long-term collaboration

Figure 2: **THRIVE** Methodological approach

### 1. **STRATEGIC ALIGNMENT**: ecosystem mapping, stakeholder activation and needs identification

The **STRATEGIC ALIGNMENT** phase lays the foundations of **THRIVE** by creating a shared strategic, operational and relational basis for interregional cooperation in healthcare innovation. It is designed to strengthen the **innovation and coordination capacity of regional ecosystems**, in particular in less developed and transition regions of the consortium, by reducing fragmentation, clarifying



complementarities, and activating the actors needed to generate future interregional innovation and investment pathways. It combines **ecosystem mapping, stakeholder mobilisation, technology opportunity identification and co-creation**, ensuring that the project starts from a precise understanding of regional strengths, structural bottlenecks, and collaboration opportunities across the participating territories. This phase is therefore built around two complementary objectives. First, it aims to produce a **shared evidence base** on the strategic priorities, innovation capacities and ecosystem needs of the participating regions. Second, it seeks to transform this evidence base into an **initial interregional cooperation structure**, by engaging the relevant stakeholders and defining the first common pathways for collaboration.

The STRATEGIC ALIGNEMENT encompasses the following activities, distributed across **WP3's** tasks:

- **S3 alignment and identification of best practices across participating regions (T3.1)**

The first activity establishes the **common strategic baseline** for the project by aligning the participating regions' S3 priorities and identifying the ecosystem practices that can be transferred, adapted and scaled across regions. The main purpose of this task is to understand how each regional innovation ecosystem is currently positioned in relation to healthcare innovation, digital transformation, translational capacity, and participation in interregional value chains.

The task will start from the S3 priorities already reviewed during the project preparation phase and deepen the analysis of the strategic frameworks of the **Centru Region, Île-de-France, Yugozapaden, Central Macedonia and Brandenburg**. The objective is to identify the domains where complementarities already exist, such as digital health, life sciences, advanced diagnostics, medical technologies, biotechnology and ICT-enabled services, and to clarify where interregional collaboration could create the highest added value. The analysis will also cover the enabling conditions surrounding these priorities, including public support mechanisms, research infrastructures, cluster dynamics, investment ecosystems, technology transfer practices, and existing forms of interregional cooperation.

Under the lead of IMDB, and with strong contributions from ADR Centru and HLSC, the consortium will develop a **comparative strategic alignment framework** that will allow partners to describe their regional ecosystems in a common format. This framework will capture existing support programmes for health innovation, the role of innovation intermediaries, the maturity of collaboration between healthcare and technology actors, and the presence of mechanisms that facilitate business development and access to investment. In parallel, the task will identify **best practices already operational within the consortium ecosystems** that can be capitalised upon in **THRIVE**, mainly coming from the structured innovation and acceleration approaches used by BOOST, the venture-building and investment logic brought by iBioNext, the ecosystem engagement and scale-up mechanisms deployed by EIT Health InnoStars, the policy and S3 implementation capacities of ADR Centru, or the cluster mobilisation practices of HLSC. UMFST and AUTH will contribute by highlighting examples of collaboration between academia, healthcare organisations and technology actors in clinical and translational environments.

The result of this activity will be a **Strategic alignment and best practices report**, which will define the shared thematic priorities relevant for the project, the main complementarities between regions and partners, the transferable practices that can inform later capacity-building activities, the strategic and governance gaps that need to be addressed during the project.

- **4H stakeholders mapping, needs analysis and healthcare value-chain segments analysis (T3.2)**

The activity's main goal is to understand how each regional healthcare innovation ecosystem actually functions in practice: who the key stakeholders are, what roles they play in the innovation process, where the bottlenecks are, and which parts of the healthcare innovation value chain are underdeveloped or disconnected. Under the lead of ICE+, the consortium will map the relevant actors across the quadruple helix, including research organisations and universities, hospitals and healthcare providers, SMEs and startups, clusters and innovation agencies, public authorities, investors, patient organisations and civil society groups. The objective is to understand which actors are critical to the emergence of future interregional innovation projects, what capacities they already have, and where they would need support to engage more effectively.

This stakeholder mapping will be coupled with a **healthcare value-chain analysis**, looking at the key segments that influence the development and deployment of health innovation:

- research and scientific discovery;
- translational research and clinical validation;
- prototype and solution development;
- regulatory and market access support;
- procurement and adoption in healthcare environments;
- investment, scaling and internationalisation.

Together with the regional strengths, we will also analyse the missing links that limit progression from one value-chain segment to another, to lay the foundation for structured interregional innovation pathways.

The value-chain mapping will make these gaps explicit and will provide the basis for later matchmaking and investment project identification.

The activity will combine desk research with targeted interviews with each stakeholders' group. ICE+ and HLSC will mobilise regional SME and startup communities, UMFST, AUTH and IMDB will support the identification of research, clinical and validation actors, ADR Centru will contribute the public and governance perspective, EIT Health InnoStars will enrich the exercise with benchmarking elements from its broader network of moderate and emerging innovator ecosystems.

The main output will be a **dynamic stakeholder and healthcare value-chain map**, complemented by a needs analysis, providing the operational ecosystem intelligence that will make it possible, in later phases, to move from general collaboration intentions to targeted, demand-driven interregional project development (WP4, WP5, WP6).

- **Technology scouting and identification of key innovation areas (T3.3)**

The following step is to identify the **innovation domains and technological opportunities** that can realistically act as connectors between regions and sectors, giving us the opportunity to structure the thematic and technological focus areas through which future interregional cooperation and project pipelines can emerge. Led by Booster Labs, this task will combine **technology scouting, innovation opportunity analysis and expert validation** to identify the areas where health innovation is both strategically relevant and operationally feasible for the consortium, by analysing which technological domains are most likely to respond to the structural challenges identified in previous tasks while also offering opportunities for cross-regional collaboration and future market deployment.

The analysis will cover domains such as:

- AI-assisted diagnostics and decision-support tools;
- digital monitoring and telemedicine solutions;
- health data platforms and interoperability tools;
- personalised and precision medicine approaches;
- advanced medical and diagnostic devices;
- technology-enabled prevention and disease management applications.

BOOST's experience in identifying and structuring promising innovation opportunities and translating them into development pathways for startups and emerging ventures will lead the implementation of this task, complemented by iBioNext's contribution on innovation maturity and investment relevance, by IMDB's and UMFST's perspectives on scientific and technological robustness, and by AUTH's clinical insights into the practical relevance and usability of potential innovation domains.

To enforce the interregional dimension of technology opportunity identification, we will prioritise those domains where **capabilities are distributed across the participating regions in a complementary way**, making collaboration necessary.

The output will be a **Portfolio of key innovation areas** that will serve as the thematic basis for co-creation and ideation in WP4.

- **Stakeholders' consultation, engagement and co-creation process (T3.4)**

T1.4 sees the strategic, ecosystem and technological analyses produced in T3.1-T3.3 brought back to the stakeholders for **validation, prioritisation and collective ownership**, transforming that evidence into a shared interregional agenda.

Under the leadership of UMFST Târgu Mureş, and drawing on its ability to connect clinical, academic and societal perspectives, the consortium will organise a structured stakeholder consultation process across the participating regions. This process will involve regional workshops, thematic roundtables and targeted consultation sessions with representatives of the quadruple helix. The objective is to validate whether the strategic priorities, ecosystem bottlenecks and technology areas identified in the earlier tasks truly correspond to the realities of the field.

A central feature of this task is its **co-creation dimension, with the identified stakeholders actively participating to the process, that will mainly** explore the barriers that currently prevent stronger ecosystem coordination; the practical difficulties in aligning health needs, technology opportunities and business models; the forms of support that local actors require to engage in interregional innovation processes; the opportunities for combining capacities across regions in future projects. UMFST will ensure that the voice of medical and clinical stakeholders remains strongly represented, while partners such as HLSC, ICE+, ADR Centru and EIT Health InnoStars will help reach innovation intermediaries, SMEs, policy actors and innovation support structures.

The result will be a **Stakeholder consultation Report** that will ensure that the cooperation framework developed in the following task is not designed top-down by the consortium alone but emerges from **validated stakeholder needs and realistic interregional opportunities**.

- **Connection of regional healthcare innovation ecosystems and design of common action plans (T3.5)**

The final activity of the **STRATEGIC ALIGNMENT** phase consolidates all the evidence, mappings and consultations into an **operational cooperation structure**. Its purpose is to transform strategic insights into a first functional architecture for interregional collaboration: the **THRIVE Community of Practice**.

Led again by IMDB, this task organises a strategic interregional planning process through which the consortium and the wider stakeholder base define the first common action plans of **THRIVE**. At this stage, the project moves from understanding ecosystems to **actively connecting them**.

The task will identify and formalise:

- priority thematic and innovation collaboration areas;
- possible interregional pathways for project co-development;
- areas where knowledge transfer and mentoring should be concentrated;
- the types of ecosystem support activities needed in different regional contexts;
- opportunities for future joint experimentation, value-chain development and investment pipeline creation.

A core output of this task will be the **THRIVE Cooperation Blueprint**, which will define how the Community of Practice will function in operational terms. This includes the governance logic of the community, the thematic areas around which exchanges and collaboration will take place, and the first set of regional and interregional action plans that will orient WP4 and WP5.

The task will also include the design of a **capacity-building framework**, based on the needs identified throughout the phase. This framework will define the forms of support to be offered to regional actors, including training, mentoring, knowledge-sharing and interregional peer exchange. In this respect, THRIVE will capitalise strongly on the practical methodologies already available within the consortium.

## **2. OPPORTUNITY STRUCTURING: activating inter-regional innovation synergies and building value-chains**

The **OPPORTUNITY STRUCTURING** phase represents the transition from **ecosystem intelligence to concrete innovation opportunities**. It operationalises the strategic alignment achieved in WP3 by activating the stakeholders involved and guiding them toward the identification of **tangible innovation opportunities capable of evolving into interregional investment projects**. The emphasis therefore shifts from ecosystem mapping to **opportunity structuring**. This involves translating the strategic and technological insights generated in Phase 1 into **concrete innovation opportunities**, ensuring that these opportunities are both **demand-driven and compatible with the capabilities of the participating ecosystems**. By doing so, the project reduces the risk of fragmented or unrealistic project ideas and instead focuses on opportunities that can realistically evolve into **cross-regional innovation initiatives and investment portfolios**. Another important function of this phase is to **activate interregional collaboration dynamics**. The consortium intentionally moves beyond traditional innovation networking by creating structured spaces where **knowledge providers, SMEs, healthcare practitioners, innovation intermediaries and investors interact around shared challenges**. These interactions are designed to stimulate cross-fertilisation between ecosystems, allowing stakeholders to identify complementary capabilities and build partnerships that could not easily emerge within regional boundaries alone.

The following activities/tasks have been identified and will be implemented in the framework of **WP4**:

- **Designing a common methodology to select promising inter-regional projects and create investment portfolios (T4.1)**

The first activity of this phase establishes the analytical framework that will guide the identification and evaluation of innovation opportunities throughout the project. The purpose of this task is to ensure that project ideas emerging from stakeholder interactions are assessed according to clear, transparent and shared criteria, allowing the consortium to focus its efforts on opportunities with genuine innovation and investment potential.

Under the lead of iBioNext's experience in venture building and early-stage investment in deep-tech healthcare companies and with methodological contributions from BOOST and EIT Health InnoStars, the consortium will develop a **multi-criteria evaluation framework** according to the following procedure: first, the consortium will review existing project evaluation and venture screening frameworks already used by iBioNext and Booster Labs in innovation acceleration programmes. These models will be adapted to the specific context of interregional healthcare innovation projects, incorporating criteria relevant to public-private collaboration, healthcare deployment environments and cross-border value chains. Second, a **methodology co-design workshop** will be organised involving consortium partners and selected external experts from the EIT Health network. During this session, participants will refine the evaluation dimensions and define the scoring logic used to compare different innovation opportunities.

Third, the consortium will translate these dimensions into a **practical evaluation toolkit**, composed of:

- a **project assessment matrix** combining qualitative and quantitative indicators
- a **standardised project concept template** to ensure comparable information across proposals
- a **scoring grid** allowing experts to assess project maturity and development potential

- a **portfolio structuring model** enabling the grouping of projects into thematic value-chain clusters.

The evaluation criteria will include in particular:

- the technological maturity of the proposed solution and its development trajectory;
- its clinical relevance and healthcare system impact, particularly in addressing prevention, diagnosis or management of NCDs;
- the regulatory feasibility and potential barriers to deployment in different healthcare systems;
- the market potential and opportunities for commercial development;
- the cross-regional scalability of the solution and the possibility of combining complementary capabilities across ecosystems;
- its alignment with the Smart Specialisation priorities of participating regions.

The project ideas then will be grouped into thematic portfolios that address specific healthcare challenges through complementary approaches. This portfolio logic allows the consortium to develop coherent innovation pathways, where multiple projects contribute to the same value chain segment or technological domain, reinforcing each other and increasing the overall impact.

- **Identifying gaps and selecting business opportunities to address (T4.2)**

Building on the ecosystem and value-chain insights produced in WP3, T4.2 focuses on identifying **specific innovation gaps that can be translated into business and collaboration opportunities**.

Under the lead of HLSC the consortium will conduct a systematic gap analysis across the healthcare innovation value chains mapped in T3.2.

First, the consortium will perform a **value-chain gap analysis**, examining each stage of the healthcare innovation process, from research and development to clinical validation, market access and deployment. Partners will identify segments where the ecosystem lacks critical actors, infrastructures, skills or support mechanisms.

Second, the consortium will conduct a **market and demand analysis**, examining emerging healthcare needs and technology adoption trends. HLSC will mobilise its cluster members, SMEs and industry partners to identify areas where healthcare organisations or companies are actively searching for new solutions. This analysis will be complemented by insights from EIT Health InnoStars and Booster Labs regarding European health innovation trends and startup development trajectories.

Third, the consortium will organise **cross-regional opportunity discovery workshops**, bringing together healthcare practitioners, SMEs, researchers and innovation intermediaries to discuss the results of the gap analysis and identify priority opportunity areas. These workshops will encourage participants to reflect on how existing regional capabilities could be combined to address shared healthcare challenges.

By combining these perspectives, the activity ensures that the opportunities selected for further exploration are both **socially relevant and economically viable**. The result of this activity will be a **structured catalogue of innovation opportunities**, which will serve as the basis for the collaborative ideation activities that follow.

- **Integrating feedback from healthcare establishments, practitioners and patients (T4.3)**

This activity introduces a **validation process involving healthcare practitioners, hospital managers and patient representatives**. Led by UMFST Târgu Mureş, this task leverages the university's strong connections with hospitals, healthcare professionals and clinical research environments in the Centru region and across the consortium network. Through 5 regional validation workshops, healthcare stakeholders will be invited to provide feedback on the opportunity areas identified in the previous task.

The consultation will explore several aspects, including:

- operational bottlenecks in healthcare delivery that could benefit from technological innovation;
- barriers to the adoption of digital health solutions in clinical environments;
- patient experience challenges and unmet needs in prevention and disease management;
- opportunities for improving care pathways through digital tools or organisational innovation.

This validation step also reinforces stakeholder engagement, as practitioners and patient representatives become active contributors to the definition of future innovation projects.

- **Ideation sessions to match the needs and potential solutions (T4.4)**

The final task of the **OPPORTUNITY STRUCTURING** phase transforms validated needs and opportunities into **preliminary interregional innovation project concepts**. Under the leadership of HLSC, the consortium will organise a series of **5 innovation labs**, bringing together stakeholders from different regions and sectors.

These sessions will gather researchers, startups, SMEs, clinicians, innovation intermediaries and entrepreneurs, creating a collaborative environment in which participants can explore how their respective expertise and resources could be combined to address the identified opportunity areas. The workshops will be facilitated using innovation design and co-creation methods that encourage participants to move from problem identification to solution conceptualisation and partnership formation.

The innovation labs will have an **interregional dimension**. Participants will be encouraged to form teams that combine complementary capabilities across regions. The ideation process will therefore stimulate the formation of **early interregional partnerships**, which will be essential for the next phase of the project. Each proposed concept will be documented and evaluated according to the methodology defined in T4.1. The outcome of this activity will be a **pipeline of preliminary interregional project concepts**, representing the first structured set of innovation initiatives emerging from the **THRIVE** Community of Practice. These concepts will form the basis for the investment readiness and project development activities implemented in WP3, marking the transition from opportunity exploration to concrete innovation project preparation.

### **3. PROJECT MATURATION: enhancing investment readiness for inter-regional healthcare projects**

The **PROJECT MATURATION** phase represents the transition from **interregional innovation concepts to investment-ready projects**, transforming these concepts into mature, credible and fundable initiatives, capable of participating in interregional innovation investments, European funding programmes and private financing mechanisms. The phase is therefore centred on **investment readiness as a systemic capacity**, not only at project level but also at ecosystem level. It equips participating actors with the skills, tools and methodologies required to navigate complex funding landscapes, engage with investors, and position themselves within European innovation value chains. Partners will build a coherent investment pipeline, where selected projects are progressively strengthened through technical, business and financial support, and where interregional complementarities are actively leveraged to increase their scalability and impact.

The following activities will be implemented in the framework of **WP5**:

- **Organization of an open call to select inter-regional project proposals (T5.1)**

Under the leadership of BOOST, the consortium will design and launch an open call for project proposals, addressing startups, SMEs, research teams and multi-actor consortia active in healthcare innovation. The call will explicitly require applicants to demonstrate:

- alignment with the priority innovation areas identified in WP4
- potential for interregional collaboration and value-chain integration
- relevance to healthcare system needs and market opportunities
- initial feasibility in terms of technology, business model and implementation.

The call will be disseminated through the **extensive networks of the consortium**, including EIT Health InnoStars' European ecosystem, cluster networks (HLSC, ICEBERG PLUS), regional innovation agencies (ADR Centru), and BOOST's startup community. Dedicated **webinars, information sessions and guidance materials** will support applicants in understanding expectations and preparing high-quality proposals.

To ensure comparability and facilitate evaluation, applicants will be required to submit proposals using a standardised project template, aligned with the evaluation framework developed in T4.1. This template will capture key information on the solution, target market, technological maturity, partnership structure and interregional dimension.

The outcome of this task will be a **structured pool of project proposals**, forming the basis for the evaluation and selection process implemented in T5.2.

- **Evaluation and selection of the projects (T5.2)**

Under this activity, the most promising projects will be selected, based on their innovation potential, feasibility and capacity to evolve into investment-ready interregional initiatives.

The consortium will implement an evaluation process built directly on the methodology developed in T4.1. First, proposals will undergo an eligibility and pre-screening phase, verifying their alignment with **THRIVE** priorities and minimum quality standards.

Second, eligible proposals will be assessed by a multidisciplinary evaluation panel, composed of: clinical experts (UMFST, AUTH); technology and research specialists (IMDB, academic partners); innovation intermediaries and cluster representatives (HLSC, ICEBERG PLUS); investment and business experts (iBioNext, Booster Labs)

Each project will be evaluated using the standardised scoring grid developed in T4.1, ensuring consistency, transparency and comparability across proposals. The evaluation will focus on:

- innovation novelty and technological feasibility
- clinical relevance and healthcare system impact
- market potential and scalability
- interregional collaboration dimension
- alignment with S3 priorities and value-chain integration potential

Third, shortlisted projects will participate in **online evaluation sessions**, including pitch presentations and Q&A discussions with the evaluation panel. This step allows for a deeper understanding of each project's strengths, risks and development needs.

Based on the combined quantitative and qualitative assessment, a **pilot cohort of high-potential projects** will be selected to enter the **THRIVE** project maturation programme.

- **Individual support to strengthen investment readiness and identify an adequate funding mix (T5.3)**

The selected projects will participate in the **THRIVE** investment readiness acceleration programme, designed to strengthen their technical, business and financial viability. Led by BOOST, and supported by iBioNext and EIT Health InnoStars, this task provides tailored, hands-on support to each project team. The approach combines individual mentoring, group training and practical tools, ensuring that support is both customised and scalable.

The process begins with a diagnostic assessment of each project, analysing: i. business model robustness; ii. market positioning and competitive landscape; iii. financial structure and funding needs; iv. regulatory pathway and compliance requirements; v. team capabilities and organisational readiness.

Based on this assessment, each project receives a **tailored development plan**, defining key milestones, priority actions and resource needs.

Support activities will include:

- business model refinement workshops
- financial planning and funding strategy sessions to assess the investment needs
- regulatory and market access guidance
- intellectual property strategy support, ensuring protection and valorisation of innovation
- go-to-market strategy development, including partnerships and distribution channels

Mentoring will be delivered through **one-to-one sessions with experts**, complemented by **peer-learning workshops**, enabling exchange between project teams.

At the end of this activity, a tailored funding mix for each project will be designed, combining potential sources from EU funding, national programmes and private investment, depending on the investment readiness of each project.

- **Identifying opportunities and building the capabilities to participate in public funded interregional innovation projects (T5.4)**

T5.4 focuses on strengthening the capacity of project teams to access European and national funding programmes.

Under the leadership of HLSC, the consortium will implement a capacity-building programme on public funding access.

The task will begin with a mapping of relevant funding opportunities, including: Horizon Europe calls; I3 Instrument (Strands 1 and 2a); EU4Health and other sectoral programmes; national and regional funding schemes.

Based on this mapping, the consortium will organise targeted training sessions and workshops covering proposal writing and impact articulation, consortium building and partner selection, project governance and coordination, budgeting, reporting and compliance requirements.

In parallel, project teams will receive hands-on support in preparing funding applications, including feedback on draft proposals and alignment with programme priorities.

This task ensures that participating innovators acquire the practical skills required to access and manage public funding, thereby increasing their long-term capacity to engage in European innovation programmes.

- **Elaboration of business plans and pitching to private investors (T5.5)**

The final activity aims to boost the visibility and attractiveness of selected healthcare projects through a high-impact **showcase event**, hosted by iBioNext in **Paris**.

This event will provide a platform for the selected companies to present their innovations to a diverse audience, including investors, healthcare professionals, policymakers, and potential partners. The programme will feature project presentations, where teams can highlight their cutting-edge solutions, as well as panel discussions and networking sessions to foster collaboration and stimulate investment interest. To support participation, each selected company will receive a **€2,000 lump sum contribution to help cover travel expenses**. This showcase will not only amplify exposure but also offer participants a valuable opportunity to connect with stakeholders in one of Europe's most vibrant innovation regions, gaining insights into the local ecosystem and building strategic relationships.

In parallel with tasks T5.2 and T5.4, this task focuses on equipping SMEs from our community to successfully pitch their projects to business angels (BAs) and venture capitalists (VCs).

To prepare SMEs for these pitch days, we will organise specialised workshops covering presentation skills, storytelling techniques, and financial modelling. These workshops will empower SMEs to craft compelling narratives that highlight their unique value propositions and competitive advantages. The goal is to ensure that project teams can capture investor interest and confidently present their projects.

Throughout the project, we plan to host at least 4 pitch days, where the selected companies will present their funding needs to qualified investors, including VCs, corporate VCs, and business angels.

#### 4. **REAL-WORLD VALIDATION: validation, policy integration and long-term sustainability**

Under Phase 4, the selected interregional innovation projects will be tested, refined, embedded into value chains and translated into long-term systemic impact, ensuring that they are validated in real operational environments, connected to ecosystems and positioned for sustainable deployment across regions. AUTH will lead the validation activities, leveraging its clinical and research infrastructure. HLSC ensures strong links with industry and innovation ecosystems, supporting matchmaking and scaling pathways. UMFST, IMDB and other healthcare partners provide access to clinical environments, while EIT Health InnoStars, Booster Labs and iBioNext contribute to scaling strategies and ecosystem integration.

This phase unfolds in four main activities:

- **Identifying regional in-situ solutions deployment opportunities (T6.1)**

The first task sets the operational foundation for real-world validation by identifying and preparing healthcare environments where innovation projects can be tested under real conditions.

Under the leadership of AUTH, the consortium will conduct a mapping and selection of Living Lab environments across the participating regions. This mapping will build on the stakeholder and ecosystem analysis carried out in WP1 and will focus on identifying healthcare organisations capable of hosting experimentation activities.

The selection of pilot environments will be based on a structured set of criteria, including: availability of clinical and technical infrastructure, diversity of patient populations and care pathways, capacity of healthcare staff to engage in innovation activities, compatibility with regulatory and ethical requirements, alignment with the thematic focus of selected projects.

AUTH, together with UMFST and other clinical partners, will carry out site assessments and bilateral consultations with healthcare institutions to evaluate their readiness and willingness to participate.

Once pilot sites are identified, the consortium will develop standardised deployment protocols, defining, among the others: roles and responsibilities of project teams and healthcare staff, procedures for introducing and testing innovation solutions, data collection and monitoring methodologies, compliance with ethical, legal and regulatory requirements.

Special attention will be given to ensuring diversity of testing environments to assess whether solutions can be adapted and transferred across different healthcare systems and regional contexts.

The main output of this task is the establishment of a **distributed network of interregional Living Labs**, providing the operational infrastructure for the validation activities carried out in T6.2.

- **Organization of interactive Living Lab demo days in healthcare environments (T6.2) Leader AUTH**

Building on the infrastructure established in T6.1, this task implements the **real-world validation of innovation projects**, ensuring that solutions are tested, refined and adapted to actual healthcare environments. Under the coordination of AUTH, the consortium will organise and/or participate a series of **Living Lab demonstration and validation sessions**, where selected projects are deployed within the identified pilot sites. These sessions will be structured as **interactive validation cycles**, where innovation solutions are integrated into healthcare workflows, observing how solutions interact with:

- clinical decision-making processes
- patient management and monitoring routines
- administrative and operational workflows
- digital health infrastructures and data systems

After each session, project teams will participate in feedback debriefings, supported by clinical and technical experts. These sessions will enable the identification of usability issues, integration challenges, regulatory or operational constraints, opportunities for improvement.

Based on this feedback, projects will undergo iterative refinement cycles, improving their technical robustness, interoperability and user acceptance.

- **Matchmaking with business partners (T6.3) Leader HLSC**

This activity focuses on embedding the solutions within broader innovation ecosystems and value chains, ensuring that they can progress beyond pilot testing toward market deployment.

Led by HLSC, the consortium will organise a series of **structured matchmaking and partnership-building activities**, connecting project teams with key actors in the healthcare innovation ecosystem.

The matchmaking process will target stakeholders such as:

- healthcare technology companies and system integrators
- industrial partners and medtech firms
- digital health platforms and service providers
- innovation clusters and business support organisations
- healthcare providers interested in solution adoption

The process will see consortium partners identifying potential collaborators for each project based on their technological needs, value-chain position and scaling strategy. Then, targeted matchmaking sessions will

be organised, including thematic meetings, one-to-one brokerage sessions and networking events. During these sessions, project teams will present their solutions and explore collaboration opportunities with potential partners.

Third, the consortium will support the **formalisation of potential collaboration pathways**, including co-development agreements, pilot expansion plans or integration partnerships, increasing their chances of long-term sustainability and market uptake.

- **Exploring pathways to scale the solutions and integrate EU value-chains (T6.4)**

The final task of Phase 4 focuses on transforming validated innovation solutions into scalable opportunities within European healthcare innovation value chains, developing a **scaling and value-chain integration analysis** for each validated project.

This analysis will examine the conditions required to scale solutions across regions, including:

- **regulatory and certification requirements** in different healthcare systems
- **interoperability with digital health infrastructures** (e.g. data standards, platforms)
- organisational readiness of healthcare providers
- reimbursement and procurement conditions
- market access barriers and opportunities

In parallel, the consortium will assess how each project can be positioned within European and interregional value chains, identifying, among the others, complementary actors across regions, opportunities for cross-border deployment, potential industrial and commercial partnerships, links with European networks and platforms.

Based on this analysis, each project will be supported in the development of a **scaling roadmap**, including, ensuring that the results of **THRIVE** can be replicated, scaled and integrated into broader European innovation ecosystems.

## 5. SYSTEMIC LEARNING

Phase 5 ensures that the knowledge, partnerships and results generated throughout **THRIVE** are translated into lasting improvements in regional innovation ecosystems. The phase is designed to move from **project-level outcomes to system-level impact**, ensuring that the lessons learned are embedded into regional governance frameworks, innovation support mechanisms and interregional cooperation models. It addresses a key challenge identified in the I3 context: the difficulty of sustaining and scaling innovation initiatives beyond the project lifecycle, particularly in less developed and transition regions.

The consortium brings strong complementary capacities to this phase. ADR Centru leads policy analysis and governance alignment, leveraging its role as a regional development agency, HLSC contributes experience in cluster-based ecosystem development and peer learning facilitation. ICE+ supports partnership consolidation and SME engagement. iNN, **BOOST** and **iBioNext** contribute insights from **European innovation ecosystems, investment dynamics and scaling pathways. Academic and clinical partners (UMFST, AUTH, IMDB)** ensure that policy recommendations remain grounded in healthcare system realities.

- **Analysis of institutional gaps in capacity, governance and instruments to support interregional innovation projects (T7.1)**

The first task provides a system-level diagnosis of the institutional, governance and policy conditions affecting the development of interregional innovation initiatives in healthcare.

Building on the evidence generated throughout WP3-WP6, ADR Centru will lead a comparative analysis of regional innovation ecosystems, focusing on structural barriers that limit the ability of LDRs and TRs to participate effectively in interregional value chains and innovation investments.

The analysis will be carried out following a combination of desk research on regional strategies, policy instruments and governance frameworks, stakeholder consultations with innovation agencies, policymakers, clusters and healthcare institutions, and finally a comparative benchmarking across participating regions, supported by EIT Health InnoStars insights.

In addition, the task will assess the **institutional capacity of regional innovation actors**, identifying needs in terms of skills, resources, coordination tools and policy instruments.

The output will be a **visual “gap maps”** linking ecosystem weaknesses to specific capacity-building and policy needs. This analysis will provide the evidence base for the peer-learning and policy design activities implemented in the following tasks.

- **Organization of peer learning and best practices transfer workshops (T7.2)**

Building on the diagnostic work of T5.1, this task will facilitate tailored peer learning and knowledge transfer actions among participating regions, enabling stakeholders to exchange experiences and co-develop solutions to identified challenges.

Coordinated by HLSC, the consortium will organise a series of **thematic peer-learning workshops**, bringing together policymakers, innovation intermediaries, healthcare stakeholders and SMEs.

The workshops will be structured around key themes emerging from the project, including:



- governance models for integrated health innovation ecosystems
- mechanisms to strengthen quadruple-helix collaboration
- strategies for improving investment readiness and access to finance
- approaches to integrating innovation into healthcare delivery systems
- models for interregional value-chain development and cooperation

Each workshop will follow a **structured format**, combining the presentation of regional best practices and case studies, facilitated discussions on transferability and adaptation conditions, and collaborative sessions to co-design practical solutions to shared challenges

The outputs will include **peer-learning reports and knowledge transfer guidelines**, collecting lessons learned and actionable recommendations for ecosystem strengthening.

- **Identification of synergies and long-term collaborations strengthening regional innovation ecosystems (T7.3)**

This activity focuses on consolidating the relationships and collaboration dynamics developed throughout the project (the **THRIVE** Community of Practice, the interregional project pipelines and investment portfolios, and the Living Lab and validation networks) into sustainable interregional cooperation frameworks. The task will identify opportunities to transform these collaborations into long-term cooperation mechanisms, such as joint innovation and research initiatives, cross-regional acceleration or incubation programmes, shared testing and validation infrastructures, coordinated investment and co-financing initiatives.

To formalise these relationships, the consortium will support the development of i. Memoranda of Understanding (MoUs), ii. cooperation agreements between clusters, regions and institutions, and/or iii. joint strategic roadmaps for continued collaboration, aiming at the creation of lasting interregional cooperation beyond the project duration.

- **Recommendations for designing evidence-based policy measures (T7.4) Leader ADRC**

The final task translates the knowledge and experience generated throughout the project into concrete, evidence-based policy recommendations, aimed at strengthening regional innovation ecosystems and supporting interregional collaboration. Under the lead of ADR Centru, the consortium will synthesise insights from all previous phases, including ecosystem and value-chain analyses (WP3), opportunity structuring and project development processes (WP4-WP5), real-world validation and scaling experiences (WP6), institutional and governance analysis (T7.1)

The policy development process will start from drafting policy briefs and thematic recommendations, moving to the validation through stakeholder consultations and policy roundtables, and the alignment with EU frameworks and I3 objectives.

The recommendations will address key areas such as:

- strengthening innovation governance and coordination mechanisms,
- improving integration between health, research and innovation policies,
- enhancing access to finance and investment readiness support,
- enabling interregional collaboration and value-chain participation,
- supporting SMEs and startups in health innovation ecosystems.

The main output will be a **THRIVE Policy Toolkit**, which will include operational recommendations, implementation guidelines and examples of transferable practices.

- **Community building, network integration and sustainability (T2.2, T2.3 - transversal)**

The **community building, network integration and sustainability activities** run across all the WPs to ensure that **THRIVE** evolves into a lasting interregional innovation ecosystem beyond the project duration, by operationalising a structured sustainability framework combining stakeholder engagement, integration into European innovation networks and concrete exploitation mechanisms.

Building on the Community of Practice established in WP3, **THRIVE** will develop a permanent collaboration environment connecting healthcare providers, SMEs, researchers, investors, clusters and policymakers across regions, enabling matchmaking, knowledge sharing and thematic exchanges. This will be complemented by the establishment of thematic working groups and regular interregional community events during the entire duration of the project, coordinated by regional ecosystem facilitators, ensuring continuous stakeholder mobilisation and the onboarding of new actors.

In parallel, the project will actively integrate participating ecosystems into European networks and platforms, including S3 partnerships, the EIT Health InnoStars network and the EU Cluster Collaboration Platform, while organising interregional activities to strengthen cross-border cooperation and access to wider innovation value chains.

To ensure long-term impact, **THRIVE** will implement a structured exploitation strategy, including the development of an exploitation roadmap identifying key results, ownership and continuation pathways, the continuation of the interregional project pipeline towards follow-up funding opportunities (I3 Strand 1/2a, Horizon Europe), and the mobilisation of investment pathways through existing investor networks and acceleration programmes. In addition, sustainability will be reinforced through the development of

service-based models, such as Living Lab access services, advisory services for innovation agencies and capacity-building programmes for SMEs and public authorities.

This integrated approach will result in tangible outputs, including an operational Community of Practice, formalised interregional cooperation agreements, integration into EU-level platforms and a pipeline of investment-ready projects, ultimately ensuring that THRIVE contributes to the long-term strengthening of regional innovation ecosystems, sustained interregional collaboration and increased participation of regions in European healthcare innovation value chains.

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## 2.2 Consortium set-up

### Consortium cooperation and division of roles (if applicable)

*Describe the participants (Beneficiaries, Affiliated Entities and Associated Partners, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?*

*In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.*

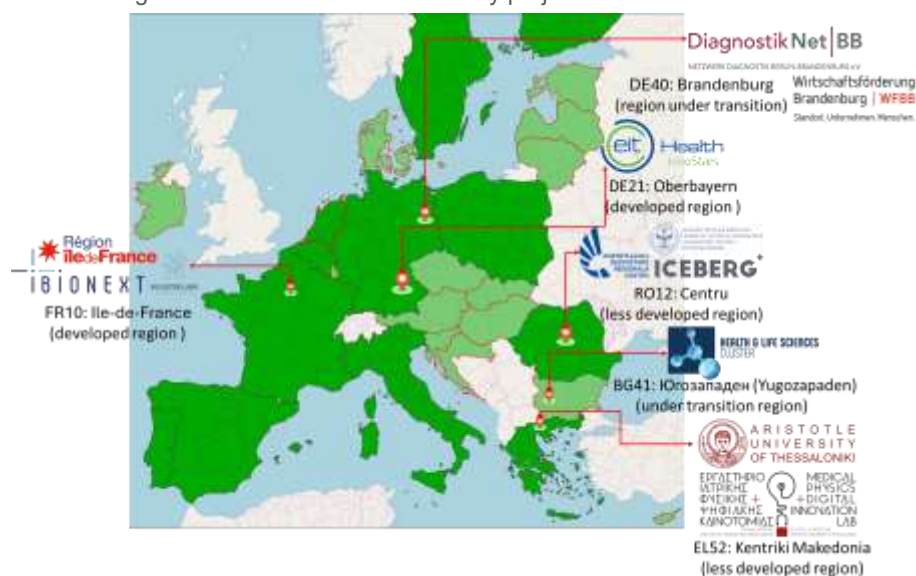
**Note:** When building your consortium you should think of organisations that can help you reach objectives and solve problems.

### Consortium composition

The THRIVE consortium is structured as an integrated, multi-level interregional partnership of 11 organisations, ensuring full coverage of the quadruple helix and reflecting the diversity of European innovation ecosystems across different levels of maturity. Coordinated by ADR Centru (Romania) - a regional development agency with direct responsibility for Smart Specialisation Strategy (S3) implementation - the consortium embeds strong public governance capacity at its core, ensuring alignment with regional policy frameworks and long-term sustainability of results. The partnership includes public authorities, academic and clinical research institutions, private sector actors, innovation intermediaries and cluster organisations, thereby enabling a comprehensive approach to healthcare innovation across the full value chain. Public sector representation is ensured through ADR Centru and the Île-de-France Region, both directly involved in the design and implementation of regional innovation policies. In addition, the Brandenburg economic development agency (WLB) participates as an associated partner, further reinforcing policy alignment and interregional cooperation.

The research and academic pillar is represented by leading institutions such as UMFST (Romania) and Aristotle University of Thessaloniki (AUTH, Greece), complemented by the applied research expertise of IMDB (Germany), ensuring strong capabilities in clinical research, translational medicine and technological validation. The private sector dimension, particularly in venture building and investment structuring, is represented by iBionext (deep-tech health investment fund) and Booster Labs, bringing proven expertise in transforming innovation into investment-ready projects.

The consortium also integrates innovation intermediaries and cluster organisations, including Iceberg+, EIT Health InnoStars, and the Health and Life Sciences Cluster Bulgaria (HLSC), which play a critical role in ecosystem mobilisation, stakeholder engagement and interregional knowledge transfer. This ensures strong connectivity between research, industry and public actors, facilitating the emergence of scalable innovation pipelines.



The consortium reflects a balanced geographical composition, bringing together actors from less developed regions (Centru, Central Macedonia), transition regions (Yugozapaden, Brandenburg), and developed ecosystems (Île-de-France), thereby enabling structured peer learning and capacity transfer. Across almost all participating regions, the direct involvement (or institutional support) of regional development agencies ensures strong anchoring in S3 priorities and policy instruments.

Overall, the **THRIVE** consortium constitutes a coherent, complementary and implementation-ready structure, capable of addressing the full innovation cycle - from ecosystem analysis and co-creation to investment readiness, validation and policy uptake - while ensuring deep interregional integration and long-term systemic impact.

**We present hereafter each organization, along with its role in the implementation of THRIVE:**

#### **Regional Development Agency Centru - ADRC (RO12 - Centru region)**

RDA Centru is an NGO of public utility, set up by the Law of Regional Development in Romania, having the role to implement the regional development policies over the territory of Centru Region. RDA Centru is the responsible organization at regional level with the elaboration and management of the Regional Smart Specialization Strategy and coordination of Regional Innovation Consortia, a partnering structure with role of endorsing the RIS3. RDA Centru is Managing Authority for the Regional Program

One of the roles of RDA Centru in the project will be the Coordination of the THRIVE Consortia and ensuring the overall management of the project. RDA C will participate in all WP to coagulate the stakeholders from regional innovation ecosystem, put in place, together will project partners mechanism to improve the interregional and intraregional cooperation between companies, practitioners, universities, final users in order to generate technological solution for NCD and to leverage the innovative potential of the regions involved in the project. Within WP5, RDA Centru will coordinate, with the other partners involved, an analysis of the regional innovation ecosystems bottlenecks, challenges and opportunities for deploying the innovation potential and will propose policy recommendations for structured interventions that should generate improvements in the way the stakeholders of the IE are cooperating, improve the current policy mix of interventions that support RDI projects in order to facilitate interregional cooperation.

#### **University of Medicine, Pharmacy, Sciences and Technology of Targu Mures – UMFST (RO12 - Centru region)**

**Role in THRIVE:** As coordinator of THRIVE, ADR Centru plays a central strategic and operational role in ensuring the coherent implementation, policy alignment and long-term impact of the project. Building on its mandate as the regional development agency responsible for the design and implementation of the Smart Specialisation Strategy in the Centru Region, ADR Centru roots the project within regional and European innovation policy frameworks, ensuring that all activities are aligned with S3 priorities and contribute to strengthening interregional cooperation.

Beyond its coordination responsibilities, covering project governance, financial and administrative management, risk monitoring and quality assurance, ADR Centru leads the systemic dimension of THRIVE by structuring the policy learning, institutional capacity-building and interregional collaboration mechanisms. It plays a key role in translating project results into actionable policy recommendations, supporting the integration of innovation outcomes into regional development strategies and funding instruments.

ADR Centru also acts as a facilitator of ecosystem mobilisation, leveraging its strong connections with regional stakeholders, including public authorities, research institutions, SMEs and clusters, to ensure active participation in the Community of Practice and in the co-creation processes. Through its involvement across all work packages, and in particular its leadership in peer learning and policy design activities, ADR Centru ensures that THRIVE delivers not only concrete innovation projects but also durable improvements in governance, investment readiness and interregional innovation capacity.

#### **ICEBERG PLUS - ICE (RO12 - Centru region)**

Iceberg+ is a leading innovation intermediary and ecosystem builder based in Romania, with extensive experience in supporting digital transformation, entrepreneurship and interregional innovation across Europe. Positioned at the intersection of policy, technology and business, Iceberg+ plays a key role in connecting startups, SMEs, corporates and public authorities, while contributing to the development and implementation of Smart Specialisation Strategies and Digital Innovation Hub (DIH) initiatives. Through its involvement in several European projects and networks, including its active role in Digital Innovation Hubs such as FIT EDIH, Iceberg+ has developed strong capabilities in ecosystem orchestration, stakeholder mobilisation and innovation pipeline development. Its expertise spans technology transfer, startup acceleration, access to finance and the design of structured support programmes for innovation-driven companies. By combining strategic advisory with hands-on implementation, Iceberg+ contributes to strengthening regional innovation ecosystems and fostering cross-border collaboration.

**Role in THRIVE:** Within THRIVE, Iceberg+ plays a central role in ecosystem structuring and interregional innovation pipeline development, acting as a key driver of stakeholder engagement and co-creation activities. It contributes to the mapping of regional ecosystems, the identification of innovation

opportunities and the mobilisation of quadruple helix actors into the Community of Practice, ensuring strong participation from SMEs, startups and innovation intermediaries. Leveraging its experience in Digital Innovation Hubs and its proximity to the entrepreneurial ecosystem, Iceberg+ facilitates the translation of identified needs into concrete innovation concepts and supports their maturation towards investment-ready projects. It also plays an active role in connecting regional ecosystems with European networks and funding opportunities, reinforcing interregional collaboration and value-chain integration. Through its cross-cutting involvement, Iceberg+ ensures that THRIVE remains strongly anchored in real market dynamics while enabling scalable and sustainable innovation pathways.

#### EIT Health InnoStars

**EIT Health InnoStars - INN (incorporated in DE21 – Oberbayern, but active throughout Central and Eastern Europe)** is one of the 9 regional nodes of EIT Health, the largest European healthcare innovation network. EIT Health InnoStars manages EIT Health partners and activities in 13 member states (most of the widening countries) and provides outreach towards associated and eastern-partnership countries. P9-INN is in a unique position: it is part of a trans-European network, including leading innovation hubs of Europe, but also well embedded in Europe's less developed innovation ecosystems. As part of the European Institute of Innovation and Technology, INN brings together healthcare industry leaders, researchers, and startups to drive innovation in healthcare across EU. Based in Germany and operating in Hungary, it supports entrepreneurial education, business creation, and transformative healthcare projects aimed at improving quality of life and healthcare delivery.

**Role in THRIVE:** INN will lead WP2 - Initiating a cross-fertilisation process to stimulate inter-regional innovation projects emergence and **co-lead WP5** Communication, Dissemination and Exploitation activities. It will participate in most project tasks as **a facilitator of regional integration and innovation dissemination**, by bridging the innovation gap between various EU regions.

#### Health & Life Sciences Cluster Bulgaria - HLSC (BG41 – Yugozapaden)

Health and Life Sciences Cluster Bulgaria (HLSC) is a key national cluster organisation bringing together companies, research institutions, healthcare providers and innovation actors across the Bulgarian life sciences and health ecosystem. Positioned as a central facilitator of collaboration and knowledge exchange, HLSC plays a pivotal role in strengthening the competitiveness and innovation capacity of the sector by supporting technology transfer, fostering partnerships and promoting the adoption of advanced healthcare solutions. The cluster is actively engaged in European initiatives and interregional cooperation frameworks, enabling its members to access international networks, funding opportunities and market expansion pathways. With strong expertise in ecosystem mobilisation, industry engagement and cluster-based innovation, HLSC contributes to bridging the gap between research, industry and healthcare practice, particularly in emerging and transitioning innovation environments.

**Role in THRIVE:** Within THRIVE, HLSC acts as a key orchestrator of stakeholder engagement and innovation opportunity identification, ensuring the active involvement of Bulgarian ecosystem actors in the interregional collaboration process. It contributes to the identification of value-chain gaps and business opportunities, as well as to the validation of needs through direct interaction with healthcare providers, companies and end-users. Leveraging its strong network of SMEs and industry stakeholders, HLSC supports the generation of innovation project concepts and facilitates their alignment with real market demand and healthcare system needs. It also plays an important role in fostering cross-border partnerships and integrating Bulgarian actors into European healthcare value chains. Through its involvement, HLSC ensures that the perspectives of industry and applied innovation are fully embedded in THRIVE, strengthening the project's capacity to generate scalable and impactful solutions.

#### Région Ile-de-France - (FR10 – Ile-de-France)

Région Île-de-France is one of Europe's leading innovation territories, combining strong public governance capacity with a highly competitive ecosystem in health, life sciences and digital technologies. As a regional authority responsible for the design and implementation of its Smart Specialisation Strategy, it plays a central role in structuring innovation policies, mobilising investment and supporting large-scale ecosystem initiatives. The region hosts world-class research institutions, hospitals, clusters and startups, and benefits from internationally recognised innovation infrastructures in domains such as biomedical research, medical imaging, digital health and data-driven healthcare. Through its active participation in European networks and partnerships, Île-de-France contributes to shaping policy frameworks and fostering cross-border cooperation, while continuously reinforcing the translation of research excellence into market-ready solutions.

**Role in THRIVE:** Within THRIVE, Région Île-de-France acts as a reference ecosystem and policy benchmark, bringing advanced experience in healthcare innovation governance, cluster coordination and investment mobilisation. It contributes to the identification and transfer of best practices in ecosystem structuring, public-private collaboration and support to innovation pipelines, ensuring that less developed and transition regions benefit from proven approaches. The region plays a key role in peer learning and policy-oriented activities, supporting the design of effective governance mechanisms and innovation

support instruments aligned with Smart Specialisation principles. It also facilitates connections with high-level European networks, investors and industrial actors, strengthening the interregional dimension of the project. Through its involvement, Île-de-France enhances the overall ambition and credibility of THRIVE while ensuring strong alignment with European excellence standards.

#### **iBionext - (FR10 – Ile-de-France)**

iBionext is a top European deep-tech venture builder and investment fund specialised in life sciences and healthcare innovation, with a strong track record in transforming breakthrough scientific discoveries into high-impact companies. Operating at the interface between research, entrepreneurship and finance, iBionext combines strategic investment capacity with hands-on venture creation, supporting projects from early-stage validation to market deployment and scale-up. Its model is based on the identification of high-potential technologies, the structuring of multidisciplinary teams, and the development of robust business and regulatory strategies tailored to complex health innovation pathways. With extensive experience in mobilising private and public capital and navigating the specific constraints of healthcare markets, iBionext plays a key role in accelerating the translation of innovation into sustainable, investment-ready ventures.

**Role in THRIVE:** Within THRIVE, iBionext acts as a core driver of investment readiness and venture development, leading the transformation of interregional innovation concepts into structured, financeable projects. It contributes to the evaluation and selection of high-potential initiatives, and provides tailored support to project teams in areas such as business modelling, regulatory strategy, intellectual property management and funding structuring. Leveraging its network of investors and industry partners, iBionext facilitates access to capital and supports the positioning of projects within relevant European and international markets. It also plays a central role in structuring interregional investment portfolios, ensuring coherence between individual projects and broader investment strategies. Through its involvement, iBionext ensures that THRIVE delivers not only innovative solutions, but also concrete, investment-ready opportunities capable of achieving long-term impact and scalability.

#### **BOOSTER LABS**

**BOOSTER LABS - BOOST (FR10 – Ile-de-France)** is a private company dedicated to supporting the acceleration of DeepTech start-ups. Their distinctive "collaborative acceleration" approach leverages strategic partnerships at the EU level, aligning innovation ecosystem forces to address challenges faced by DeepTech start-ups, particularly in funding and market access.

**Role in THRIVE:** P4-BOOST will leverage its expertise in supporting innovative scale-ups, being responsible for **identifying tailored funding opportunities** that align with the goals of selected healthcare projects and **prepare project teams to effectively pitch their ideas** to BAs and VCs, supporting them in redefining their roadmaps and increasing their investment readiness.

#### **Aristotle University of Thessaloniki – AUTH (EL52 – Central Macedonia)**

Aristotle University of Thessaloniki (AUTH) is one of the largest and most prestigious academic institutions in Southeast Europe, with a strong international reputation in medical sciences, engineering and interdisciplinary research. Through its Faculty of Medicine and specialised units such as the Medical Physics Laboratory, AUTH plays a leading role in advancing research and innovation in areas including digital health, medical imaging, clinical decision support systems and technology-enabled healthcare services. The university is deeply embedded in regional and European research ecosystems, with extensive participation in collaborative projects, contributing both scientific excellence and practical expertise in the translation of research into clinical and societal applications. Its close links with hospitals, healthcare providers and research infrastructures position AUTH as a key actor in bridging fundamental research, clinical practice and technological innovation.

**Role in THRIVE:** Within THRIVE, AUTH plays a central role in real-world validation and clinical integration of innovation solutions, ensuring that project outputs are grounded in healthcare practice and aligned with patient and practitioner needs. It leads and supports the implementation of Living Lab activities, providing access to clinical environments, expertise and user communities for testing and refining innovation projects. AUTH contributes to the assessment of clinical relevance, usability and interoperability of solutions, and supports iterative improvement processes based on structured feedback from healthcare professionals and patients. In addition, it facilitates the integration of innovation outcomes into healthcare workflows and supports the exploration of regulatory and deployment pathways. Through its involvement, AUTH ensures that THRIVE innovations are not only technologically sound, but also clinically validated, user-centred and ready for real-world adoption.

#### **Institute for Molecular Diagnostics and Bioanalytics – IMDB (DE40 – Brandenburg)**

The Institute for Molecular Diagnostics and Bioanalytics is a non-profit research institute focused on the development of innovative methods and products for point-of-care diagnostics. Our expertise in the field of biochemistry, molecular biology and bioanalytics allows us to design, adapt and integrate methods for detection of disease (infectious diseases, chronic disease) in "out-of-lab" settings. These methods are



currently being integrated and incorporated with digital solutions such as apps, software platforms and AI-driven data analysis, which will bring our methods into true point-of-care, remote setting diagnostic solutions.

IMDB is also committed to knowledge transfer and maintains a strong partnership with the University of Potsdam. Students from this university participate regularly in research projects developed at the IMDB with many students developing their thesis work with us.

Finally, IMDB is well connected within the mobile diagnostic field, not only within but also outside of our region. IMDB is a member of the “Diagnostiknet-BB” a network of companies and research institutes committed to the advancements in diagnostics, molecular biology and biotechnology. Likewise, we are an active member of the “MODIATE” Network, which brings actors from the field of digital health, mobile diagnostics and mobile therapy together.

#### **Role in THRIVE:**

A tangible result for the IMDB is the application and development of new projects within and among the partners of this consortium. After successfully establishing collaboration networks and knowledge transfer, it would be our goal to design a research project centred around personalised and digital medicine.

With standardized protocols for data sharing, protection, and interoperability across borders, especially important when integrating digital health data with traditional clinical data sources, the project would aim at collaboratively develop a model for the mobile diagnosis or therapy of well-known diseases outside the hospital or clinical settings. A pilot study across participating institutions could demonstrate the model's effectiveness in personalizing interventions, collecting patient outcome data, and offering a robust framework for iterative improvements.

Our institute would use this to refine our data management frameworks and enhance our technical infrastructure, enabling ongoing collaborative research with international partners. The project would provide valuable publications on model development, digital health integration, and personalized medicine efficacy, advancing our institute's academic contributions in the field and strengthening our reputation as a leader in personalized medicine and digital health research.

#### **Wirtschaftsförderung Land Brandenburg GmbH – Associated partner (DE40 – Brandenburg)**

Wirtschaftsförderung Land Brandenburg GmbH (WLB) is the official economic development agency of the State of Brandenburg, playing a central role in strengthening regional competitiveness, supporting innovation and facilitating investment across key strategic sectors, including health, life sciences and advanced technologies. Acting at the interface between public policy and economic development, WLB supports companies, research institutions and clusters through targeted advisory services, funding guidance and internationalisation support. The agency is actively involved in the implementation of regional innovation strategies, including Smart Specialisation priorities, and contributes to the positioning of Brandenburg within European innovation networks, particularly in domains such as biotechnology, diagnostics and digital health. Its strong institutional links with regional authorities and ecosystem stakeholders enable WLB to act as a key enabler of coordinated innovation and cross-sector collaboration.

**Role in THRIVE:** Within THRIVE, WLB participates as an associated partner, contributing to the project's policy alignment, ecosystem connectivity and interregional cooperation dimension. It supports the integration of Brandenburg's innovation ecosystem into the project activities, facilitating access to regional stakeholders, clusters and companies, and enabling the identification of collaboration opportunities within healthcare value chains. WLB provides strategic input to peer learning and policy-oriented activities, sharing best practices in regional innovation governance, investment attraction and ecosystem development. Through its involvement, WLB reinforces the project's capacity to connect less developed and transition regions with more advanced innovation ecosystems, while ensuring strong anchoring in Smart Specialisation priorities and long-term sustainability of interregional collaboration.

## **2.3 Project teams, staff and experts**

### **Project teams and staff**

*Describe the project teams and how they will work together to implement the project.*

*List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. — use the same profiles as in the detailed budget table, if any and describe briefly their tasks. Provide CVs of all key actors (if required).*

Name and function	Organisation	Role/tasks/professional profile and expertise
Ovidia Caba Project Manager	ADR Centru	Project Manager – Overall Project Coordination

		<p>Director of the Regional Policies Unit with over 25 years of experience in project management.</p> <p>Responsible for coordinating the development of RIS3 Centru, organizing Entrepreneurial Discovery Processes (EDPs), and managing interregional projects.</p> <p>Key Responsibilities</p> <ul style="list-style-type: none"> <li>-Coordination of the elaboration and implementation of RIS3 Centru.</li> <li>-Organization and moderation of Entrepreneurial Discovery Processes (EDPs) for identifying smart specialization priorities in the health sector.</li> <li>-Facilitation and moderation of EDP sessions to identify project ideas supporting the implementation of RIS3 in the Centru Region.</li> <li>-Coordination and support of interregional cooperation projects related to innovation and regional development.</li> <li>-Support for the business environment and promotion of investments, including collaboration with regional stakeholders.</li> </ul>
Ioan Levitchi Senior experts	ADR Centru	<p>Regional technical expert responsible for supporting the implementation of project work packages at regional level, providing specialised knowledge and technical guidance to strengthen regional innovation ecosystems and enhance stakeholder capacity for interregional innovation investments.</p> <p>Director of the Regional Policies Department at RDA Centru. Previous roles include Head of Smart Specialisation Unit, Head of Project Monitoring Unit, and Head of Project Appraisal Unit for the Intermediate Body of the Competitiveness Programme 2007–2013.</p> <p>Main responsibilities include:</p> <ul style="list-style-type: none"> <li>-Designing innovation and smart specialisation actions and guidelines within the 2021–2027 Regional Operational Programme for the Centru Region.</li> <li>-Designing grant schemes, financial instruments, and state-aid and non-aid measures supporting innovation.</li> <li>-Leading the design of the Smart Specialisation Strategy (RIS3) for the Centru Region.</li> <li>-Coordinating the implementation and monitoring of RIS3.</li> <li>-Designing and coordinating the RIS3 governance framework in the region.</li> <li>-Coordinating the quadruple helix EDP</li> <li>-Designing and coordinating the RIS3 project pipeline development process.</li> <li>-Providing help desk support for innovation and smart specialisation actions within the 2014–2020 Regional Operational Programme.</li> </ul>
Gabriela Tarau Senior expert	ADR Centru	<p>Project assistant and senior expert supporting the administrative, reporting, and coordination activities of the project.</p> <p>Head of the Project Development and Interregional Cooperation Office at RDA Centru.</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> <li>-Project implementation and monitoring yhr progress of the projects and the deliverables.</li> <li>-Contributing to project reporting and administrative coordination.</li> <li>-Drafting and developing applications for EU-funded projects.</li> <li>-Active involvement in the implementation of interregional cooperation projects and other EU-funded initiatives.</li> <li>-Monitoring and identifying relevant funding opportunities for regional stakeholders.</li> <li>-Promoting EU funding programmes and supporting partnership development among regional and European stakeholders.</li> <li>-Consultant within the Enterprise Europe Network (EEN) Office of RDA Centru.</li> </ul>
Dan Zbucnea Senior expert	ADR Centru	<p>Regional technical expert supporting the implementation of project work packages at regional level, providing technical expertise related to innovation policy and RIS3 Centru.</p> <p>Programs Expert, Smart Specialization Unit at RDA Centru</p>

		<p>Key responsibilities include:</p> <ul style="list-style-type: none"> <li>- Conducting studies/strategies of regional importance - Smart Specialization Strategy and other related analysis.</li> <li>- Designing of Centru Region Programme 2021-2027. Designing RIS3 related calls for funding applications within the programme.</li> <li>- Arranging the entrepreneurial discovery process meetings with relevant regional stakeholders.</li> </ul>
Oana Rogoz Junior expert	ADR Centru	<p>Regional technical expert supporting the implementation of project work packages at regional level, Graduate of Biochemical Engineering at Babes-Bolyai University in Cluj-Napoca, with a MSc. Degree in Applied Biotechnologies from the University of Agricultural Sciences and Veterinary Medicine, Cluj-Napoca. IP Analyst and Primary market researcher at Evalueserve Romania (1 year), then medical writer and coordinator at Adecco Romania (2+ years), with the main functions of writing clinical trial protocol and result summaries. Team leader (4+ years) for the Clinical Trial Disclosure, Publication Assistant and Medical Writing teams, with primary managerial responsibilities (people development, client management, project allocations and performance assessments) then Director of Operations at SC Modis SRL (4+ years), with the main functions of handling business activities and client contracts. Funding expert (6 months) in the Service For External Cooperation/ Regional Programs And Projects Development, Regional Policies Department, with the main job responsibilities of Development and management of projects which aim the institutional development of RDA Centru and the development of regional policies in Centru Region; Promotion of regional economic potential among European actors interested in developing entrepreneurial initiatives in the Centru Region; Consultant for internationalization services and drafting of business profiles, facilitation of company missions and brokerage events, provision of advisory services for SMEs.</p>
Iuliu Gabriel Cocuz – Project responsible UMFST	UMFST	<p>Researcher and MD in pathology, habilitated with H-index 10 and over 50 papers WOS, with expertise in diagnostic and molecular pathology. He has a strong interest in the integration of artificial intelligence and digital technologies in healthcare, particularly in digital pathology and computational analysis of histopathological data. Within the project, he will contribute to the development and implementation of digitalisation in healthcare.</p>
Adrian-Horațiu Sabău – Junior researcher	UMFST	<p>Junior researcher / medical doctor specializing in pathology with a strong interest in digital transformation in healthcare. His work focuses on digitalisation of healthcare, data analysis, and the implementation of innovative technologies in diagnostic workflows. Within the project, he will support the development and testing of tools, assist in research and data management activities, and contribute to the implementation and dissemination of project results.</p>
Vlad Aniței – Junior researcher	UMFST	<p>Research assistant and PhD candidate in electronic engineering with specialization in medical engineering and digital health technologies. His academic and research background focuses on the development and implementation of digital solutions for healthcare, including medical devices, biomedical sensors, and data-driven systems. He has experience in programming (C#, SQL, Java), database management, and software development for technical and healthcare-related applications. He also has research experience in biomedical technologies, including biosensor development for viral immunity detection, as well as training in the Medical Device Regulation (MDR) framework. Within the project, he will contribute to the technical implementation of digital solutions in pathology and healthcare, including data management, software support, integration of digital tools and AI-based approaches, and ensuring compliance with relevant medical device and regulatory standards.</p>
Alexandra Hincu - Thematical Expert	ICE+	<p>Alexandra Hincu is a Project Manager at Iceberg+, with over 7 years of experience in developing and implementing projects focused on innovation, research, digitalization, and technology transfer. Since 2018, she has been actively involved in securing public funding and</p>



		managing initiatives that support start-ups and SMEs, including pre-acceleration programs, trainings, workshops, and thematic events.
Andrei Gorghiu	ICE+	Andrei has 8 years of experience in access to funding, program evaluation and urban development planning. Throughout his career, he has contributed to European and national projects, socio-economic studies, and urban and regional development strategies, working closely with public authorities, the private sector, and international organizations.
Silvia Ursu - WP Leader	ICE+	Silvia Ursu is a seasoned innovation strategist and ecosystem builder with over a decade of experience supporting startups, SMEs, and public institutions in accessing innovation funding, developing strategic partnerships, and navigating the journey from idea to impact. She currently serves as COO and Senior Innovation Program Manager at ICEBERG+ and leads EIT Community Hub Romania, where she designs and implements programs that foster entrepreneurship and digital transformation across Southeast Europe.
Peter Nagy Project manager	InnoStars	Peter is an economist; he holds a university degree in international relations and EU affairs. Peter has 10+ year experience in developing and managing projects in the field of environment protection and healthcare. Peter currently works at EIT Health Innostars as External Financing Lead and is responsible for the coordination of EIT Health InnoStars' project portfolio including activities under Horizon Europe, Digital Europe or Interreg.
Chiara Maiorino Ecosystem/Community Manager	InnoStars	Chiara Maiorino is an experienced ecosystem leader, community builder and technology transfer expert. With a Ph.D. in Experimental Neurology, she has a strong foundation in molecular medicine and biotechnology, enriched by roles in knowledge and technology transfer management. Chiara also has an Executive MBA further enhancing her strategic and business acumen for fostering science driven innovation.
Dobiesława Dembecka-Cichy Communication Manager	InnoStars	Dobiesława is a communications and marketing professional with extensive experience in European and innovation-focused projects. She currently works as a Marketing Communications Specialist at EIT Health InnoStars, where she supports strategic communication, stakeholder engagement, and dissemination activities for international initiatives. Her professional background combines project communication, event and campaign management, and outreach activities supporting the visibility and impact of collaborative European projects.
Kristina Eskenazi (Gaydarova) Chairwoman of Management Board	HLSC	Kristina Eskenazi is the Chairwoman of both the Health & Life Sciences Cluster Bulgaria and the Artificial Intelligence Cluster Bulgaria, and a member of the Managing Board of KRIB – the Confederation of Employers and Industrialists in Bulgaria. She serves as an AI Ecosystems Expert within the Digital National Alliance. She is a member of the Advisory Boards at the Medical University of Plovdiv and Ruse University “Angel Kanchev”. Kristina holds an AMBA-accredited Master's degree in Strategic Management and is a Board Member of CEBR – the Council of European BioRegions. She is actively involved in numerous European and international innovation networks, including EuropaBio, CEBR, European AI Forum, DIH.net, and ECHAlliance. Kristina is the founder of the Spinoff Europe Initiative and creator of innovative formats, including the “AI and I” Hackathon and “AI Girls”. She is also a mentor and host of a wide range of entrepreneurship and startup ecosystem events. As an experienced project manager in EU-funded initiatives, she has successfully led and supported Horizon Europe and Digital Europe projects focused on personalised medicine, AI ecosystems, and technology transfer. Her work consistently promotes cross-sector collaboration, research commercialisation, and inclusive innovation across Europe.
Dimitar Dimitrov	HLSC	Dimitar Dimitrov, co-founder of Micar21, is dedicated to accelerating access to health and drug discovery by democratising technology. In 2022, he launched Venrize Life Sciences, Europe's first Venture Build

Chairman of Management Board		Studio for Deep Tech, Life Sciences, and Healthcare, leveraging data innovation and uncovering emerging trends in the European VC landscape. Dimitrov is the Chairman of the Health & Life Sciences Cluster in Bulgaria, an active investor, and a member of the management board of AI Cluster Bulgaria. He co-founded Venrize Academy and Seedot, both of which focus on fostering innovation and technological empowerment. A former US healthcare entrepreneur (2002–2005), Dimitrov is committed to forging unique paths, embracing perpetual learning, and living the entrepreneurial mindset.
Georgi Georgiev Project Manager	HLSC	Georgi Georgiev - Project Manager - Health and Life Sciences Cluster, bringing over 15 years of international experience in leading complex, high-stakes IT and digital transformation programmes across EMEA, the UK, the US, and Asia. With strong expertise in program governance, stakeholder engagement, and multi-partner coordination, he has consistently delivered large-scale infrastructure, networking, and innovation-driven projects on time and within budget. His background in global programme delivery for organisations such as Johnson & Johnson, Amazon, JPMorgan, Fujitsu-Siemens ITS combined with LL.M, PMP, PMI-ACP and Scrum certifications, ensures robust project execution, risk management, and compliance—positioning him as a highly capable PM for managing Horizon Europe activities and ensuring successful implementation of the consortium's objectives.
Cédric GUILLON-LAVOCAT - Head of European Strategy	Région Ile-de-France	Since 2018, Cédric GUILLON-LAVOCAT held the position of Deputy director in charge of European and international Strategies at the Île-de-France Region (Paris Region). He is responsible for the management of ERDF, ESF and partly EAFRD funds. It also contributes to the deployment of European sectoral policies in Ile de France.
Eugenio PLATANIA - Project manager	Région Ile-de-France	Eugenio Platania is a European Projects Development Officer at the Ile-de-France Region in charge of Higher Education, Research, Health and Youth. Previously he was project manager for an association of universities working on the development of international cooperation between higher education institutions.
Sophie Prade - Executive Support Manager	Région Ile-de-France	Sophie Prade is in charge of the administrative management of the European Strategy Directorate.
Senior expert	Région Ile-de-France	Senior expert in health policies.
Alexia Perouse Founder & Managing Partner	iBioNext	Alexia Perouse is the founding CEO at iBionext. From 2005 to 2015, Alexia was Partner and Head of Healthcare at Omnes Capital. She co-headed the management of the 26 innovative funds in venture capital. Alexia joined the venture capital space in 1999 as an investment manager at Sofinnova Partners, where she was involved in the selection and creation of several successful investments. Alexa holds an MAE from IAE and an MSc in Neurosciences from University of Life Sciences-Inserm, Lyon.
Jean-Christophe Dantonel Managing Partner	iBioNext	Jean-Christophe has worked with Alexia Perouse since 2016 as an independent and active member of the iBionext Advisory Committee. He joined the partnership in 2023 on an equal basis with her. His background uniquely combines deep translational science, extensive technology-transfer leadership, and mastery of dilutive and non-dilutive funding mechanisms - a rare mix that reinforces scientific robustness and accelerates liquidity pathways.
Yann Gozlan Operating Partner	iBioNext	Yann is a serial entrepreneur with a strong footprint across tech, gaming, sport, and fashion, has collaborated with Alexia and Jean-Christophe for nearly a decade across different innovation-related initiatives. He strengthens sourcing, venture design, and fundraising capabilities, and actively supports portfolio companies in their direct capital raises.
Yasmine Ben Hadj Gouider Analyst	iBioNext	Yasmine joined iBionext as an intern two years ago before being hired as an analyst. She brings strong analytical depth and disciplined

		support in due diligence and portfolio monitoring. She has the potential to evolve into a Principal within the next three years.
Sonia Merlo European Project Department manager	BOOST	10+ years' experience EU Project Manager in the innovation and business support sector, leading numerous EU-funded projects, both as a coordinator and partner. Her responsibilities encompassed the technical and administrative management of R&D initiatives under various European Commission programmes, including Horizon Europe, Erasmus+, COSME, ERDF, ESF, and Creative Europe.
Paul Stefanut Senior expert, President	BOOST	Following his PhD in micro and nanotechnologies, Paul accumulated years of experience as a technical team leader, helping startups, SMEs, and large corporations in securing public funding for innovation and R&D. Experienced in guiding DeepTech companies throughout their development cycle, addressing technical challenges, fostering collaborations, facilitating technology transfer, and nurturing innovative projects supported by public and private funding.
Jean-Baptiste Bardon Senior expert, General Manager	BOOST	With over 10 years of experience in the deep-tech space, Jean-Baptiste has developed a deep understanding of the challenges faced by startups in accessing funding, growing their networks, and scaling their technologies. His career began at Agoranov, one of France's premier deep-tech incubators, where he not only supported startups in residence but also pioneered virtual matchmaking events, pitch days, and online networking sessions that helped startups connect with potential investors and partners across Europe. Jean-Baptiste's expertise expanded as the Creator and Managing Director of ESIEE Connect, an accelerator focusing on IoT and deep-tech startups. Here, he designed and implemented online acceleration programs, virtual investor days, and webinars aimed at connecting startups with key stakeholders, such as investors, technology partners, and industry experts. His work ensured that startups could continue to grow and access critical resources, even in the virtual space. In his role as a Senior Coach for BPI France's InvestHorizon project, Jean-Baptiste utilized his event management expertise to organize virtual pitching events and investor matchmaking sessions for Series A deep-tech startups. These events were pivotal in helping startups refine their pitches and connect with the right investors in a highly interactive, online environment.
Panagiotis Bamidis Project manager	AUTH	Oversees the project implementation, manages resources, sets project goals and objectives, ensures the quality of outcomes and facilitates collaboration across all teams. Provides overall guidance and decision-making.
Evdokimos Konstantinidis Senior expert	AUTH	Focuses on co-creation and user empowerment strategies. Leads efforts to engage and involve users in the co-creation process and aligns activities with European standards in living lab methodologies.
Antonis Billis Senior expert	AUTH	Serves as a key advisor on Living Lab methodologies, focusing on user engagement strategies. Leads activities related to user interaction, engagement, and involvement, ensuring alignment with best practices in living lab research.
Despoina Petsani Junior expert	AUTH	Provides expertise in Living Lab methodologies, particularly focused on co-creation tools. Engages in organising and implementing co-creation activities and methodologies within the project, helping gather user insights.
Ilektra Makridou Technical personnel	AUTH	Focuses on data analysis, processing, and interpretation. Provides data support for project goals, ensuring data quality and relevance for evidence-based research outcomes.
Project coordinator	IMDB	The project coordinator will be responsible for coordination of all activities from the Brandenburg partner. These include, but are not limited to, networking activities to acquire more partners (startups, companies, research institutions, etc) for the project; event organization and management; preparation of materials for presentation and dissemination; research and publication of regional regulatory guidelines; internal THRIVE communication; research and consulting regional, national and international funding opportunities.

**Outside resources (subcontracting, seconded staff, etc)**

*If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).*

*If there is subcontracting, please also complete the table in section 4.*

No subcontracting or seconded staff is foreseen in the scope of THRIVE.

**2.4 Consortium management and decision-making****Consortium management and decision-making (if applicable)**

*Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.*

**Note:** The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.

**MANAGEMENT STRUCTURE AND DECISION-MAKING WITHIN THE THRIVE CONSORTIUM**

To cope with the complexity of the project, the following management structure is proposed.



Figure 3: THRIVE Management Structure

**Coordination and Strategic Decision Level**

**THRIVE's** Coordinator (ADR Centru) will oversee the project coordination and management activities. To ensure an effective and successful consortium management along with a smooth cooperation and communication, from the very beginning – ADR Centru – will define and share a *Project Management (PM) Manual (D1.1)* to clarify and streamline the project and consortium management-related processes. This PM Manual will provide a clear picture of the management, operational, monitoring and supporting processes, and will describe the project management structure and the decision-making protocols, task allocations, time plan, monitoring tools, and project planning details (including roles and responsibilities, tasks, deliverables, budget and KPIs) which will be regularly updated and monitored through specific project monitoring tools, always available to all project partners. In addition, the PM Manual will establish the internal communication strategy, which will be designed and implemented with the main purpose of building the project and its structure on transparency and keeping all partners informed about the project's status, planning, and relevant issues.

To facilitate a streamlined and smooth communication among partners, P1 - ADR Centru will:

- **Set up an online shared environment**, to be used as collaboration platform, where the WPs, related actions and expected results, will be uploaded and updated regularly by each project partner. Through this platform, consortium partners will have access to relevant project documents, information, KPIs and monitoring tools, project resources and deliverables along with the communication toolkit to promote and disseminate the project activities in a centralised repository.

- **Conduct regular online project meetings** (at least once per month) to showcase the project advancement, discuss important matters, including issues and potential risks, and to ensure a collaborative approach throughout the project lifespan. Each WP leader will organise regular online meetings as well, based on the activities and needs of the respective WP. Each meeting's details together with the agenda will be shared beforehand, allowing partners to be prepared. Meeting minutes will be prepared and shared with the partners afterwards, including upcoming and pending tasks with associated deadlines.

- **Organise Transnational Project Meetings (TPM)**, to facilitate dialogue and cooperation among project partners. A total of 3 TPM are foreseen for the entire project's duration: the 1st TPM consisting of the KoM will be held in **Brasov - Romania**, hosted by ADR Centru and Iceberg+; the 2nd TPM will be held in Sofia - **Bulgaria**, hosted by HLSC; the 3rd TPM will be held in **Paris - France**, hosted by **iBioNext**. For environmental reasons, the number of TPMs was deliberately limited to 3 while favouring more frequent online meetings, to reduce the negative travel impact. The organization plan, agendas and meeting minutes will be prepared in advance.

Each project partner will commit, through the **Consortium Agreement (CA)**, which will be agreed upon and signed by all involved parties to undertake the necessary efforts to achieve the project objectives, produce the expected results and make the cooperation and synergy functioning, efficient and thus successful. The CA will be designed to complement the contract with the European Commission (EC) and address any additional considerations, including potential conflicts among project partners.

- **Steering Committee**

A Steering Committee consisting of one senior representative from each partner organisation will be set up at the beginning of the project and operate throughout its entire lifetime. This Committee will handle high-level decision-making, including major strategic, financial, and operational matters. It will organize regularly (quarterly or every 6 months, according to the needs) to ensure ongoing partner support and adequate resource allocation for the project and serve as the final point of escalation for any serious conflicts that may arise during the project's duration. Exceptional meetings can be summoned at any time to deal with any unforeseen, major issues potentially affecting the project.

- **Ethics Committee**

**THRIVE** places strong emphasis on rigorous ethics management and data protection, ensuring full compliance with GDPR and applicable EU and national regulations. Given the multi-actor and health-related nature of the project, particular attention is paid to safeguarding data collected from patients, healthcare practitioners, SMEs, investors and public authorities. A dedicated Ethics Committee will be established, working in close coordination with the Steering Committee and the Quality Assurance team to ensure a coherent and integrated approach to ethics, data governance and compliance across all WPs. The Committee will include representatives from clinical and academic partners (UMFST, AUTH, IMDB), regional development agencies (ADR Centru), innovation intermediaries and data management experts, ensuring a multidisciplinary perspective. The ethical framework will be implemented through an **Ethics and Data Protection Compliance Plan**, defining procedures for data collection, processing, anonymisation, storage and access control. Data management will be adapted to the level of sensitivity across WPs: **WP3** will involve collection of personal and professional data from stakeholders under informed consent; **WP4** will generate sensitive insights on healthcare needs, system gaps and value chains, requiring anonymisation and aggregation; **WP5** will handle confidential business and financial data from SMEs and innovation projects under strict confidentiality protocols; **WP6** Living Lab activities will represent the most sensitive phase, involving healthcare professionals and potentially patients, and will therefore follow strict procedures for informed consent, data minimisation and, where necessary, ethical approvals; **WP7** will handle institutional and policy-related inputs, treated confidentially and reported in aggregated form. In addition, **WP2** ensures that all personal data used for communication and dissemination purposes complies with consent and privacy requirements. Throughout the project, the Ethics Committee will oversee compliance, provide guidance on sensitive data handling and support partners in managing ethical risks, ensuring that **THRIVE** upholds high standards of transparency, responsibility and trust in healthcare innovation.

Guided by the Ethics Committee and the Coordinator, all data handling activities will comply with GDPR and the Privacy Directive, ensuring rigorous data protection at every stage, from collection to storage and disposal. The consortium will adhere to principles of data minimisation and anonymisation, only collecting information essential to project goals. Whenever possible, data will be anonymised to prevent identification of individuals, and any identifiable information that must be retained will be encrypted for increased security. Project partners will seek explicit, informed consent from individuals contributing personal data, using GDPR-compliant forms that clarify the purpose and scope of data use, as well as the rights of the individuals. Data will be securely stored on restricted-access servers, accessible only to

authorised personnel, and permissions will follow a "need to know" basis. The Ethics Committee will continually review data management practices, integrating any legislative updates to maintain compliance.

To ensure readiness, initial assessments will be conducted with consortium partners to determine data needs and establish the required legal and contractual frameworks before any data collection begins. Where personal data processing is necessary, we will set up formal agreements with relevant stakeholders following GDPR and international standards. The proposes to adopt the standards established by the *World Wide Web Consortium (W3C)* for data formatting, structure, and syntax, supporting a structured and compliant data management plan developed by the Coordinator. This plan will align with the GDPR, ePrivacy Directive, and any new legislation affecting data privacy and security. GDPR-compliant consent forms tailored to data collection contexts - such as the events, newsletters, and interviews - will be employed to ensure that all information is protected and managed in a manner that respects privacy rights.

- **Work Packages Leaders**

WP leaders are responsible for managing the specific tasks and objectives within their designated WPs. They guide their teams to achieve the set objectives and milestones. WP leaders report their progress to the Steering Committee and work in close coordination with the project coordinator.

Reports provide clear updates on Work Package progress, highlight potential risks to objectives, and address resource issues related to project deliverables. The project's progress towards objectives and resource utilisation at participant levels is continuously monitored by the coordinator, with the support from the WP Leaders and the Quality Manager. Communication primarily occurs via email, which includes alerts and results delivery. Documents are exchanged via email and stored in a shared repository on Microsoft Teams, following established rules and procedures to ensure efficient handling.

#### Operational Management Level

- **Task Leaders**

Task Leaders will oversee specific tasks within a WP, ensuring smooth progress and alignment with WP and project objectives. They bridge the WP leader and the task team, regularly reporting progress, deliverable status, compliance with plans, obstacles, risks, and mitigation measures to the WP leader, project coordinator, and partners.

#### Quality Assurance

The project places significant emphasis on ensuring the quality of its deliverables. A Quality Manager will be appointed on behalf of the coordinator, supported by P3 - Iceberg+, which has a strong experience in leading complex projects, and will collaborate closely with the WP Leaders to respect agreed quality assurance procedures. Each WP Leader will be responsible, in collaboration with the task leaders and contributors, for elaborating the deliverables according to specifications and timelines. These deliverables will undergo a peer review and acceptance by both the consortium and the European Commission.

#### Decision-making process and conflict resolution

The mix between a top-down and bottom-up communication flow will be based on **i.** traditional flow guaranteeing that project priorities and objectives cascade down from executives to operational levels, enabling alignment among the teams; and **ii.** feedback loop empower the operational levels to share insights, challenges, potential risks and innovative approaches.

The Steering Committee is the ultimate decision-making authority in the project for all the important issues. These include budget modifications, changes in consortium partner composition, major alterations to the work plan, matters related to the outcomes of conducted activities, conflict resolution. If a conflict arises between team members or partners, the involved parties will first attempt to resolve the issue through informal communication, including direct discussions, meetings, or email exchanges to clarify misunderstandings and find an amicable, mutually acceptable solution. If the informal discussion does not lead to a resolution, the conflict will be mediated by a neutral party within the project consortium, such as a project manager or a senior team member not directly involved in the dispute. The mediator will facilitate a structured discussion, allowing each party to present their perspective and work towards an acceptable compromise or solution that satisfies all parties involved. If the conflict remains unresolved after the mediation, it will be formally escalated to the Steering Committee. The Steering Committee will schedule a meeting to discuss the conflict with all relevant parties invited to present their viewpoints. The Steering Committee, comprising **1 (senior) voting representative from each partner**, will deliberate on the conflict and seek a resolution, making decisions based on a two-thirds majority vote, with **each partner having one vote**. The majority decision will be binding. The Steering Committee's decision will be communicated to all involved parties, and it will be final.

The Committee will ensure that the resolution aligns with the project objectives, the Grant Agreement, the Consortium Agreement, and the individual Work Package plans. Additionally, the Steering Committee will

document the conflict resolution process and the final decision, including any recommendations for preventing similar conflicts in the future. This approach is designed to promote transparency, accountability, and collaboration within the project consortium.

#§CON-SOR-CS§# #@PRJ-MGT-PM@#

## 2.5 Project management, quality assurance and monitoring and evaluation strategy

### Project management, quality assurance and monitoring and evaluation strategy

*Describe the measures planned to ensure that the project implementation is of high quality and completed in time.*

*Describe the methods to ensure good quality, monitoring, planning and control.*

*Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.*

#### PROJECT MANAGEMENT

In order to ensure a high-quality and duly, on time project implementation, the project coordinator will make sure, since the beginning of the project, that each partners fully understand their role, responsibilities and time plan, through different means including the *Consortium Agreement*, the *Project Management Manual* and other tools including GANTT charts, activities progress dashboards and WP-focused Action Plans (D1.1), always accessible in the project's online shared environment. These tools will help the Coordinator and each PP to have a clear overview, along with a real-time tracking of progress and thus deviation from the original project plan. This approach allows the **THRIVE** consortium to cover risk management (T1.3), by identifying changing conditions and potential obstacles early, and consequently by adopting strategies to prevent any negative impact potentially hindering the project timeline and quality. Another essential action to ensure a successful development of the project activities will be the periodic reporting system (T1.1, T1.2 and D1.2) related to the project implementation and quality standards. The period reporting system - to be adopted throughout the project's lifespan - will be detailed to help P1 – ADR Centru to monitor and assess the precision and accuracy of the reported actions, with specific regards on the action and output description, quality and applicable KPI, time management and effort. Through this reporting system, a financial supervision will be easy to conduct on a 6th-month basis, ensuring an efficient financial management and effective spending of EU funds, and in addition the due reports to the Contracting Authority will be accountable and delivered with scrupulosity.

To ensure the smooth implementation of the activities and the proper delivery of resources despite potential obstacles and changing conditions, **THRIVE** foresees the *Steering Committee*. The *Steering Committee* – consisting of one senior representative from each partner organisation – acts as **THRIVE** strategic governance body, providing guidance and decision-making support while guaranteeing alignment for WPs activities and project's mission and goals. It will drive the decision-making process, ensuring streamlined protocols and time efficiency. Functionally, the committee will meet at least once per semester (or quarterly if needed) and will:

- Provide top-level guidance both on regular and relevant matters.
- Review and monitor **THRIVE** progress.
- Ensure all protocols are respected, including internal communication guidelines.
- Screen potential risks and foresees an action plan for their prevention and mitigation.

#### QUALITY ASSURANCE AND CONTROL

Given the complexity of **THRIVE**, particular attention will be paid to the quality of the project results and resources (T1.3 and T1.4) which will be guaranteed to meet high standards of performance and compliance.

A strong collaboration will occur between the *Quality Assurance (QA)* team and the *Ethics Committee*. Their synergy is fundamental to guarantee quality standards and KPI are met while complying with regulations and directives in force, and respecting **THRIVE** values of transparency, fairness and respect for rights. This synergetic action will enhance the project performance and ethical overall quality.

The *Quality Assurance (QA)* team will be entirely dedicated to the achievement of the quality standards and KPIs to be met within the end of the project. The QA team will consist of a *Quality Manager (QM)* from P1 - ADR Centru together with 1 expert from P3 - Iceberg+ plus 1 expert from P1 – ADR Centru, for a total of 3 members, following a simple pyramidal structure having the QM at the top. Specifically, the QA team will be responsible for:

- Setting quality standards and benchmarks, aligned with **THRIVE**'s mission and goals.
- Defining and conducting quality control procedures.
- Developing a Quality Assurance Plan (D1.3) since the beginning of the project by the coordinator.
- Performance measurement.

- Reporting and documentation.

Quality control will be applied at multiple levels: i. **Operational level:** continuous monitoring of task implementation; ii. **Output level:** internal peer review of deliverables before submission; iii. **Strategic level:** periodic assessment of progress against KPIs and objectives.

The *Ethics Committee*, **THRIVE** collegial body consisting of 10 experts – 1 senior representative per partner, will monitor and assess the ethical and legal requirements applicable to **THRIVE** actions and final resources, ensuring they comply with regulations in force, and thus ensure the project's high-quality standards. Specifically, the *Ethics Committee* will be responsible for:

- Drafting and providing guidelines on ethical matters and data protection.
- Overseeing data privacy and confidentiality.
- Assessing and monitoring **THRIVE** compliance with ethical standards.
- Developing *D1.4 Ethics and Data Protection Compliance Report*.

## EVALUATION METHODS AND INDICATORS

Evaluation methods and indicators will be made known and available since the beginning of the project, starting with a *Quality Assurance Plan* which will serve as guidelines for the entire consortium to set qualitative and quantitative indicators and define review processes, including specific monitoring and evaluation tools and activities. The QA Plan will outline quantitative and qualitative indicators - set up following the **SMART** (*Specific, Measurable, Achievable, Realistic and Timely*) principle - means of verification, criteria, roles and responsibilities.

**Qualitative indicators** will be measured mainly by evaluation questionnaires administered among project partners, target groups and relevant stakeholders, according to the kind of activity and/or deliverable.

**Quantitative indicators** will be measured according to the element to analyse.

The following KPIs have been identified in alignment with **THRIVE** objectives:

Key Performance Indicators	Baseline / Target
<b>Interregional dimension</b>	
Number of regions at different level of development	0 / 5 regions
<b>Policy dimension</b>	
Number of S3 Partnerships in which regions are actively participating	0 / ≥3
Number of policy measures conceived to engage the ecosystems externally	0 / ≥5
<b>Socio-economic dimension</b>	
Number of value chain analyses based on mapping and benchmarking activities	0 / ≥5
Number of business cases identified in the framework of the value chain	0 / ≥30 (K2.2)
Number of companies involved in the business cases	0 / ≥30 (K2.3)
Number of intermediaries engaged in interregional activities	0 / ≥150 (K1.2)
Number of interregional alliances established or in preparation	0 / ≥15
<b>Gender dimension</b>	
Fixed targets in women's participation (across all <b>THRIVE</b> activities)	0% / ≥30%
Gender-specific innovation (among the supported innovative projects, at least 5 integrate a gender dimension)	0 / ≥5
Number of gender equality measures in participating organisations (concrete organisational actions or policies implemented by partners (or promoted through the project) to improve gender balance and inclusiveness)	0 / ≥5

To support an inclusive and equitable innovation environment, **THRIVE** places a significant emphasis on gender equality within the project and the regional innovation ecosystems. Recognizing the importance of diverse perspectives in driving healthcare innovation, the consortium will implement KPIs specifically focused on increasing women's participation and promoting gender equality. This commitment includes:

- Setting fixed targets for women's involvement across all the activities and from the different stakeholders (practitioners, patients, researchers, innovators, etc.), ensuring a significant representation of women in project activities and events.
- Implementing gender equality measures across participating organisations, fostering organisational cultures that support balanced representation and inclusivity.
- Supporting gender-specific innovations that value insights from gender and intersectional analyses, enabling the development of solutions that address healthcare needs more comprehensively.

These gender-focused KPIs will be integrated into the project management and quality assurance frameworks, enabling systematic tracking and promoting active contributions from women and underrepresented groups. This approach is consistent with the project's broader aim of building resilient, inclusive healthcare ecosystems across diverse regions, leveraging the unique capacities and perspectives that each partner brings to the consortium.



This initiative will be overseen by the *Steering Committee*, which will monitor gender-related targets alongside other project KPIs, ensuring alignment with the EU's objectives for gender mainstreaming and equality within research and innovation. Through this commitment, **THRIVE** aims not only to advance healthcare innovation but also to set a standard for inclusivity in interregional collaboration.

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## 2.6 Risk management

### Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

**Note:** Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.

Risk No	Description	Work package No	Proposed risk-mitigation measures
R01	Low engagement of key stakeholders may limit the activation of the Community of Practice and co-creation processes. <i>Impact: High; Likelihood: Medium</i>	WP3, WP4	Leverage strong partner networks (HLSC, EITH InnoStars, ADRC), early stakeholder mapping; targeted outreach campaigns, incentives (visibility, access to funding), continuous engagement via CoP.
R02	Fragmentation and misalignment between regional priorities and stakeholder expectations, reducing interregional cooperation potential. <i>Impact: High; Likelihood: Medium</i>	WP3, WP4	Structured S3 alignment and co-creation methodology; facilitated workshops; iterative validation loops; use of common tools/templates; mediation by experienced partners (Booster Labs, iBioNext).
R03	Insufficient identification of relevant needs and priorities, leading to weak or non-demand-driven innovation pipelines. <i>Impact: Medium-High; Likelihood: Medium</i>	WP4	Multi-source needs analysis (stakeholders, value chains, market trends), validation with healthcare professionals and patients, cross-regional workshops to refine priorities.
R04	Low number or insufficient quality of project proposals for interregional portfolios. <i>Impact: Medium; Likelihood: Low-Medium</i>	WP5	Wide dissemination via EU networks (EIT Health, clusters, innovation agencies); pre-call webinars and guidance; active scouting by Booster Labs and iBioNext; engagement of existing startup portfolios.
R05	Selected projects do not reach sufficient maturity or investment readiness. <i>Impact: High; Likelihood: Medium</i>	WP5	Tailored support (mentoring, business development, funding strategy), staged acceleration approach, continuous monitoring; involvement of investors (iBioNext) and innovation experts (BOOST).
R06	Difficulties in accessing healthcare environments for testing (regulatory, organisational constraints). <i>Impact: High; Likelihood: Medium</i>	WP6	Early engagement of clinical partners (AUTH, UMFST), pre-selection of pilot sites; standardised protocols, compliance with ethical/regulatory frameworks; leveraging existing hospital networks.
R07	Limited usability or adoption of solutions during validation phase. <i>Impact: Medium-High; Likelihood: Medium</i>	WP6	Iterative testing cycles, strong involvement of clinicians and patients, real-time feedback loops, usability-focused design support.
R08	Weak integration of projects into value chains and lack of industrial partnerships.	WP5, WP6	Structured matchmaking (HLSC, ICE+), cluster mobilisation, brokerage events, targeted partner

	<i>Impact: High; Likelihood: Medium</i>		identification, support for collaboration agreements.
<b>R09</b>	Regulatory, reimbursement or market access barriers affecting scaling potential. <i>Impact: High; Likelihood: Medium</i>	WP5, WP6	Early regulatory guidance, inclusion of compliance expertise, market access analysis, support on certification, procurement and reimbursement pathways.
<b>R10</b>	<b>Limited policy uptake of project results and recommendations.</b> <i>Impact: Medium-High; Likelihood: Medium</i>	WP7	Early and continuous involvement of policymakers (ADRC), policy roundtables, co-design of recommendations; alignment with S3 and EU frameworks; practical Policy Toolkit.
<b>R11</b>	Weak sustainability of results and partnerships after project end. <i>Impact: High; Likelihood: Medium</i>	WP2, WP7	Strong dissemination and exploitation strategy, formalisation of collaborations (MoUs, agreements), integration into EU networks, Community of Practice continuation, sustainability plan.

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### 3. COST EFFECTIVENESS

#### 3.1 Cost effectiveness and financial management

##### Cost effectiveness and financial management

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.

The consortium pays strong attention to delivering adequate value for the financial resources requested for the development of this project and the project management team will continuously work to ensure proper budget expenditure and cost effectiveness of the action. The partners have all the credentials to complete the project effectively and efficiently. In particular, the following measures will be implemented to ensure that the proposed outcomes and deliverables are efficiently and effectively achieved.

- All the tasks and responsibilities have been assigned to the consortium partners according to their expertise and experience, to avoid wasting time and resources in the implementation phase. The effort has been equally distributed, avoiding an unbalanced distribution of the workload and potential delays in the achievement of the main milestones and results.
- The project leverages partners expertise and existing assets, reducing duplication of efforts and costs.
- The budget has been calculated taking into consideration real time effort multiplied by the actual salary rates. The amount of staff days has been optimised, avoiding waste and loss of time and money.
- The financial management of the project will be ensured by the financial department of the coordinator, according to a well-proven procedure demonstrating its validity in the development of previous projects.
- The project has established transparent financial and budgetary processes. All financial transactions and resource allocations will be documented and subject to rigorous oversight and auditing.
- Every six months there will be an internal check-up of the financial documentation and expenditures to verify any procedures which are not implemented correctly. This periodic financial reporting check will facilitate a quick reaction to possible problems that may arise during the project lifetime.

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### 4. IMPACT

#### 4.1 Impact and ambition

##### Impact and ambition — Progress beyond the state-of-the-art

Define the short, medium and long-term effects of the project.

Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

Does the project aim to trigger change/innovation? If so, describe them and the degree of ambition (progress beyond the status quo/state-of-the-art).

**Target groups and concrete benefits**

**THRIVE** targets a wide range of stakeholders across the quadruple helix, ensuring that impact is generated at ecosystem, project and policy levels.

- **Regional authorities and innovation agencies** (WP3, WP7) will benefit from strengthened governance frameworks, improved coordination mechanisms and access to tested methodologies for ecosystem development. Through participation in ecosystem mapping, Community of Practice activities and policy design processes, they will acquire concrete tools to design and implement more effective innovation policies aligned with Smart Specialisation Strategies, improving their capacity to support healthcare innovation and participate in interregional investments.
- **Regional, national and EU policymakers** (WP7) will gain access to evidence-based policy recommendations and tested cooperation models, derived from real project implementation and Living Lab validation. This will enable them to design policies that better support interregional collaboration, innovation diffusion and value-chain integration, particularly in the field of digital health and NCD management.
- **Innovation intermediaries, clusters and development agencies** (WP3, WP4, WP7) will strengthen their role as orchestrators of innovation ecosystems, gaining access to practical tools for stakeholder mobilisation, project pipeline development, matchmaking and investment facilitation. They will be able to replicate and scale the **THRIVE** methodology, improving their capacity to support SMEs and connect regional actors to European innovation networks.
- **Technology providers, startups and SMEs** (WP4, WP5, WP6) represent a core target group and will benefit directly from **THRIVE**'s integrated support framework. Through participation in co-creation activities, they will refine their solutions based on real healthcare needs (WP4), receive tailored mentoring and investment readiness support (WP5), and validate their technologies in real-world environments (WP6). This will significantly enhance their ability to access funding (public and private), enter new markets, build interregional partnerships and scale their solutions, reducing the gap between innovation and deployment.
- **Research centres, universities and clinical partners** (WP3–WP6) will benefit from increased opportunities for interdisciplinary collaboration, translational research and participation in interregional innovation projects, enabling them to connect scientific excellence with real-world application and market deployment, particularly in areas such as digital health, diagnostics and preventive care.
- **Healthcare providers, practitioners and patients** (WP4, WP6) will be directly involved in the co-creation and validation processes, ensuring that innovation is demand-driven and aligned with real healthcare needs. This will lead to improved care pathways, more efficient use of digital tools and better management of NCDs through solutions that are tested in real clinical contexts.
- **Investors, industry actors and additional EU regions** (WP5–WP7) will gain access to a structured pipeline of validated, investment-ready projects, as well as insights into emerging healthcare innovation opportunities. The project will also create conditions for replication, enabling other regions to adopt the **THRIVE** model and integrate into European innovation value chains.

**Short-term impact (during and immediately after the project)**

**THRIVE** will generate immediate impact by activating interregional collaboration and producing tangible outputs, including:

- a structured Community of Practice connecting ≥150 stakeholders across regions
- a pipeline of ≥30 innovation concepts and ≥30 supported projects
- ≥20 investment-ready healthcare projects, supported through tailored mentoring
- activation of ≥5 Living Lab environments enabling real-world validation
- increased participation of SMEs in interregional innovation activities and improved capacity to access funding

**Medium-term impact (post-project scaling and adoption)**

Following project completion, **THRIVE** will contribute to:

- strengthened capacity of regional ecosystems, particularly in less developed and transition regions, to generate and support innovation projects aligned with S3 priorities
- increased ability of SMEs and innovation actors to access European funding programmes and private investment
- consolidation of interregional partnerships and value-chain collaborations, including long-term cooperation frameworks
- wider adoption of **THRIVE** methodologies by innovation intermediaries and regional authorities

**Long-term impact (systemic transformation and EU added value)**

In the long term, **THRIVE** will contribute to a structural transformation of regional innovation ecosystems, leading to:

- stronger and more resilient interregional innovation ecosystems capable of supporting continuous innovation and investment pipelines
- improved policy frameworks and governance mechanisms supporting innovation diffusion, interregional cooperation and investment mobilisation
- increased integration of less developed and transition regions into European and global innovation value chains
- enhanced competitiveness of European healthcare innovation, particularly in digital health and NCD-related solutions
- a more favourable business and innovation environment, supporting SME growth, internationalisation, skills development and investment attraction

#### **Ambition and progress beyond the state-of-the-art**

**THRIVE** goes beyond the current state-of-the-art by addressing the fragmentation that typically separates ecosystem development, innovation generation, investment readiness and real-world deployment in European regions. Rather than supporting isolated activities, the project indeed introduces a fully integrated methodology that connects ecosystem alignment, opportunity structuring, project maturation, real-world validation and policy learning into a coherent interregional innovation pipeline. Its ambition lies in transforming interregional cooperation from a knowledge-exchange exercise into a structured mechanism for building value chains, where complementary regional capacities are mobilised to address concrete healthcare needs and generate scalable, investment-ready solutions. By embedding demand-driven innovation and investment logic from early stages, integrating Living Lab environments for real-world validation, and linking experimentation directly with policy design, **THRIVE** wants to reduce the gap between innovation and market deployment while strengthening governance frameworks. In doing so, it establishes a scalable and replicable model for interregional collaboration that enhances the capacity of less developed and transition regions to participate in European innovation value chains and contributes to Europe's competitiveness in healthcare innovation.

#### **Environmental, territorial and social impact**

*Explain the main social, territorial and environmental impacts of the project (if relevant).*

*Describe the measures proposed to reduce the environmental footprint of your project, for example through the use of green procurement, environmental management systems, etc.*

**THRIVE** delivers substantial social, territorial and environmental impact by directly contributing to EU priorities under the *European Green Deal*, the *Digital Decade*, the *European Health Union* and *Cohesion Policy*, addressing structural disparities in healthcare innovation capacity across less developed, transition and advanced regions. By structuring interregional innovation value chains and operationalising Smart Specialisation complementarities, the project enhances territorial cohesion and enables lagging regions to actively participate in European and global health innovation ecosystems. **THRIVE** moves beyond traditional capacity-building approaches by embedding demand-driven, patient-centred innovation processes that directly target non-communicable diseases, thereby improving prevention, early diagnosis and disease management, reducing health inequalities and strengthening system resilience, particularly for vulnerable populations. Through its integrated support to innovation maturation and investment readiness, the project contributes to more efficient allocation of public and private resources, fostering sustainable economic growth and reinforcing Europe's competitiveness in digital health and deep-tech healthcare solutions.

Environmental sustainability is embedded throughout the project implementation via the adoption of green project management practices, including the systematic use of digital collaboration tools to minimise travel, reduce resource consumption and lower carbon emissions, as well as the deployment of virtual co-creation and stakeholder engagement environments.

In addition, **THRIVE** promotes a systemic approach to prevention that acknowledges the strong interlinkages between environmental determinants and NCD prevalence, contributing to healthier behaviours and more sustainable healthcare models. By combining digital innovation with sustainability principles and policy integration, **THRIVE** fully supports the twin transition and establishes a scalable and replicable model for inclusive, resilient and environmentally responsible healthcare innovation across Europe.

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## **4.2 Communication, dissemination and visibility**

#### **Communication, dissemination and visibility of funding**

*Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.*

*Describe how the visibility of EU funding will be ensured.*

In order to enhance the visibility and impact of **THRIVE**, strategic communication and dissemination activities have already been planned, being of high priority. At the **project level**, communication activities can be distributed per phase:

#### **Phase I – THRIVE launch:**

- **Project Communication Toolkit:** prepared by EITH InnoStars, it will consist of the **Dissemination and Communication Plan**, together with the **visual identity, branding guidelines, project templates** and finally a **timeline** for the implementation of the foreseen communication and dissemination activities. This toolkit will be shared among partners, supporting them in the promotion of the project even from their own communication channels, ensuring the proper visibility also to EU funding. The Dissemination and Communication Plan will outline a robust strategy, based primarily on **THRIVE** vision, mission and objective along with EU values, and secondly on the project target groups and stakeholders. This strategy will start from the definition of the project visual and brand identity (incl. logo, font, colours, templates, letterhead, PPT presentations, leaflet, banners, posters, etc) which will be adapted to the different channels and materials.

- **Website launch:** crucial for setting up a central and accessible hub for all information related to the project, offering stakeholders, partners, and the public easy access to project goals, updates, and resources.

- **Social media launch:** fundamental to provide **THRIVE** an online identity. Especially at the beginning, social media will start making the project known, accountable and reliable, as it will be the most direct channel to introduce the project to the target groups and general public.

- **First newsletter and press release:** they will announce the launch of **THRIVE** and lure the attention of stakeholders, target audiences and general public. They will introduce the project, its mission, objectives, key activities and offerings.

#### **Phase II – THRIVE dissemination and engagement:**

- **Events:** **THRIVE** will organise and participate in a wide range of events aligned with project activities in WP3-WP6, including co-creation workshops, stakeholder consultations, matchmaking sessions, Living Lab demonstrations, peer-learning activities, webinars and high-level showcase events. Participation in external events will further amplify visibility and outreach.

- **Website and social media:** they will be regularly updated to provide a coherent and consistent online project identity and presence, outlining the project offerings and resources, while - especially on social media - enhancing visibility and engagement by reaching diverse audiences and encouraging community interaction. Social media accounts will have at least 4 posts per month, tailored on the target groups.

- **Periodic newsletter and press releases:** throughout the project's lifespan, regular newsletters (at least 5) will keep subscribers informed of key milestones, events, and findings, fostering ongoing interest and transparency. In addition, press releases (at least 3) will maximise media coverage and inform broader audiences about the project's significance, impact, and developments, helping to build public awareness and support.

- **Information materials:** throughout the project's lifespan, information materials, including posters, banners, leaflet, brochures, infographics and/or factsheets, promotional videos will be produced and disseminated supporting the **THRIVE** outreach, engagement and transparency.

#### **Phase III – THRIVE exploitation:**

- **Exploitation and sustainability plan:** a strategy and action plan that will ensure the continuation of project's value delivery beyond its funding period, to guarantee **THRIVE** long-term impact. This plan outlines the possible practical application, commercialisation or adoption of project results by relevant stakeholders, including public authorities. This plan also foresees an outlook on value chains or specific market niches where **THRIVE** resources can drive economic or social benefits. The Exploitation Plan sets a course for scaling up project impacts at system level and mass adoption as well as attracting investment to sustainably innovate in identified value chain segments.

- **Policy Toolkit and replication roadmap:** building on the outcomes of WP7, the consortium will develop a Policy Toolkit accompanied by a replication roadmap, translating project results into actionable recommendations, governance models and operational guidelines for regional authorities, innovation intermediaries and ecosystem actors. This output will support the integration of **THRIVE** methodologies into Smart Specialisation Strategies and regional innovation policies, while enabling other EU regions to replicate the approach, scale interregional collaboration and strengthen participation in European innovation value chains.

At **project partners' level**, each partner will promote **THRIVE**, its progress and results from the beginning beyond the official end of the project through their own social media, website and wide network – mainly made of its staff and key stakeholders from private and public entities, research centres, Universities, SMEs, large corporations, from various sectors, associations and umbrella organisations, knowledge, infrastructure and technology providers, innovation intermediaries, incubators, private and public investors.

Each promotional material will display the EU emblem including the appropriate wording: *"This project has received funding from the European Union's I3 Instrument Work Programme under grant agreement No X"*, to ensure the maximum visibility of EU funding.

In addition, **THRIVE** team will take into consideration the negative environmental impact of printed materials, therefore they will be avoided and kept only to the absolute minimum.

Target groups	Communication strategy / Main messages	Tools & channels	Quantitative indicators
Private Sector (SMEs, Startups, Corporations)	Promote participation in THRIVE innovation pipeline, access to funding, interregional collaboration and market opportunities	Social media (launch of the open call), website, events, newsletters	≥30 SMEs/startups engaged (K2.3) ≥30 innovation concepts generated (K2.2) ≥10 project proposals prepared (K2.5)
Investors / VCs	Promote investment-ready healthcare projects and interregional portfolios	Direct outreach, pitching sessions, showcase events, newsletters	≥30 investors engaged (K3.5)
Public authorities / policy makers	Promote policy uptake, S3 alignment and interregional cooperation models	Policy briefs, direct outreach, events, press releases	≥30 policy stakeholders engaged (K5.4) ≥5 policy recommendations produced (K5.3) ≥3 long-term collaboration frameworks (K5.5)
Innovation intermediaries / clusters	Healthcare stakeholders (clinicians, providers, patients)	Workshops, peer-learning events, networking activities	≥150 stakeholders engaged (K1.2) ≥15 workshops/events (K1.3) ≥6 cooperation agreements (K1.5)
Healthcare stakeholders (clinicians, providers, patients)	Strengthen ecosystem coordination, Community of Practice and interregional collaboration	Living Labs, workshops, stakeholder consultations	≥150 clinicians/patients involved (K4.3) ≥10 solutions validated (K4.2)
Media	Increase awareness of THRIVE's healthcare impact and EU funding support	Press releases, website, Media kit, events	- 5+ press released
General public	Showcase healthcare innovation benefits for NCDs and EU support for health equity	Social media, website, public events, newsletters	- 1,500+ social media followers - 1000+ newsletter recipients - 10.000+ website's visits - 9+ Newsletters - 96+ social media posts

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### 4.3 Sustainability and continuation

#### Sustainability, long-term impact and continuation

*Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained? What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used? Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

**THRIVE** is designed to ensure long-term sustainability and impact beyond EU funding by embedding its results into durable cooperation mechanisms, innovation ecosystems and policy frameworks.

#### Continuation of the THRIVE Community of Practice

The interregional Community of Practice established in WP3 will remain active as a permanent collaboration platform connecting regional authorities, innovation intermediaries, healthcare providers, SMEs and investors, supported by partners such as EIT Health InnoStars, clusters (HLSC, ICE+) and regional agencies (ADR Centru), continuing to facilitate matchmaking, knowledge exchange and the generation of new interregional initiatives.

#### Sustainability of innovation pipelines and investment portfolios

The project pipeline developed through WP4 and matured in WP5 will be further supported through follow-up funding and investment, including Horizon Europe, the I3 Instrument (Strands 1 and 2a), EU4Health, national and regional programmes, as well as private investment mobilised through partners such as iBioNext and Booster Labs, ensuring continued development, scaling and market deployment of selected projects.

**Long-term use of Living Lab infrastructures**

The validation environments methodology developed in WP6 will remain active within participating healthcare institutions, serving as entry points for future experimentation and innovation projects.

**Policy integration and institutional uptake**

The results of WP7, including policy recommendations, cooperation models and capacity-building methodologies, will be integrated into regional Smart Specialisation Strategies and innovation policies, ensuring alignment with regional development priorities and long-term institutional support.

**Resources and implementation mechanisms**

Sustainability will be ensured through a combination of regional development funds, innovation agency programmes, cluster services and private investment networks, complemented by the continued involvement of consortium partners as ecosystem facilitators.

**Synergies and complementarities with EU initiatives**

**THRIVE** will actively build on and connect with existing and future EU-funded initiatives, including EIT Health, Horizon Europe projects, S3 Thematic Platforms and I3 projects, enabling replication, scaling and integration into broader European innovation ecosystems. Through this structured approach, **THRIVE** ensures that its results evolve into self-sustaining mechanisms for interregional collaboration, innovation development and investment mobilisation, contributing to long-term European competitiveness in healthcare innovation.

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## 5. WORKPLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

### 5.1 Work plan

#### Work plan

*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

The **THRIVE** work plan is structured as a coherent intervention logic that progressively transforms regional ecosystem intelligence into sustainable interregional innovation impact. It starts with **WP1 (Project Management)** ensuring coordination, quality and alignment across all activities. **WP2 (Community of Practice & ecosystem foundations)** establishes the strategic and operational basis for collaboration through stakeholder mobilisation and ecosystem mapping. Building on this, **WP3 (Needs and priorities definition)** translates ecosystem insights into concrete, demand-driven innovation priorities and value-chain opportunities. These are operationalised in **WP4 (Identification of interregional investment portfolios)**, where interregional collaboration is activated and a pipeline of innovation projects is generated. **WP5 (Peer learning, capacity building and policy design)** ensures systemic impact by strengthening ecosystem capacities, facilitating knowledge transfer and producing evidence-based policy recommendations. Finally, **WP6 (Communication and dissemination)** supports visibility, stakeholder engagement and long-term sustainability, ensuring that **THRIVE** results are scaled, replicated and integrated into European innovation ecosystems. Together, the WPs form a continuous cycle linking capacity building, innovation development, investment readiness and policy impact.

### 5.2 Work packages, activities, resources and timing

#### WORK PACKAGES

#### Work packages

*This section concerns a detailed description of the project activities.*

*Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.*

*Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1.*

*Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).*

*⚠ Enter each activity/milestone/output/outcome/deliverable only once (under one work package).*

*⚠ Ensure consistence with the detailed budget table (if applicable).*

#### Objectives

*List the specific objectives to which the work package is linked.*



**Activities and division of work (WP description)**

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

**Note:**

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

**Milestones and deliverables (outputs/outcomes)**

**Milestones** are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects, otherwise leave the section empty. Please limit the number of milestones by work package.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

**Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

Public — fully open (🚩 automatically posted online on the Project Results platforms)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

**Work Package 1**

<b>Work Package 1:</b>				
<b>Duration:</b>	M01 - M24	<b>Lead Beneficiary:</b>	1-ADR Centru	
<b>Objectives</b>				
WP1 ensures effective management and coordination of the project activities, resources, and partners, facilitating seamless collaboration and communication. This work package focuses on maintaining the project's alignment with its goals and objectives, ensuring compliance with administrative, financial, and ethical standards, and managing risks to achieve successful project outcomes.				
<b>Activities and division of work (WP description)</b>				
Task No	Task Name	Description	Participants	

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	In-kind Contributions and Subcontracting (Yes/No and which)
T1.1	Administrative financial management and grant	T1.1 involves the overall management of administrative and financial aspects of the project, including budgeting, financial reporting, and compliance with grant requirements. The consortium will establish protocols for financial transactions, reimbursements, and record-keeping to ensure transparency and accountability.	<b>ADRC</b> UMFST ICE+ InnoStars HLSC IDF iBioNext BOOST AUTH IMDB WLB	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN AP	No
T1.2	Project implementation and monitoring of activities	T1.2 focuses on the effective implementation and monitoring of project activities to ensure they are carried out as planned. Regular progress assessments, activity tracking, and reporting mechanisms will be established to measure milestones and outcomes against the project timeline. A detailed explanation of Project Management, Implementation, and Quality Assurance have been provided in Sections 2.4 and 2.5 of the THRIVE application form.	<b>ADRC</b> UMFST ICE+ InnoStars HLSC IDF iBioNext BOOST AUTH IMDB WLB	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN AP	No
T1.3	Risk management and quality insurance	T1.3 aims to identify, assess, and mitigate potential risks that could impact project delivery and quality. A risk management framework will be established, including regular reviews and updates to ensure proactive management of risks, alongside quality assurance processes to maintain high standards throughout the project. A first list on the main risks have been already identified and described in Section 2.6, together with the related mitigation measures. That table will be included in the Quality Assurance Plan and will be periodically updated with potential additional risks and plans to overcome those risks.	<b>ADRC</b> UMFST ICE+ InnoStars HLSC IDF iBioNext BOOST AUTH IMDB WLB	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN AP	No
T1.4	Ethics, personal data protection and inclusiveness	T1.4 is dedicated to ensuring that all project activities adhere to the highest ethical standards and comply with relevant regulations concerning personal data protection. The task will include implementing robust measures to safeguard sensitive information, ensuring full	<b>ADRC</b> UMFST ICE+ InnoStars	COO BEN BEN BEN	No

		alignment with data protection laws, and promoting transparency in data handling processes. Furthermore, the task will focus on inclusiveness by fostering equitable participation across all stakeholder groups, ensuring that the project's benefits are accessible to diverse and underrepresented communities. A comprehensive Ethics and Data Protection Compliance Report will be produced, documenting the procedures put in place to ensure compliance with ethical guidelines and data protection regulations. This report will also detail actions taken to encourage the participation of all relevant stakeholders and promote inclusivity throughout the project lifecycle.				HLSC IDF iBioNext BOOST AUTH IMDB WLB	BEN BEN BEN BEN BEN BEN AP	
Milestones and deliverables (outputs/outcomes)								
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification	
MS1	Kick-off meeting	1	ADRC	Organisation of the kick off meeting in Centru Region and development of the Action Plan of <b>THRIVE</b>		M02	Circulation of the meeting minutes across the partners	
MS2	Ethics and Data Protection Compliance	1	ADRC	Development of the Ethics and Data Protection Compliance Report		M06	Publication of D1.4	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)	
D1.1	Project Management Toolkit	1	ADRC	R — Document, report	SEN — Sensitive	M02	The Package includes the Project Management Manual. Format: PDF Language: English	
D1.2	Periodic reporting of project's activities (technical and financial)	1	ADRC	R — Document, report	SEN — Sensitive	M12 M24	These reports detail project progress deliverable completion, encountered challenges and budget spent, providing a snapshot at specific intervals. Format: PDF Language: English	
D1.3	Quality Assurance Plan	1	ADRC	R — Document, report	SEN — Sensitive	M03	A document outlining identified risks assessment methodologies mitigation strategies, and a quality assurance framework. Format: PDF Language: English	

D1.4	Ethics and Data Protection Compliance Report	1	ADRC	R — Document, report	SEN — Sensitive	M06	A report that documents compliance with ethical standards and data protection regulations, including procedures implemented to safeguard personal data and measures taken to promote inclusiveness throughout the project. Format: PDF Language: English
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**Work Package 2**

Work Package 2: Communication, Dissemination and Exploitation activities					
Duration:		M01 - M24	Lead Beneficiary:		4- InnoStars
Objectives					
The main objective of WP2 is to effectively communicate the project’s goals, progress, and results to relevant stakeholders, ensuring widespread dissemination of knowledge and fostering collaboration among partners and the broader community. This work package aims to enhance the visibility and impact of the project through strategic communication, stakeholder engagement, and the establishment of sustainable mechanisms for exploitation of project results.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Preparation of the project communication tools and action plan	T2.1 will focus on developing a detailed communication and dissemination strategy based on the outlines already identified and described in the Section 4.2, alongside essential communication tools (including a dedicated project website, informative brochures, and active social media channels) to amplify project visibility. The Dissemination and Communication Plan will clearly define communication objectives, identify specific target audiences, craft tailored key messages, and select optimal dissemination channels.	InnoStars	BEN	No
T2.2	Building and animating the project community	T2.2 focuses on building and sustaining a vibrant community of stakeholders throughout the project’s duration. Activities will include organising a series of events (across all WPs) to foster collaboration, share insights, and create a strong sense of	InnoStars	BEN	No

		community among participants. Project activities and outcomes will be actively promoted both during and beyond the project timeline, following the guidelines set by the WP leader. The <b>THRIVE</b> brand and image will be consistently represented and reinforced by the support of leading partners at all events. Additionally, partners will showcase project results at relevant local and national events wherever possible, increasing visibility, encouraging uptake, and enhancing the project's impact across various regions and healthcare sectors.				
T2.3	Collaborating with peer initiatives	T2.3 is dedicated to fostering partnerships and collaboration with complementary initiatives, networks, and projects within the healthcare innovation ecosystem and under the I3 Cap programme. Through these alliances, <b>THRIVE</b> will tap into established resources, networks, and expertise, enabling a broader reach and deeper impact. Regular knowledge-sharing activities foreseen during the whole duration of the project, including best practices and lessons learned, will ensure mutual learning and amplify the project's effectiveness. By creating synergies with existing initiatives, <b>THRIVE</b> aims to accelerate innovation adoption, address challenges more efficiently, and contribute to a unified approach in tackling healthcare challenges across regions.	<b>BOOST</b>	BEN	No	
T2.4	Setting up an exploitation and sustainability plan	T2.4 is centred on developing a comprehensive plan for the exploitation and long-term sustainability of the project's results beyond its conclusion. This will involve identifying potential users, markets, and funding sources, alongside outlining strategies to maintain the project's impact and ensure its relevance in the evolving healthcare landscape. The plan will also include an analysis of value chains (or specific niches/segments within these value chains) that have been identified as opportunities for future investments. These insights will support the potential scaling of solutions under I3 Strand 1 or Strand 2a, ensuring that the project's outcomes continue to foster innovation and generate value in the healthcare sector.	<b>InnoStars</b>	BEN	No	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification

MS3	Dissemination and communication plan and toolkit published	2	InnoStars	Development of the Dissemination and Communication toolkit, including the Dissemination and Communication Plan for project partners' guidance		M04	Publication of D2.1
MS4	Collaboration with peer initiatives	2	BOOST	Collaboration with relevant peer initiatives established		M24	Publication of D2.2
MS5	Exploitation and sustainability strategy	2	InnoStars	Identification of the exploitation strategy and development of the Exploitation Plan with an outlook on value chains		M24	Publication of D2.3
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Project Communication Toolkit	2	InnoStars	R — Document, report	PU — Public	M04	A toolkit that includes the Dissemination and Communication Plan, branding guidelines, templates for communication materials, and a timeline for implementation. Format: PDF Language: English
D2.2	Community Engagement Report	2	InnoStars	R — Document, report	PU — Public	M12 M24	A report summarising community-building activities, participant engagement metrics, and feedback collected from stakeholders to assess the effectiveness of community initiatives. Format: PDF Language: English
D2.3	Exploitation and Sustainability Plan	2	InnoStars	R — Document, report	PU — Public	M24	An Exploitation Plan, including an outlook on value chains (or niches/Value Chains segments) identified for possible future investments to be implemented under the strand 1 or strand 2a. Format: PDF Language: English

**Work Package 3**

Work Package 3: Establishing the foundations of an inter-regional innovation Community of Practice for NCD prevention and management					
Duration:		M01 - M10	Lead Beneficiary:		10- IMDB
Objectives					
WP3 creates a shared strategic, operational and relational basis for interregional cooperation in healthcare innovation and strengthens the innovation and coordination capacity of the participating ecosystems, particularly in less developed and transition regions, through S3 alignment, ecosystem mapping, stakeholder mobilisation, technology scouting and co-creation.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	S3 alignment and identification of best practices across participating regions	This task establishes the common strategic baseline of <b>THRIVE</b> by analysing the S3 priorities, support frameworks and ecosystem practices of the participating regions. It identifies shared thematic priorities, regional complementarities and transferable best practices to orient the rest of the project.	IMDB	BEN	No
T3.2	4H stakeholders mapping, needs analysis and healthcare value-chain segments analysis	T3.2 maps the key actors of each regional healthcare innovation ecosystem and analyses the main healthcare value-chain segments, identifying strengths, missing links and bottlenecks. It produces the ecosystem intelligence needed to structure future interregional project pipelines.	ICE+	BEN	No
T3.3	Technology scouting and identification of key innovation areas	This task identifies the technological domains and innovation areas that are both relevant to regional needs and suitable for interregional cooperation. It prioritises opportunity areas where regional capabilities are complementary and where future market and value-chain potential is strongest.	BOOST	BEN	No
T3.4	Stakeholders' consultation, engagement and co-creation process	This task validates the analyses produced in T3.1–T3.3 through structured consultation with quadruple-helix actors, building collective ownership around the project priorities and helps turn analytical evidence into a shared interregional agenda.	UMFST	BEN	No
T3.5	Connection of regional healthcare innovation ecosystems and design of common action plans	This task consolidates all strategic, ecosystem and co-creation outputs into the first operational cooperation structure of <b>THRIVE</b> : the Community of Practice and defines common action plans, thematic collaboration priorities and the initial capacity-building framework that will orient WP3 and WP4.	IMDB	BEN	No

Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS6	Common strategic alignment framework adopted	3	IMDB	Shared framework for analysing S3 priorities, ecosystem conditions and regional complementarities agreed by the consortium.		M04	Internal methodology note and meeting minutes
MS7	Ecosystem and value-chain intelligence completed	3	ICE+	Stakeholder mapping, needs analysis and healthcare value-chain assessment completed for all participating regions.		M08	Mapping files, interview logs and draft analytical report
MS8	THRIVE Community of Practice formally launched	3	IMDB	Common action plans and cooperation blueprint validated, with governance logic and thematic collaboration areas agreed.		M10	Workshop report, endorsed blueprint and participation records
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Strategic alignment and best practices report	3	IMDB	R — Document, report	PU — Public	M04	Comparative analysis of regional S3 priorities, ecosystem practices, complementarities and strategic gaps relevant to <b>THRIVE</b> . Format: PDF Language: English
D3.2	Stakeholder and healthcare value-chain mapping report	3	ICE+	R — Document, report	PU — Public	M04	Mapping of quadruple-helix actors, ecosystem needs and value-chain segments across participating regions. Format: PDF Language: English
D3.3	Portfolio of key innovation areas	3	BOOST	R — Document, report	PU — Public	M06	Prioritised portfolio of technology and innovation domains with interregional collaboration and market potential. Format: PDF Language: English
D3.4	Stakeholder consultation report	3	UMFST	R — Document, report	PU — Public	M08	Consolidated findings from regional workshops, thematic roundtables and co-creation



							activities validating needs and priorities. Format: PDF Language: English
D3.5	THRIVE cooperation blueprint and initial action plans	3	IMDB	R — Document, report	PU — Public	M10	Operational blueprint for the THRIVE Community of Practice and initial regional/interregional action plans. Format: PDF Language: English

**Work Package 4**

Work Package 4: Collecting needs and defining common priorities					
Duration:		M06 - M14	Lead Beneficiary:		5-HLSC
Objectives					
WP4 operationalises the strategic alignment achieved in WP2 by translating ecosystem intelligence, stakeholder needs and technology priorities into concrete innovation opportunities and interregional project concepts. It structures the transition from analysis to action by identifying high-potential opportunity areas, validating them with healthcare system actors, and organising the first interregional co-creation dynamics around value-chain development.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Designing a common methodology to select promising inter-regional projects and create investment portfolios	T3.1 establishes the common analytical framework used to identify, compare and prioritise innovation opportunities across the consortium.	iBioNext	BEN	No
T4.2	Identifying gaps and selecting business opportunities to address	This task analyses ecosystem bottlenecks, unmet healthcare needs and market opportunities to identify priority innovation gaps with interregional collaboration and value-chain potential.	HLSC	BEN	No
T4.3	Integrating feedback from healthcare establishments, practitioners and patients	This task validates the identified opportunity areas through direct consultation with healthcare professionals, hospital managers and patient representatives to ensure that future project concepts are grounded in operational realities, user needs and healthcare system priorities.	UMFST	BEN	No
T4.4	Ideation sessions to match the needs and potential solutions	T3.4 transforms validated opportunity areas into preliminary interregional innovation project concepts through structured ideation and co-creation sessions, stimulating the formation of	HLSC	BEN	No

		cross-regional teams and the first project pipeline to be matured in WP4.						
Milestones and deliverables (outputs/outcomes)								
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification	
MS9	Common opportunity assessment methodology adopted	4	iBioNext	Shared methodology, evaluation toolkit and portfolio structuring logic formally agreed and validated by the consortium.		M09	Approved methodology note and validation report	
MS10	Priority healthcare innovation opportunity areas validated	4	HLSC	Gap analysis completed and opportunity areas validated through consultations with ecosystem and healthcare stakeholders.		M12	Opportunity workshop records and validation report	
MS11	Preliminary interregional concept pipeline established	4	HLSC	First pipeline of interregional project concepts and cross-regional teams consolidated and ready for maturation in WP4.		M14	Concept pipeline summary, ideation outputs and partner endorsement	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)	
D4.1	Opportunity selection methodology and portfolio framework	4	iBioNext	R — Document, report	PU — Public	M09	Common methodology defining the evaluation criteria, scoring grid, project concept template and portfolio structuring logic for interregional innovation opportunities. Format: PDF Language: English.	
D4.2	Catalogue of validated innovation opportunities	4	UMFST	R — Document, report	PU — Public	M12	Consolidated analysis of validation workshops with healthcare professionals. Format: PDF Language: English.	
D4.3	Pipeline of preliminary interregional project concepts	4	HLSC	R — Document, report	PU — Public	M14	Portfolio of preliminary interregional project concepts generated, including initial consortium composition and thematic/value-chain positioning. Format: PDF Language: English.	

**Work Package 5**

<b>Work Package 5: Identification of interregional investment portfolios</b>						
<b>Duration:</b>		M13 - M24	<b>Lead Beneficiary:</b>		7- iBioNext	
<b>Objectives</b>						
WP5 transforms preliminary interregional innovation concepts into mature and investment-ready projects, capable of accessing public and private funding and integrating into European innovation value chains. It strengthens both project-level investment readiness and ecosystem-level capacity to support innovation financing, by equipping project teams and regional actors with the tools, knowledge and methodologies required to move in complex funding environments.						
<b>Activities and division of work (WP description)</b>						
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)	
			Name	Role (COO, BEN, AE, AP, OTHER)		
T5.1	Organisation of an open call to select inter-regional project proposals	This task launches an open call targeting startups, SMEs and innovation consortia, ensuring the identification of high-potential healthcare innovation projects aligned with project priorities and interregional value-chain logic.	<b>BOOST</b>	BEN	No	
T5.2	Evaluation and selection of the projects	T5.2 implements a structured and transparent evaluation process to select a pilot cohort of high-potential interregional projects, based on innovation, feasibility, scalability and investment readiness potential.	<b>iBioNext</b>	BEN	No	
T5.3	Individual support to strengthen investment readiness and identify an adequate funding mix	This task delivers an acceleration programme combining mentoring, training and tailored support to strengthen the technical, business and financial maturity of selected projects.	<b>BOOST</b>	BEN	No	
T5.4	Identifying opportunities and building the capabilities to participate in public funded interregional innovation projects	T5.4 aims to strengthen the ability of project teams to access European and national funding programmes through training, coaching and hands-on proposal development support.	<b>HLSC</b>	BEN	No	
T5.5	Elaboration of business plans and pitching to private investors	T5.5 supports project teams in developing business plans and prepares them for engagement with investors through pitch training, investor matchmaking and showcase events.	<b>iBioNext</b>	BEN	No	
<b>Milestones and deliverables (outputs/outcomes)</b>						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification

MS12	Open call successfully launched and closed	5	BOOST	Open call disseminated, applicants engaged and proposal pool collected across participating regions.		M16	Call documentation, list of applicants
MS13	Pilot cohort of interregional projects selected	5	iBioNext	Selection of a cohort of high-potential projects		M24	Evaluation reports, scoring sheets, selection list
MS14	Investment-ready project pipeline established	5	iBioNext	Reach defined investment readiness level with funding strategies identified		M24	Project development plans, investment dossiers, mentoring reports
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	Open call package	5	BOOST	R — Document, report	PU — Public	M16	Open call documentation and overview of submitted project proposals. Format: PDF Language: English.
D5.2	Evaluation and selection report of THRIVE pilot cohort	5	iBioNext	R — Document, report	SEN — Sensitive	M18 M24	Description of evaluation process, scoring results and selected projects. Format: PDF Language: English.
D5.3	Investment readiness plans and funding mix strategies	5	BOOST	R — Document, report	SEN — Sensitive	M24	Tailored development plans and funding strategies for each selected project. Format: PDF Language: English.
D5.4	Business Plans and Investor Pitching Portfolio	5	iBioNext	R — Document, report	SEN — Sensitive	M24	Business plans, investor pitch decks and summary of investor engagement activities. Format: PDF Language: English.

**Work Package 6**

Work Package 6: Living Labs for users feedback and validation of investment ideas				
Duration:		M18 - M24	Lead Beneficiary:	
			9-AUTH	
Objectives				
WP6 ensures that the innovation projects developed in <b>THRIVE</b> move beyond concept and maturation into real-world application, validation and systemic integration., by establishing a structured framework for testing solutions in real healthcare environments, refining them through iterative feedback, embedding them into regional and interregional value chains, and preparing them for sustainable deployment.				
Activities and division of work (WP description)				
Task No	Task Name	Description		Participants

(continuous numbering linked to WP)					Name	Role (COO, BEN, AE, AP, OTHER)	In-kind Contributions and Subcontracting (Yes/No and which)	
T6.1	Identifying regional in-situ solutions deployment opportunities	This task establishes a network of Living Lab environments by identifying healthcare organisations capable of hosting real-world experimentation and defining the operational conditions for solution deployment.			AUTH	BEN	No	
T6.2	Organisation of interactive Living Lab demo days in healthcare environments	T6.2 activates real-world validation through structured testing cycles, enabling projects to interact with clinical workflows, patients and healthcare systems, and to be refined through iterative feedback.			AUTH	BEN	No	
T6.3	Matchmaking with business partners	T6.3 connects validated solutions with key ecosystem actors and industrial partners, enabling integration into value chains and preparing pathways for market deployment and scaling.			HLSC	BEN	No	
T6.4	Exploring pathways to scale the solutions and integrate EU value-chains	This task develops scaling strategies and value-chain integration roadmaps for each validated project, addressing regulatory, market and operational conditions for cross-regional deployment.			HLSC	BEN	No	
Milestones and deliverables (outputs/outcomes)								
Milestone No (continuous numbering not linked to WP)		Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS15		Interregional Living Lab network established	6	AUTH	Network of healthcare environments identified, assessed and operationalised for project validation across regions.		M20	List of pilot sites, signed engagement agreements, deployment protocols
MS16		Scaling pathways and value-chain integration strategies defined	6	HLSC	Each project supported with a clear roadmap for scaling, ecosystem integration and cross-regional deployment.		M24	Scaling roadmaps, partnership agreements, integration plans
Deliverable No (continuous numbering linked to WP)		Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1		Living Lab network and deployment protocols report	6	AUTH	R — Document, report	PU — Public	M22	Description of selected pilot environments and operational protocols for solution deployment and testing. Format: PDF Language: English

D6.2	Real-world validation and testing report	6	AUTH	R — Document, report	SEN — Sensitive	M24	Report summarising the results of the validation activities. Format: PDF Language: English.
D6.3	Scaling roadmaps	6	HLSC	R — Document, report	SEN — Sensitive	M24	Analysis of scaling conditions, regulatory pathways, market access and value-chain integration for each project. Format: PDF Language: English.

**Work Package 7**

Work Package 7: Peer learning, uptake of knowledge and capabilities and policy measures design					
Duration:		M01 - M24	Lead Beneficiary:		3-ICE+
Objectives					
WP7 ensures that the knowledge, partnerships and results generated throughout <b>THRIVE</b> are translated into lasting improvements in regional innovation ecosystems and governance frameworks. It moves from project-level achievements to system-level transformation, embedding lessons learned into policies, innovation support mechanisms and interregional cooperation models.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T7.1	Analysis of institutional gaps in capacity, governance and instruments to support interregional innovation projects	T7.1 delivers a comparative diagnosis of regional innovation ecosystems, identifying structural barriers, governance gaps and capacity needs affecting participation in interregional innovation and value chains.	ADRC	COO	No
T7.2	Organization of peer learning and best practices transfer workshops	T7.2 facilitates structured peer-learning and knowledge exchange among regions, enabling stakeholders to transfer best practices, co-design solutions and strengthen ecosystem capacities	HLSC	BEN	No
T7.3	Identification of synergies and long-term collaborations strengthening regional innovation ecosystems	T7.3 consolidates partnerships and cooperation dynamics developed during <b>THRIVE</b> into sustainable interregional collaboration frameworks and long-term initiatives.	ICE+	BEN	No
T7.4	Recommendations for designing evidence-based policy measures	T7.4 translates project results into actionable policy recommendations and develops a policy toolkit supporting	IDF	BEN	No

		innovation governance, interregional collaboration and ecosystem strengthening.					
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS17	Peer-learning and cooperation frameworks established	7	HLSC	Peer-learning activities established and initial long-term collaboration agreements identified.		M10	Workshop reports, cooperation drafts, participation records
MS18	Policy Toolkit and sustainability strategy validated	7	ADRC	Policy recommendations and sustainability framework finalised and endorsed by consortium and stakeholders.		M24	Policy toolkit, validation workshop minutes
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D7.1	Institutional and governance gap analysis report	7	ADRC	R — Document, report	PU — Public	M04	Comparative analysis of regional innovation ecosystems. Format: PDF Language: English.
D7.2	Peer learning and knowledge transfer report	7	HLSC	R — Document, report	PU — Public	M12 M24	Summary of peer-learning workshops, best practices and transferable solutions for ecosystem strengthening. Format: PDF Language: English.
D7.3	Interregional cooperation and sustainability framework	7	ICE+	R — Document, report	PU — Public	M18 M24	Description of long-term collaboration mechanisms, agreements and joint initiatives emerging from <b>THRIVE</b> . Format: PDF Language: English.
D7.4	THRIVE Policy toolkit and recommendations	7	IDF	R — Document, report	PU — Public	M24	Set of actionable policy recommendations, implementation guidelines and transferable practices aligned with I3 priorities. Format: PDF Language: English.

*Staff effort*

<b>Staff effort per work package</b>						
<i>Fill in the summary on work package information and effort per work package.</i>						
Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1	Project management and coordination	1	ADR Centru	01	24	24
2	Communication, Dissemination and Exploitation activities	4	InnoStars	01	24	27
3	Establishing the foundations of an inter-regional innovation Community of Practice for NCD prevention and management	10	IMDB	01	10	28
4	Collecting needs and defining common priorities	5	HLSC	06	14	28
5	Identification of interregional investment portfolios	7	iBioNext	13	24	38
6	Living labs for users feedback and validation of investment ideas	9	AUTH	18	24	26
7	Peer learning, uptake of knowledge and capabilities and policy measures design	3	ICE+	01	24	32
					Total Person-Months	205

Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total Person-Months
1- ADR Centru	8	5	4	3	6	4	6	36
2- UMFST	2	2	4	4	4	5	3	24
3- ICE+	2	4	2	2	4	2	8	24
4- InnoStars	2	6	2	2	2	1	3	18
5- HLSC	2	2	2	7	4	2	2	21
6- IDF	0.5	0.5	1	1	0.5	0.5	2	6
7- iBioNext	2	1	1	2	6	1	2	15
8- BOOST	2	3	3	2	4	2	2	18
9- AUTH	2	2	3	3	4	7	2	23
10- IMDB	2	2	6	2	4	2	2	20
11- WLB	0	0	0	0	0	0	0	0
Total Person-Months								

**Subcontracting****Subcontracting**



Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).  
**Subcontracting** — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.  
**Note:** Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.  
 Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of coordinator tasks).

Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
Other issues: If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.						

### Timetable

#### Timetable (projects up to 2 years)

Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.

**Note:** Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.

ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
<b>T1.1</b> Administrative and financial project management		D1.1																						
<b>T1.2</b> Project implementation and monitoring of activities												D1.2												D1.2
<b>T1.3</b> Risk management and quality insurance			D1.3																					
<b>T1.4</b> Ethics, personal data protection and inclusiveness						D1.4																		
<b>T2.1</b> Preparation of the project communication tools and action plan				D2.1																				
<b>T2.2</b> Building and animating the project community												D2.2												D2.2

<b>T2.3</b> Collaborating with peer initiatives and participation in EU alliances, networks and S3 partnerships																									
<b>T2.4</b> Setting up an exploitation and sustainability plan																									D2.3
<b>T3.1</b> S3 alignment and identification of best practices across participating regions				D3.1																					
<b>T3.2</b> 4H stakeholders mapping, needs analysis and healthcare value-chain segments analysis				D3.2																					
<b>T3.3</b> Technology scouting and identification of key innovation areas					D3.3																				
<b>T3.4</b> Stakeholders' consultation, engagement and co-creation process							D3.4																		
<b>T3.5</b> Connection of regional healthcare innovation ecosystems and design of common action plans								D3.5																	
<b>T4.1</b> Designing a common methodology to select promising inter-regional projects and create investment portfolios								D4.1																	
<b>T4.2</b> Identifying gaps and selecting business opportunities to address																									
<b>T4.3</b> Integrating feedback from healthcare establishments, practitioners and patients																									
<b>T4.4</b> Ideation sessions to match the needs and potential solutions																									
<b>T5.1</b> Organisation of an open call to select inter-regional project proposals																									
<b>T5.2</b> Evaluation and selection of the projects																									

[illegible]

#§WRK-PLA-WP§#

#@ETH-ICS-EI@#

## 6. OTHER

### 6.1 Ethics

Ethics
Not applicable.

#§ETH-ICS-EI§# #@SEC-URI-SU@#

### 6.2 Security

Security
Not applicable.

#§SEC-URI-SU§# #@DEC-LAR-DL@#

## 7. DECLARATIONS

Double funding	
Information concerning other EU grants for this project ⚠ Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).	YES/NO
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES

Financial support to third parties (if applicable) If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.
Insert text

#§DEC-LAR-DL§#

## ANNEXES

### LIST OF ANNEXES

#### Standard

Detailed budget table (annex 1 to Part B) — *mandatory*

CVs (annex 2 to Part B) — *mandatory (short outline), if required in the Call document*

Annual activity reports (annex 3 to Part B) — *mandatory, if required in the Call document*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document*

#### Special

Other annexes (annex X to Part B) — *mandatory, if required in the Call document*

## LIST OF PREVIOUS PROJECTS

<b>List of previous projects</b> <i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
ADR Centru	<b>Centru Region - Regional Innovation Valley (RIV) label.</b> Through this label Centru Region and committed to strengthen the Research & Innovation (R&I) ecosystem, enhance the coordination and directionality of their R&I policy and investment towards key EU priorities, engage in R&I collaboration between more and less advanced regions with complementary smart specialisations (S3).	2025	BEN	NA	<a href="https://qlik-sense.jrc.ec.europa.eu/qap/sense/app/d1db81e7-2e97-4b86-8315-5db795e0f2a9/sheet/953edd94-05f7-4835-aa38-c4ab8260979f/slate/analysis">https://qlik-sense.jrc.ec.europa.eu/qap/sense/app/d1db81e7-2e97-4b86-8315-5db795e0f2a9/sheet/953edd94-05f7-4835-aa38-c4ab8260979f/slate/analysis</a>
ADR Centru	Targeted assignment for Centru, Romania providing support on the Entrepreneurial Discovery Process and governance system- S3CoP.	2025	BEN	NA	<a href="https://ec.europa.eu/regional_policy/sources/policy/communities-and-networks/s3-community-of-practice/targeted-assignments/Centru/Report_Centru.pdf">https://ec.europa.eu/regional_policy/sources/policy/communities-and-networks/s3-community-of-practice/targeted-assignments/Centru/Report_Centru.pdf</a>
ADR Centru	BISNet Transylvania - Services in support of business digitalization, innovation and resilience BISNet Transilvania SMP, Specific Grant Agreement 101216189	2025-2028	COO	€ 514.430,00	<a href="http://een-romania.ro/">http://een-romania.ro/</a>
ADR Centru	BISNet2022- BISNet Transylvania – Services in support of business digitalization, Innovation and resilience, 101052723	2022-2023	COO	€ 447.000,00	<a href="http://een-romania.ro/">http://een-romania.ro/</a>
ADR Centru	ARCADIA	2025-2028	BEN	€ 328.500,00	<a href="https://www.arcadia-adaptation.eu/">https://www.arcadia-adaptation.eu/</a>
ADR Centru	Beyond EDP, Interreg Europe 2014-2020	2018-2022	BEN	€ 178.873,00	<a href="http://www.adrcentru.ro/">http://www.adrcentru.ro/</a>
UMFST	874707 — EXIMIOUS — H2020-SC1-BHC-2018-2020/H2020-SC1-2019-Single-Stage-RTD H2020 General	01/01/2020 - 30/06/2025	BEN	€ 783.000,00	<a href="https://www.eximious-h2020.eu/">https://www.eximious-h2020.eu/</a>
UMFST	101233629 - HUMANCODE	01/08/2025 - 31/07/2028	BEN	€ 250.059,00	<a href="https://health.ec.europa.eu/non-communicable-diseases/cancer/europes-beating-cancer-">https://health.ec.europa.eu/non-communicable-diseases/cancer/europes-beating-cancer-</a>

					plan-eu4health-financed-projects/projects/humancode_en
UMFST	101136244 — TARGET — HORIZON-HLTH-2023-TOOL-05	01.01.2024 - 31.12.2028	BEN	€ 185.000,00	<a href="https://target-horizon.eu/">https://target-horizon.eu/</a>
UMFST	HORIZON-WIDERA-2022-ACCESS-04-01	01.01.2023 - 31.12.2026	BEN	€ 408.700,00	<a href="https://www.coalition hubs.eu/">https://www.coalition hubs.eu/</a>
UMFST	101083915 — FIT EDIH	01.11.2023 - 30.04.2026	BEN	€ 650 460.49	<a href="https://digitalinnovationhub.fit/">https://digitalinnovationhub.fit/</a>
UMFST	101101269 — NoBoCap	01.01.2023 - 31.08.2026	BEN	€ 244.945,00	<a href="https://nobocap.eu/">https://nobocap.eu/</a>
UMFST	2022-1-RO01-KA220-HED-000087854	01.10.2022 - 30.09.2025	COO	€ 400.000,00	<a href="https://innoskillsnurses.umfst.ro/">https://innoskillsnurses.umfst.ro/</a>
UMFST	PN-IV-P7-7.1-PTE-2024-0844	01.01.2025 - 31.12.2026	BEN	€ 100.000,00	N/A
UMFST	DEEP_AI PCIDIF/159/PCIDIF_P1/OP1/RSO1.1/PCIDIF_A1	01.11.2025 - 31.10.2028	COO	€ 6.000.000,00	<a href="https://umfst.ro/deep_ai-informatii-proiect/">https://umfst.ro/deep_ai-informatii-proiect/</a>
UMFST	EXCELL-MED: Creșterea calității educației medicale prin standardizare și inovare	N/A	BEN	€ 6.000.000,00	<a href="https://umfst.ro/universitate/department-proiecte-europene/proiect-european/excell-med-cresterea-calitatii-educatiei-medicale-prin-standardizare-si-inovare/">https://umfst.ro/universitate/department-proiecte-europene/proiect-european/excell-med-cresterea-calitatii-educatiei-medicale-prin-standardizare-si-inovare/</a>
InnoStars	TEF-Health (101100700) Digital Europe	2023.01.01 – 2027.12.31	BEN	€ 152.296,00	<a href="https://tefhealth.eu/home">https://tefhealth.eu/home</a>
InnoStars	CHEDIH (101083745) Digital Europe	2023.01.01 – 2026.08.31	BEN	€ 17.840,00	<a href="https://www.chedih.eu/wall">https://www.chedih.eu/wall</a>
InnoStars	EIT Cross-KIC Regional Innovation (101113214) Horizon Europe	2023.01.01 – 2025.12.31	COO	€ 2.959.583,00	N/A
InnoStars	EIT Health Business Plan 2023-2025 (101112921) Horizon Europe	2023.01.01 – 2025.12.31	BEN	~14,5 m€	<a href="https://eithealth.eu/what-we-do/our-programmes">https://eithealth.eu/what-we-do/our-programmes</a>
InnoStars	Cohes.io (101134913) Horizon Europe	2024.01.01 – 2024.12.31	COO	€ 120.625,00	<a href="https://cohes-io.eu">https://cohes-io.eu</a>
InnoStars	HICEE (101114010) Horizon Europe	2023.11.15 – 2025.11.14	BEN	€ 176.100,00	<a href="https://eithealth.eu/news-article/hicee-programme-publishes-study-on-start-up-investment-challenges-and-recommendatio">https://eithealth.eu/news-article/hicee-programme-publishes-study-on-start-up-investment-challenges-and-recommendatio</a>

					<a href="#">ns-for-the-cee-region</a>
InnoStars	VR Health Champions (101161333) I3	2024.10.01 – 2027.09.30	BEN	€ 1.436.172,00	<a href="https://vrhealthchampions.eu">https://vrhealthchampions.eu</a>
InnoStars	Helix (101228287) I3	2025.09.01 – 2028.09.14	BEN	€ 3.265.177,00	not yet available
InnoStars	BIO-RED (101225453) I3	2025.09.15 – 2027.09.14	BEN	€ 80.769,00	not yet available
InnoStars	BRIDGE (101225477) I3	2025.09.15 – 2027.09.14	BEN	€ 228.289,00	not yet available
HLSC	INNAXE / HORIZON-EIE-2021-CONNECT-01-01 / HORIZON / 101070847	Jun 2022- Jun 2024	BEN	€ 500.620,95	N/A
HLSC	VELES / HORIZON-WIDERA-2022-ACCESS-04-01 / HORIZON / 101087483	June 1st, 2023 - June 1st 2027	BEN	€ 4.750.000,00	<a href="http://www.veleshub.eu">www.veleshub.eu</a>
HLSC	PRECISEU / HORIZON-EIE-2023-CONNECT-03-01 / HORIZON / 101161301	1 July 2024 – 30 June 2029	BEN	€ 11.340.050,00	<a href="http://www.preciseu.eu">www.preciseu.eu</a>
HLSC	ENACT / HORIZON-HLTH-2024-ENVHLTH-02-06-two-stage / HORIZON / 101157151	1 Jan 2025 for 42 months	BEN	€ 7.997.612,77	<a href="http://www.enact-he.eu">www.enact-he.eu</a>
HLSC	InnoMedCatalyst / I3-2023-CAP2b I3 / 101180513	1 Nov 2024 – 1 Nov 2026	BEN	€ 1.495.046,80	N/A
HLSC	OHAMR / HORIZON-HLTH-2024-DISEASE-09-01 / HORIZON / 101217154	1 July 2025 – 31 June 2035	BEN	€ 277.520,00	<a href="http://www.ohamr.eu">www.ohamr.eu</a>
HLSC	BIO-RED / I3-2023-CAP2b / I3 / 101225453	15 Sept 2025 – 14 Sept 2027	BEN	€ 1.499.220,87	N/A
HLSC	C3BG / DIGITAL-Chips-2024-SG-CCC-1 / DIGITAL / 101217573	1 Feb 2026 – 31 Jan 2030	BEN	€ 4.786.200,00	N/A
HLSC	TransBioNet HORIZON-WIDERA-2025-06-ERA-01 / 101291691	1 June 2026 – 31 May 2029	BEN	€ 1.964.375,00	N/A
Région Ile de France	<b>Greengov</b> : GREEN finance and Do No Significant Harm principle implementation for a better regional GOVERNance  Interreg Europe – Gouvernance, coopération territoriale	01/04/24 – 31/03/28	COO	€ 2.216.728,00	<a href="https://www.interreg-europe.eu/green-gov">https://www.interreg-europe.eu/green-gov</a>
Région Ile de France	<b>SPARE</b> : Strengthening and Monitoring PATHway to RESilience in Ile-de-France  Horizon Europe – Mission Adaptation / Pathway 2 Resilience	01/09/24 – 28/02/26	COO	€ 210.000,00	<a href="https://www.iledefrance.fr/toutes-les-actualites/spare-un-observatoire-regional-pour-ladaptation-au-changement-climatique">https://www.iledefrance.fr/toutes-les-actualites/spare-un-observatoire-regional-pour-ladaptation-au-changement-climatique</a>
Région Ile de France	<b>Reconstruire les ponts</b> : les jeunes, acteurs de la paix et de la reconstruction  Erasmus+	01/05/25 – 31/10/25	COO	€ 43.311,00	<a href="https://www.europaid.fr/projets/reconstruire-les-ponts-re-bridge-un-projet-pour-la-paix-et-la-construction-europeenne">https://www.europaid.fr/projets/reconstruire-les-ponts-re-bridge-un-projet-pour-la-paix-et-la-construction-europeenne</a>



Région Ile de France	<b>Paris Region Fellowship Programme</b>  Horizon 2020 Framework Programme - MSCA-COFUND-2019	01/01/21 – 31/12/25	COO	€ 7.650.240,00	<a href="https://www.parisregion.eu/parisregionfp.html">https://www.parisregion.eu/parisregionfp.html</a>
Région Ile de France	<b>Plus Change</b> : Planning Land Use Strategies: Meeting biodiversity, climate and social objectives in a changing world  Horizon Europe – Recherche et innovation	01/06/23 – 31/05/27	BEN	€ 6.887.910,00	<a href="https://pluschange.eu/">https://pluschange.eu/</a>
Région Ile de France	<b>Multiroofs</b> : Multifunctional Roofscapes for smart, green and just urban densification  Interreg Europe du Nord-Ouest – Innovation et sensibilisation des collectivités franciliennes	01/01/25 – 30/06/29	BEN	€ 6.317.058,00	<a href="https://multiroofs.nweurope.eu/">https://multiroofs.nweurope.eu/</a>
Région Ile de France	<b>BETTI</b> : Better governance for trustworthy AI  Interreg Europe - Gouvernance	01/05/25 – 30/04/29	BEN	€ 2.380.534,00	<a href="https://www.intergeurope.eu/betti">https://www.intergeurope.eu/betti</a>
Région Ile de France	<b>Integra</b> : Integrated territorial strategies for sustainable transition  Interreg Europe - Gouvernance	01/05/25 – 31/04/29	BEN	€ 1.801.651	<a href="https://www.intergeurope.eu/integra">https://www.intergeurope.eu/integra</a>
Région Ile de France	<b>CapaCities 2.0</b> : Fast-Tracking the National Narrative for Climate-Neutral Urban Futures  Horizon Europe – Mission 100 villes climatiquement neutres	01/01/25 – 30/06/29	BEN	€ 2.994.409,00	<a href="https://cordis.europa.eu/project/id/101203247">https://cordis.europa.eu/project/id/101203247</a>
Région Ile de France	<b>SPROUT</b> : Sustainable Policy RespOnse to Urban mobility Transition  Horizon 2020 Framework Programme	01/09/19 – 28/02/23	BEN	€ 4.412.553,75 €	<a href="https://cordis.europa.eu/project/id/814910">https://cordis.europa.eu/project/id/814910</a>
Région Ile de France	<b>EQUIVALENT</b> : European Quantum Innovation VALleys as Strategic Emerging Technology  HORIZON-EIE-2025-02-CONNECT-02	01/09/26 – 30/11/30	BEN	€ 1.181.562,00	N/A
Région Ile de France	<b>2030 Catalysts</b>  (Technical support at the JRC (European Commission's Joint Research Centre))	01/03/25 – 01/09/26	AE	0€	<a href="https://joint-research-centre.ec.europa.eu/jrc-news-and-updates/new-">https://joint-research-centre.ec.europa.eu/jrc-news-and-updates/new-</a>

					project-brings-together-european-regions-take-local-approach-sdgs-2025-03-21_en
BOOST	Project 101100515 — ExcellEnt HORIZON-EIE-2022-SCALEUP-01-01	15.01.2023 14.07.2025	BEN	Project budget: €799.870,40 Partner budget: €111.604,00	<a href="https://excell-ent.eu">https://excell-ent.eu</a>
BOOST	Project 101072073 — AccelerAction HORIZON-EIE-2021-SCALEUP-01-01	01.09.2022 28.02.2025	BEN	Project budget: €996.243,75 Partner budget: €105.750,00	<a href="https://acceleration.eu/">https://acceleration.eu/</a>
BOOST	CIRCE – Coaching for Innovation and Research-based projects by Connected Entrepreneurship program EISMEA-2021-OP-00018	January 2003 - December 2024	BEN	Project budget: €2.424.850 Partner budget: €150.500,00	<a href="https://eic.ec.europa.eu/eic-funding-opportunities/business-acceleration-services/tech-market-programme-t2m_en#eic-tech-to-market-entrepreneurship">https://eic.ec.europa.eu/eic-funding-opportunities/business-acceleration-services/tech-market-programme-t2m_en#eic-tech-to-market-entrepreneurship</a>
BOOST	Project 101114238 — CO-INVESTIN HORIZON-EIE-2022-SCALEUP-02	04.09.2023 03.09.2025	BEN	Project budget: €996.479,70 Partner budget: €191.360,00	<a href="https://co-investin.eu">https://co-investin.eu</a>
BOOST	Project 101095720 — SHIFT-HUB HORIZON-HLTH-2022-IND-13-04	01.01.2023 31.12.2025	BEN	Project budget: €1.599.992,00 Partner budget: €121.562,50	<a href="https://shift-hub.eu">https://shift-hub.eu</a>
BOOST	Project 101167739 - EIC-ACces+ HORIZON-EIC-2023-PARTNERS-01	01.08.2024 31.07.2026	BEN	Project budget: €4.499.625 Partner budget: €73.125,00	<a href="https://eicaccesplus.eu">https://eicaccesplus.eu</a>
AUTH	875329 Lifechamps H2020-SC1-DTH-2018-2020	01/12/ 2019 – 30/11/2023	COO	Project budget: € 4 999 915 Partner budget: € 1 153 576,25	N/A

AUTH	101007990 VITALISE H2020-INFRAIA-2020-1	01/04/2021 – 31/03/2024	BEN	Project budget: € 4 999 262,50 Partner budget: € 570 513,75	<a href="https://vitalise-project.eu">https://vitalise-project.eu</a>
AUTH	857159 SHAPES H2020-DTS-2018	01/11/2019 – 30/10/2023	BEN	Project budget: €1 8 732 468.25 Partner budget: € 391 625	<a href="https://shapes2020.eu">https://shapes2020.eu</a>
AUTH	IRHIS I3	02/09/24 - 02/09/27	BEN	Project budget: € 5 898 441 Partner budget: € 231 268	<a href="https://medphys.med.auth.gr/project/irhis-0">https://medphys.med.auth.gr/project/irhis-0</a>
IMDB	RheumaCheck (BMFTR, 13GW0761C)	01.04.2025 – 31.03.2028	BEN	261.180,00 €	N/A
IMDB	FluoResYst (BMBF, 13N15814)	01.11.2021 - 31.10.2025	BEN	322.710,00 €	N/A
IMDB	Home-Dx	2020	BEN	N/A	N/A

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	15.11.2021	Initial version (new MFF).
2.0	01.06.2022	Consolidation, formatting and layout changes. Tags added.

## LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)

*(To be filled in and signed by the competent authority for each country/region, assembled by the coordinator and uploaded in a single file in the Portal Submission System as part of the application)*

*This letter is compulsory for the coordinator; it must be signed by the competent authority of the country/region where they are established. Support letters for other participants (from their competent authorities) are optional.)*

COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT	
Competent authority:	Regional Development Agency Centru
Department:	
Contact person:	Simion Cretu, General Director
Legal address:	Decebal str., no. 11 510093, Alba Iulia Romania fax: (+40) 258-818613 / email address: <a href="mailto:office@adrcentru.ro">office@adrcentru.ro</a>
CONFIRMATION OF SUPPORT	
Name of the project we support:	Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE
Coordinator:	Regional Development Agency Centru Ovidia Caba email <a href="mailto:ovidia.caba@adrcentru.ro">ovidia.caba@adrcentru.ro</a>
We hereby confirm that:	
1) we support the application	Yes
2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority	Yes
Additional information (optional)	
Add additional information on the project's contribution to the S3 priorities	
<p><b>THRIVE</b> is an interregional capacity-building initiative designed to strengthen less developed European regions in addressing emerging problems related to their healthcare systems and offer better prevention, more accurate diagnostic and personalized treatment, while making the patient journey and the intervention of medical personnel easier. Structured around these three integrated intervention pillars - prevention, early diagnosis, and personalized treatment - in an overall efficient, human-centric medical journey, the project targets as a case study the challenges induced by Non-Communicable Diseases (NCD) - including cardiovascular diseases, chronic respiratory conditions, diabetes, and mental health disorders, while systematically aiming to link technological innovation with real healthcare needs. Through a tailored methodology combining a quadruple-helix Community of Practice, an interregional co-creation experimental "sandbox," and a structured cohort-based investment readiness programme, THRIVE aims to enable practitioners, patients, researchers, public authorities, SMEs, clusters, and innovation intermediaries in the field of healthcare to jointly identify value-chain gaps, generate cross-border innovation projects, and transform them into investment-ready business cases. The project aims, as a major outcome, to create a concrete pipeline of validated innovation and business cases capable of addressing major healthcare systems challenges and scaling across EU</p>	

regions. Beyond supporting individual projects led by small companies, THRIVE aims to build durable ecosystem capacity, reinforcing interregional cooperation, strengthening healthcare value chains, and equipping emerging regions with the governance, investment, and policy instruments required to sustain long-term innovation-driven responses to the growing socioeconomic burden of diseases in an ageing EU society.

The Regional Development Agency Centru (RDA Centru), as the sole institution mandated by the Regional Innovation Committee to design and manage the Regional Smart Specialisation Strategy in the Centru Region (RIS3 Centru), initiated the THRIVE project, as its objectives and proposed activities are closely aligned with the strategic development priorities of the region in the areas of innovation, healthcare system resilience, and digital transformation.

RIS3 Centru represents the region's main strategic framework defining its long-term vision, objectives, and priority investment areas for each programming period. The Smart Specialisation Strategy for the 2021–2027 programming period sets out the long-term development vision of the Centru Region and supports the development of a regional innovation-driven economic culture by identifying key areas of excellence for smart growth. RIS3 Centru 2021–2027 was endorsed by the Centru Regional Innovation Consortium through Decision No. 2/20.01.2021 and subsequently approved by the Centru Regional Development Council through Decision No. 4/10.03.2021.

In this context, the THRIVE project contributes directly to strengthening regional healthcare innovation ecosystems, fostering collaboration between research organisations, industry, public authorities, and civil society, and supporting the development of innovative solutions addressing the growing challenges posed by non-communicable diseases.

#### SIGNATURE OF THE AUTHORISED PERSON

Name and function:

Simion CRETU, General Director RDA Centru  
President of Regional Innovation Consortia

Date of signature:

9<sup>th</sup> of March 2026

Signature and stamp:



#### HISTORY OF CHANGES

VERSION	PUBLICATION DATE	CHANGE
1.0	15.11.2021	Initial version (new MFF)
2.0	15.05.2023	Additional information on recognition as Regional Innovation Valley.
3.0	01.03.2024	Information on recognition as Regional Innovation Valley deleted.



## LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)

COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT	
Competent authority:	Sofia Municipal Council
Department:	Sofia Development Association
Contact person:	Svetlana Lomeva
Legal address:	33 "Moskovska" Str., Sofia 1000, Bulgaria
CONFIRMATION OF SUPPORT	
Name of the project we support:	Transforming Health & Regions through Interregional Value-chain Experimentation - <b>THRIVE</b>
Coordinator:	Regional Development Agency Centru Ovidia Caba email ovidia.caba@adrcentru.ro
We hereby confirm that:	
1) we support the application	Yes
2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority	Yes
<b>Additional information (optional)</b> <i>Add additional information on the project's contribution to the S3 priorities.</i>	
<p>Sofia Development Association under the Sofia Municipal Council expresses its strong support for the THRIVE initiative — an interregional capacity-building programme designed to strengthen healthcare innovation ecosystems across Europe, with a particular focus on emerging regions and their capacity to address Non-Communicable Diseases (NCDs).</p> <p>THRIVE's integrated approach — combining prevention, early diagnosis, and personalized treatment — resonates with Sofia's strategic ambition to position itself as a leading hub for digital health, biomedical innovation, and life sciences entrepreneurship in Southeast Europe. The project's focus on co-creation, value-chain integration, and investment-readiness closely aligns with our mission to stimulate sustainable business growth, attract innovative enterprises, and foster cross-sector partnerships that generate societal and economic value.</p> <p>Through its collaborative quadruple-helix methodology and interregional experimental platform, THRIVE creates meaningful opportunities for Sofia-based innovators, research organizations, SMEs, and healthcare providers to connect with European peers and jointly develop scalable solutions for key healthcare challenges. Such cooperation directly contributes to the implementation of Sofia's regional innovation strategy and to Bulgaria's broader Smart Specialisation priorities in healthcare and biotechnology.</p> <p>Sofia Municipality recognizes the potential of THRIVE to position participating regions as central actors in Europe's transition toward data-driven, patient-centric healthcare systems. We support the consortium's ambition to generate</p>	

a concrete pipeline of validated innovation and business cases and affirm our willingness to facilitate synergies between the project's activities and the Sofia innovation ecosystem, including local start-ups, investors, and academic institutions.

We look forward to collaborating with THRIVE partners to ensure that Sofia's growing community of health and digital innovators benefits from, and contributes to, this transformative European effort.

**SIGNATURE OF THE AUTHORISED PERSON****Name and function:**

Svetlana Lomeva, Executive Director, CEO  
Sofia Development Association

**Date of signature:**

4.03.2026

**Signature and stamp:**The image shows a handwritten signature in blue ink over a circular blue stamp. The stamp contains the text "АСОЦИАЦИЯ ЗА РАЗВИТИЕ НА СОФИЯ" in the upper arc and "SOFIA DEVELOPMENT ASSOCIATION" in the lower arc. The signature is a stylized, cursive script.



РЕПУБЛИКА БЪЛГАРИЯ  
МИНИСТЕРСТВО НА ИНОВАЦИИТЕ И РАСТЕЖА

16/03/2026

X 92-00-84-2/16.03.2026

Per №

Signed by: Ministry of innovation and growth

ДО

Г-Н ДИМИТЪР ДИМИТРОВ

ПРЕДСЕДАТЕЛ НА УПРАВИТЕЛНИЯ СЪВЕТ НА

БИОТЕХНОЛОГИЧЕН И ЗДРАВЕН КЛЪСТЕР

СДРУЖЕНИЕ

Електронен адрес: [Dimitar.dimitrov@biocluster.bg](mailto:Dimitar.dimitrov@biocluster.bg)

Към наш № 92-00-84/13.03.2026

**ОТНОСНО:** *Искане за институционална подкрепа във връзка с проектно предложение „Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE“*

**УВАЖАЕМИ ГОСПОДИН ДИМИТРОВ,**

В отговор на Ваше писмо с молба за подкрепа за проектно предложение „**Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE**“, разработен по текущата покана на програма **Capacity Building Strand 2b** в рамките на програмата **Interregional Innovation Investments (I3) Instrument (I3-2026-CAP2b)**, Ви информирам, че Министерството на иновациите и растежа (МИР) изразява **принципната си подкрепа за проектното предложение.**



В допълнение Ви уведомявам, че МИР не се ангажира с осигуряването на финансови или човешки ресурси за обезпечаване на различните фази на проекта.

**ПРИЛОЖЕНИЕ:**

1. Писмо за подкрепа за проектно предложение „Transforming Health & Regions through Interregional Value-chain Experimentation – THRIVE “

С уважение,

13.3.2026 г.

X

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Signed by: Irena Borisova Mladenova

*Министър на иновациите и растежа*

*ПА - 06*

## LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)

### COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT

Competent authority:	Ministry of Innovation and Growth (MIG)
Department:	Directorate Policies and Analyses
Contact person:	Petya Piperkova email: <a href="mailto:p.piperkova@mig.government.bg">p.piperkova@mig.government.bg</a>
Legal address:	ul. "Knyaz Aleksandar I" 12, 1000 Sofia Center, Sofia

### CONFIRMATION OF SUPPORT

Name of the project we support:	Transforming Health & Regions through Interregional Value-chain Experimentation - <b>THRIVE</b>
Coordinator:	Regional Development Agency Centru Ovidia Caba / email: <a href="mailto:ovidia.caba@adrcentru.ro">ovidia.caba@adrcentru.ro</a>

#### We hereby confirm that:

- |   |     |
|---|-----|
| 1) we support the application ( <i>The Ministry of Innovation and Growth does not commit to providing financial or human resources for the purposes of supporting different phases of the project</i> ) | Yes |
| 2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority  | Yes |

#### Additional information *(optional)*

Add additional information on the project's contribution to the S3 priorities.

Ministry of Innovation and Growth (MIG) expresses its strong support for the THRIVE initiative — an interregional capacity-building programme designed to strengthen healthcare innovation ecosystems across Europe, with a particular focus on emerging regions and their capacity to address Non-Communicable Diseases (NCDs).

THRIVE's integrated approach — combining prevention, early diagnosis, and personalized treatment — resonates with Sofia's strategic ambition to position itself as a leading hub for digital health, biomedical innovation, and life sciences entrepreneurship in Southeast Europe. The project's focus on co-creation, value-chain integration, and investment-readiness closely aligns with our mission to stimulate sustainable business growth, attract innovative enterprises, and foster cross-sector partnerships that generate societal and economic value.

Through its collaborative quadruple-helix methodology and interregional experimental platform, THRIVE creates meaningful opportunities for Sofia-based innovators, research organizations, SMEs, and healthcare providers to connect with European peers and jointly develop scalable solutions for key healthcare challenges. Such cooperation directly contributes to the implementation of Sofia's regional innovation strategy and to Bulgaria's broader Smart Specialisation priorities in healthcare and biotechnology.

Ministry of Innovation and Growth (MIG) recognizes the potential of THRIVE to position participating regions as central actors in Europe's transition toward data-driven, patient-centric healthcare systems. We support the consortium's ambition to generate a concrete pipeline of validated innovation and business cases and affirm our willingness to facilitate synergies between the project's activities and the Sofia innovation ecosystem, including local start-ups, investors, and academic institutions.

We look forward to collaborating with THRIVE partners to ensure that Sofia's growing community of health and digital innovators benefits from, and contributes to, this transformative European effort.

## **SIGNATURE OF THE AUTHORISED PERSON**

**Name and function:**

Irena Mladenova, Minister of Innovation and Growth

**Date of signature:**

13.3.2026 r.

**Signature and stamp:**

X

Minister of Innovation and Growth  
Signed by: Irena Borisova Mladenova

**LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)**

*(To be filled in and signed by the competent authority for each country/region, assembled by the coordinator and uploaded in a single file in the Portal Submission System as part of the application)*

*This letter is compulsory for the coordinator; it must be signed by the competent authority of the country/region where they are established. Support letters for other participants (from their competent authorities) are optional.)*

COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT	
<b>Competent authority:</b>	Conseil régional Ile-de-France
<b>Department:</b>	European and International Strategy Department
<b>Contact person:</b>	Cédric GUILLON-LAVOCAT, Deputy Director General in charge of European and International Strategy
<b>Legal address:</b>	2 rue Simone Veil, 93400 Saint-Ouen-sur-Seine France
CONFIRMATION OF SUPPORT	
<b>Name of the project we support:</b>	Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE
<b>Coordinator:</b>	Regional Development Agency Centru Ovidia Caba Email: ovidia.caba@adrcentru.ro
<b>We hereby confirm that:</b>	
1) we support the application	Yes
2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority	Yes
<b>Additional information (optional)</b>	
<i>Add additional information on the project's contribution to the S3 priorities.</i>	
<p><b>THRIVE</b> is an interregional capacity-building initiative designed to strengthen less developed European regions in addressing emerging problems related to their healthcare systems and offer better prevention, more accurate diagnostic and personalized treatment, while making the patient journey and the intervention of medical personnel easier. Structured around these three integrated intervention pillars - prevention, early diagnosis, and personalized treatment - in an overall efficient, human-centric medical journey, the project targets as a case study the challenges induced by Non-Communicable Diseases (NCD) - including cardiovascular diseases, chronic respiratory conditions, diabetes, and mental health disorders, while systematically aiming to link technological innovation with real healthcare needs. Through a tailored methodology combining a quadruple-helix Community of Practice, an interregional co-creation experimental "sandbox," and a structured cohort-based investment readiness programme, <b>THRIVE</b> aims to enable practitioners, patients, researchers, public authorities, SMEs, clusters, and innovation intermediaries in the field of healthcare to jointly identify value-chain gaps, generate cross-border innovation projects, and transform them into investment-ready business cases. The project aims, as a major outcome, to create a concrete pipeline of validated innovation and business cases capable of addressing major healthcare systems challenges and scaling across EU regions. Beyond supporting individual projects led by small companies, <b>THRIVE</b> aims to build durable ecosystem capacity, reinforcing interregional cooperation, strengthening healthcare value chains, and equipping emerging regions with the governance, investment, and policy instruments required to sustain long-term innovation-driven responses to the growing socioeconomic burden of diseases in an ageing EU society.</p> <p>The Île-de-France Smart Specialisation Strategy (S3) and the project share a common vision of collaborative, challenge-driven health innovation. Building on its leadership in life sciences and digital health, the region leverages world-class innovation clusters to turn research into concrete solutions. Both initiatives converge around AI, data</p>	

integration, and digital technologies applied to healthcare.

The **THRIVE** project is well aligned with the Smart Specialisation Strategy of the Île-de-France region, a territory that has consistently prioritised innovation excellence and value-chain development in advanced technology sectors, including health, life sciences, biomedical engineering and digital health systems. Île-de-France is recognised as a leading innovation ecosystem in Europe and has articulated a regional strategy that concentrates research and innovation investments where the region has demonstrated competitive strengths and industrial leadership, including through internationally visible clusters such as **Medicen Paris Region** and **Genopole** in life sciences, which span health-relevant domains such as medical imaging, telemedicine and data-driven health solutions. The region's strategic orientation fosters integration across research institutions, industry stakeholders, public authorities and innovation intermediaries to accelerate the translation of scientific discoveries into scalable solutions that address major societal challenges, including those related to healthcare systems and demographic change. By advancing cross-sectoral innovation ecosystems that combine digital, biomedical and health sciences capabilities, the region's S3 reinforces shared priorities around digital transformation of health services, data-driven prevention and personalised care - all of which are core to **THRIVE's** ambition to build interregional pipelines of validated innovations and strengthen capacity-building across healthcare value chains. This strategic coherence positions Île-de-France both as a source of advanced technological expertise, best practices and as a collaborative partner in driving transformative, patient-centred solutions that enhance regional and EU-wide innovation impact.

#### SIGNATURE OF THE AUTHORISED PERSON

Name and function:

Cédric GUILLON-LAVOCAT, Deputy Director General in charge of European and International Strategy

Date of signature:

18/03/2026

Signature and stamp:

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	15.11.2021	Initial version (new MFF)
2.0	15.05.2023	Additional information on recognition as Regional Innovation Valley.
3.0	01.03.2024	Information on recognition as Regional Innovation Valley deleted.



**LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)**

(To be filled in and signed by the competent authority for each country/region, assembled by the coordinator and uploaded in a single file in the Portal Submission System as part of the application)

This letter is compulsory for the coordinator; it must be signed by the competent authority of the country/region where they are established. Support letters for other participants (from their competent authorities) are optional.)

**COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT**

<b>Competent authority:</b>	Region of Central Macedonia
<b>Department:</b>	Directorate of Innovation and Entrepreneurship Support
<b>Contact person:</b>	GOULAPTSI Maria
<b>Legal address:</b>	Vassilissis Olgas 198, 54655 Thessaloniki, Greece m.goulaptsi@pkm.gov.gr

**CONFIRMATION OF SUPPORT**

<b>Name of the project we support:</b>	Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE
<b>Coordinator:</b>	Regional Development Agency Centru Ovidia Caba Email: ovidia.caba@adrcentru.ro

**We hereby confirm that:**

1) we support the application	Yes
2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority	Yes

**Additional information (optional)**

Add additional information on the project's contribution to the S3 priorities.

**THRIVE** is an interregional capacity-building initiative designed to strengthen less developed European regions in addressing emerging problems related to their healthcare systems and offer better prevention, more accurate diagnostic and personalized treatment, while making the patient journey and the intervention of medical personnel easier. Structured around these three integrated intervention pillars - prevention, early diagnosis, and personalized treatment - in an overall efficient, human-centric medical journey, the project targets as a case study the challenges induced by Non-Communicable Diseases (NCD) - including cardiovascular diseases, chronic respiratory conditions, diabetes, and mental health disorders, while systematically aiming to link technological innovation with real healthcare needs. Through a tailored methodology combining a quadruple-helix Community of Practice, an interregional co-creation experimental "sandbox," and a structured cohort-based investment readiness programme, **THRIVE** aims to enable practitioners, patients, researchers, public authorities, SMEs, clusters, and innovation intermediaries in the field of healthcare to jointly identify value-chain gaps, generate cross-border innovation projects, and transform them into investment-ready business cases. The project aims, as a major outcome, to create a concrete pipeline of validated innovation and business cases capable of addressing major healthcare systems challenges and scaling across EU regions. Beyond supporting individual projects led by small companies, **THRIVE** aims to build durable ecosystem capacity, reinforcing interregional cooperation, strengthening healthcare value chains, and equipping emerging regions with the governance, investment, and policy instruments required to sustain long-term innovation-driven responses to the growing socioeconomic burden of diseases in an ageing EU society.

The **THRIVE** project is fully aligned with the Smart Specialisation Strategy (RIS3) of the Central Macedonia region, which emphasises innovation-led growth through strategic focus on regional strengths and participatory innovation ecosystems. Central Macedonia's RIS3 embeds place-based prioritisation and stakeholder engagement to identify and support activities where the region has competitive potential, leveraging its dynamic research and industrial base in and around Thessaloniki to foster systemic innovation and socio-economic transformation. Although specific



priority domains are articulated through national and regional planning processes, the regional smart specialisation orientation reflects core principles of enhancing digital capabilities, innovation adoption, technology transfer, and SME competitiveness, as well as improving governance mechanisms and networking across quadruple-helix actors to mobilise research and innovation capacities for inclusive regional development. The region's commitment to value-chain integration and ecosystem strengthening, including efforts to support digitalisation in public services such as health infrastructure, can leverage **THRIVE**'s ambition to build interregional capacity in prevention, early diagnostics, and personalised care, while enabling peer less developed partner regions to benefit from co-creation, investment-readiness support, and shared innovation pathways. By reinforcing multi-stakeholder collaboration and concentrating resources on scalable solutions that bridge research excellence with market opportunities, **THRIVE** directly contributes to the strategic objectives of Central Macedonia's innovation agenda, fostering sustainable regional growth grounded in knowledge economy principles and aligned with the broader EU Smart Specialisation framework.

#### SIGNATURE OF THE AUTHORISED PERSON

Name and function:

GOULAPTSI Maria, Head of the Directorate of Entrepreneurship and Innovation Support

Date of signature:

17/03/2026

Signature and stamp:



#### HISTORY OF CHANGES

VERSION	PUBLICATION DATE	CHANGE
1.0	15.11.2021	Initial version (new MFF)
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**LETTER OF SUPPORT (MS/REGION S3 ENDORSEMENT)**

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*This letter is compulsory for the coordinator; it must be signed by the competent authority of the country/region where they are established. Support letters for other participants (from their competent authorities) are optional.)*

COMPETENT NATIONAL/REGIONAL AUTHORITY RESPONSIBLE FOR THE S3 MANAGEMENT	
Competent authority:	Ministerium für Wirtschaft, Arbeit, Energie und Klimaschutz des Landes Brandenburg
Department:	Referat 22 - Innovationspolitik, Technologieförderung
Contact person:	Dr. Bläsche, Alexandra, Referatsleiterin
Legal address:	Heinrich-Mann-Allee, 107 14473 Potsdam Germany
CONFIRMATION OF SUPPORT	
Name of the project we support:	Transforming Health & Regions through Interregional Value-chain Experimentation - THRIVE
Coordinator:	Regional Development Agency Centru Ovidia Caba email ovidia.caba@adrcentru.ro
We hereby confirm that:	
1) we support the application	Yes
2) it is consistent and addresses the national/regional S3 policies, strategies and priorities as identified by this authority	Yes
Additional information <i>(optional)</i>	
Add additional information on the project's contribution to the S3 priorities.	
<p>THRIVE is an interregional capacity-building initiative designed to strengthen less developed European regions in addressing emerging problems related to their healthcare systems and offer better prevention, more accurate diagnostic and personalized treatment, while making the patient journey and the intervention of medical personnel easier. Structured around these three integrated intervention pillars - prevention, early diagnosis, and personalized treatment - in an overall efficient, human-centric medical journey, the project targets as a case study the challenges induced by Non-Communicable Diseases (NCD) - including cardiovascular diseases, chronic respiratory conditions, diabetes, and mental health disorders, while systematically aiming to link technological innovation with real healthcare needs. Through a tailored methodology combining a quadruple-helix Community of Practice, an interregional co-creation experimental "sandbox," and a structured cohort-based investment readiness programme, THRIVE aims to enable practitioners, patients, researchers, public authorities, SMEs, clusters, and innovation intermediaries in the field of healthcare to jointly identify value-chain gaps, generate cross-border innovation projects, and transform them into investment-ready business cases. The project aims, as a major outcome, to create a concrete pipeline of validated innovation and business cases capable of addressing major healthcare systems challenges and scaling across EU regions. Beyond supporting individual projects led by small companies, THRIVE aims to build durable ecosystem capacity, reinforcing interregional cooperation, strengthening healthcare value chains, and equipping emerging regions with the governance, investment, and policy instruments required to sustain long-term innovation-driven responses to the growing socioeconomic burden of diseases in an ageing EU society.</p> <p>Rationale for the Berlin-Brandenburg region</p> <p>The THRIVE project's strategic focus on strengthening healthcare innovation ecosystems and enabling interregional capacity building aligns directly with the Smart Specialisation priorities of the Brandenburg region as articulated in the</p>	



joint Berlin-Brandenburg innovation strategy and the healthcare sector master planning underpinning the HealthCapital cluster. Brandenburg has positioned life sciences, digital health, medical technologies, and healthcare industries among its key innovation areas, recognising these domains as both drivers of regional competitiveness and foundational to broader socio-economic resilience and wellbeing outcomes. By emphasising value-chain integration, cross-sector cooperation, and translational research to transform scientific excellence into socio-economic impact, the regional strategy reflects the core logic of Smart Specialisation, which calls for place-based prioritisation of R&I investment and stakeholder engagement across business, research, public authorities and civil society. In particular, THRIVE's emphasis on co-creation, cohort-based support, and investment-readiness for digital and personalised healthcare solutions complements Brandenburg's ambitions to foster international leadership in digital health, biomedical analytics, and innovation-driven health technologies, while reinforcing the region's capacity to address demographic and healthcare system challenges through evidence-based innovation and networked value chains. Financial support from the state (MWAEEK), beyond the existing support programs, is not possible.

**SIGNATURE OF THE AUTHORISED PERSON**

Name and function:

[name NAME], [function] *Fritz, Torsten, Abteilungsleiter*

Date of signature:

[date] *16.03.2024*

Signature and stamp:

[signature and stamp]

  
Ministerium für Wirtschaft,  
Arbeit, Energie und Klimaschutz  
des Landes Brandenburg  
Heinrich-Mann-Allee 107  
14473 Potsdam

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
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3.0	01.03.2024	Information on recognition as Regional Innovation Valley deleted.

<b>Proposal ID</b> SEP-211303048	<b>Call for Proposal</b> I3-2026-CAP2B	<b>Topic</b> I3-2026-CAP2B	<b>Type of Action</b> I3-PJG
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#### KPIs (Key Performance Indicators)

Please fill in the data for your project. At submission and grant preparation stage, the data will be on your planned indicators ; at reporting stage it should be the real indicators achieved (since the project start). The KPI tool should be updated with the latest available data for each periodic report (the KPIs are mandatory part of the project reporting). Please do not forget to tick the acknowledgement checkbox before submission.

I3 Strand 2b

Location

<b>Country and region</b> <b>Country</b> Romania	<b>NUTS1</b> Macroregiunea Unu	<b>NUTS2 (less developed/more developed/transition/outermost region)</b> Centru
<b>Country and region</b> <b>Country</b> Bulgaria	<b>NUTS1</b> Югозападна и Южна централна България	<b>NUTS2 (less developed/more developed/transition/outermost region)</b> Югозападен
<b>Country and region</b> <b>Country</b> France	<b>NUTS1</b> Ile-de-France	<b>NUTS2 (less developed/more developed/transition/outermost region)</b> Île de France
<b>Country and region</b> <b>Country</b> Greece	<b>NUTS1</b> Βόρεια Ελλάδα	<b>NUTS2 (less developed/more developed/transition/outermost region)</b> Κεντρική Μακεδονία
<b>Country and region</b> <b>Country</b> Germany	<b>NUTS1</b> Brandenburg	<b>NUTS2 (less developed/more developed/transition/outermost region)</b> Brandenburg

## Type of project participants

### Type of organisations:

#### Public authorities:

3

#### Universities, research and technology organisations:

3

#### Industry and large companies:

0

#### SMEs and start-ups:

2

#### Intermediaries (regional development agencies, innovation agencies, cluster organisations, business associations, etc):

1

#### Civil society and end users:

0

#### Associations and interest groups:

1

#### Other:

1

## Output, result and impact indicators

### Policy impact

#### Number of S3 based roadmaps developed contributing to European Strategic Innovation agendas:

5

#### Number of S3 Partnerships (or other relevant interregional working groups in networks and platforms) in which regions are actively participating at the end of the project:

10

#### Number of policy measures conceived to engage the ecosystems externally:

2

### Socio-economic benefits

#### Number of value chain analyses based on mapping and benchmarking activities:

3

#### Number of business cases identified in the framework of the given value chain developed:

10

#### Number of companies involved in the business cases:

30

#### Number of intermediaries engaged in interregional activities:

100

#### Number of interregional alliances established or in preparation:

15

### Persons reached

#### Number of persons involved in the project:

##### Male

250

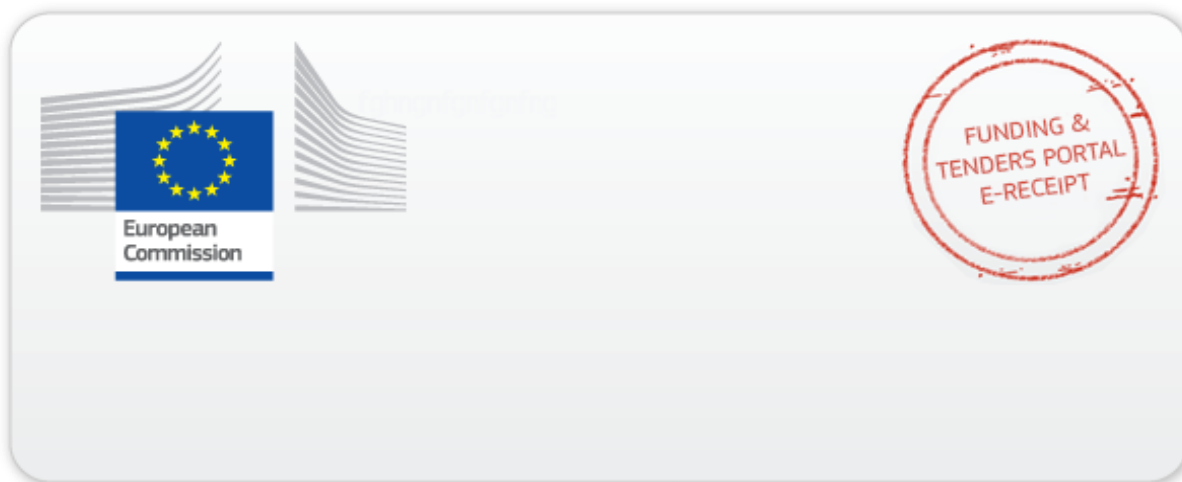
##### Female

150

##### Non-binary

0

**TOTAL: 400**



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