

## THE MEDICAL FUTURES 6-POINT IDEA DEVELOPMENT PLAN

Past attendees of the i2 Event and entrants to the Medical Futures Innovation Awards have asked us to put together some useful tips and guidance on progressing ideas. Not all the advice given will be relevant to you or your business, but the general information should serve as a benchmark to assess where you are as well as pointing you towards where you should be heading. Although the steps are numbered 1-6, you will often need to run several steps concurrently.

### 1) STEP 1 - DEFINE YOUR PERSONAL ROLE

The inventor's personal role in the development of the idea is a key part in success or failure. The best piece of advice we could ever give to you is to sit down right now and think about what you personally are trying to achieve. Discuss it with those who know you best.

Are you doing this for the money? To help change the world? Perhaps you want to achieve something, like creating and heading an independent company of your own. It may be a Nobel Prize you're after or recognition at last from your mum. Whatever it is, you have to be clear. If not, you'll make decisions and enter into agreements which do not accord with your personal aims and objectives - in the end you'll probably find yourself disappointed. Once you have decided this role then your strategy will become clearer.

If your innovation is an example of how to improve service delivery or the efficiency of the way things are done, you need to understand the environment in which you work and the motivations of those around you, otherwise you could end up working against the system.

**Your options for developing your idea include, setting up a company; licensing your technology to an existing company; outright sale of the entity or forming some kind of joint venture with an institution or commercial partner.** The latter is often a good way for an academic or healthcare professional to remain in their position whilst being involved with a successful company. Finally, remember to be flexible – keep as many options open for as long as possible – your goals may change, your financial ambitions alter, your health or stamina waver. Further details on the above options are available by visiting the appropriate masterclass.

If your idea is a process or service delivery, then you need to connect with all of the key stakeholders. The stakeholders might be within your organisation or those that sit outside of your organisation such as the Strategic Health Authority, a DH Arms Length Body or in the DH itself. Other key stakeholders include patient groups, your colleagues and purchasers of health care. Remember, change cannot come from an individual alone and unless you work closely with others you are unlikely to make a difference.

### 2) STEP 2 – IDENTIFY AND PROTECT YOUR INTELLECTUAL PROPERTY

The output of any intellectual activity can legitimately be described as intellectual property. As property, it can be bought, sold or licensed and must be adequately protected. A patent is a formal right granted by a government that allows you to stop people from making, using, importing or selling your invention within a particular country or region without your permission. A granted patent can remain in force for up to 20 years. A patent also allows you to license others to use your inventions. A patent sadly is not a guarantee of success or limitless money – it states you have created an innovation that has some uniqueness. That's it.

In order to progress your idea, you have to be able to clearly define your intellectual property (IP), who owns it and how have you protected it. Intellectual property is essential to differentiate your business from your competitors. That being said, you do have to talk to people, so don't go off in a frenzy of secrecy. It becomes a careful balance between speaking to people and learning more, against losing any chance of having the right IP. People who are precious about ideas and keep them secret rarely take their ideas off the drawing board. Unless you do something about your idea, it will never evolve, never grow and you will never find out the flaws. Worse still, someone else will do it and you will be one of those sad people who cry into their pints whilst telling people they invented the wheel.

Nonetheless, intellectual property protection doesn't necessary mean patent protection and there are a host of other ways of protecting your IP, including, Trademarks, Design Rights, Copyright and Know-How (a form of trade secret – like the formula for Coca-Cola). In addition, your unique pricing formulas, your team's individual relationships and customer lists etc add to

your differentiation. You must also identify the rightful owner of any intellectual property rights (ie who owns the intellectual property). If you are employed, and your invention is what could be expected to arise during your course of employment, the idea is likely to be owned by your employer.

In some circumstances you might wish to have wide exposure and dissemination of your innovation and deliberately choose not to protect your intellectual property. An example would be Tim Berners-Lee, Director, World Wide Web Consortium and so called "Father of the Web", who chose to release much of his invention into the public domain. There is nothing wrong with this, as long as you make an informed decision. Far too many inventors mismanage their intellectual property through ignorance rather than a conscious decision. Whatever you choose to do, you must be able to articulate to potential commercial partners, the way you have managed your intellectual property and any key decisions made. It is not acceptable to accept the dogma that "Intellectual Property is not relevant for my idea".

### **3) STEP 3 – RESEARCH YOUR IDEA AND ATTAIN PROOF OF CONCEPT – DOES IT WORK?**

Research your idea. Look on the internet, search the patent literature, visit the British Library, speak to others, do whatever you have to do to know as much as possible about the area you are looking to work in. To work out if there is a demand for your proposed solution, you will at some stage need to do market research. If your idea is a game changer, also known as a disruptive technology, you might struggle to get people to buy in to the concept without a working prototype. Think of the mobile phone, the Sony Walkman and the Apple iPod. Everyone wants them once they become mainstream but very few adopt the technology early. Remember that as useful as questionnaires and focus groups can be, they also have their downside. Henry Ford, once said, "If I had asked people what they wanted, they would have told me a horse that could climb stairs, not the electric motor car".

One of the key milestones in the development of your idea or business is the establishment of proof of concept. This differentiates it from simply being an idea and means that you have some evidence that it works. If your idea is a technology then this will usually involve a bench top model or a working prototype with at least some data from a small pilot study or a clinical trial. For a therapeutic you will usually need some pre-clinical data and if you are a service delivery, you are likely to need a pilot study with some feedback/commentary from users and/or key stakeholders.

Do not underestimate the importance of this step - its key. You should be thinking about your proof of concept (also referred to as proof of principle) right from the beginning especially if you need to publish data in a journal for publication which can often take months and in some cases up to a year. (Remember that you should not submit any information for publication until you have protected your intellectual property, as doing will constitute public disclosure and may jeopardise your chances of protecting it.)

If your innovation is an improvement to service delivery then you equally need to have some proof of concept. You need to be able to demonstrate that your innovation:

- (a) Is sustainable over time.
- (b) Is reproducible over teams and or organizations.
- (c) Led to real measurable improvements in user experience, quality of care and/or efficient use of resources.
- (d) Was brought about by clinicians and managers working together.
- (e) Was recognised by colleagues and others within the healthcare industry as a substantial improvement in the delivery and management of healthcare services.

Steps (d) and (e) are often those that innovators fail to value the importance of, but are key indicators of leadership, namely the ability to influence others.

### **4) STEP 4 – WRITING A BUSINESS CASE OR PLAN**

Any idea will need a business case to show that you have a carefully thought through roadmap that you will follow. You need identify your strengths, weaknesses and competitors and most importantly a realistic achievable implementation plan as to how you will actually do what you say you will.

A business plan is often like painting by numbers. You have to show what you will do and when you will do it by. If the targets seem ambitious or even fairy tale, no one will believe you and consequently won't back you. Similarly, neither will they if your predictions appear too slothful. Gentle optimism and objective thinking are key. There is an art to this and you will most likely need your plan to go through several iterations, over several months, before you get it right.

Whilst we recommend that you listen to every piece of advice, avoid changing your business plan every time an advisor tells you their opinion, as you could end up like a game of ping-pong, without ever actually progressing. At some stage you have

to go with what you and your team believe you can deliver. Remember that rarely does a company ever develop without changing direction or their plan at some stage. Hence, five year plans are often considered as "pie in the sky" for many prospective companies. You need to develop a short term strategy, a medium term strategy and a long term strategy. The long term strategy is your vision or "big picture". Think of it like planning a long trip around the world. You will begin with a plan (your route map). However, your plans will change because of changes in the weather, changes in certain country's legislation or you might even change your mind about the destination. Likewise your business will change. Of course you must never tell this to an investor. Whilst they know it will and you know it will, you both play the game by the rules. If they invest, usually you will change the rules together.

Your business will need a vision and a mission statement. These set the tone for your business plan and company. They define what path you intend to take and should act as a guiding principle by which your company functions and by which you plan your strategy. Your mission and vision statements tell people what you and your business are all about - what your company stands for, what you believe in (your values), and what you intend to achieve.

***A VISION statement defines your long-term dream. It should not necessarily be achievable but should be what you constantly strive to attain, and your reason for being.*** It should not assume that your future business will look or run the same way as it does today. It should be positive and inspiring and draw on your own beliefs and values and those of your team. Henry Ford stated "I will build a motor car for the great multitude. It will be so low in price that no man making a good salary will be unable to own one. The horse will disappear from the highways, the automobile will be taken for granted." Has Ford lived his vision?

***A MISSION statement on the other hand is what you intend to accomplish. Unlike the vision statement it should be challenging but achievable. A well-written mission statement serves to demonstrate that you understand your business, have defined your focus, and can articulate your objectives concisely to yourself and, more importantly, others.*** The mission statement should incorporate the moral/ethical position of the enterprise, the desired public image and the key strategic influence and expectations for the business. Some mission statements are short and succinct, for example, at one point in time, Nike adopted the mission statement, "Crush Reebok". Walt Disney's mission statement is "To make people happy". Invariably companies then add to their mission statement by creating a series of values for the company, for Walt Disney, this was to avoid cynicism; Nurture and promulgate "wholesome American values"; Use creativity, dreams and imagination whilst maintaining fanatical attention to consistency and detail. Most importantly, they wanted to preserve the Disney "magic".

Whatever future you imagine for your idea, don't underestimate the power of putting it in writing. Also remember that you should truly believe in your mission statement and not just have one that sounds good or that you think others will want to hear!

#### **The headings we recommend you use in writing your business plan are:**

- Executive Summary
- The company background
- The people
- The company structure (management and ownership)
- The products
- The market background (including size and potential and customer demographics)
- How you'll get people to buy and get the product or service to them
- How will the company run
- The financial plan
- The risks (and how you'll mitigate them)
- Competitors and your assessment of their strengths and weaknesses
- Appendices (everything else worthwhile that doesn't fit neatly in the main bit)

When it comes to the financial plan, most of us, give up. We perhaps know how to jot a revenue versus costs model but ask for a cash flow forecast and we are sunk. At the end of the day, however, cash is king. There is a major difference between revenue and cash flow. You will probably need help from an expert at this point as this is something that you cannot fumble on.

If you have chosen your personal role to be one that hands over the idea to a third party then they might be responsible for the business planning. This is often what happens when developing an improvement of service delivery, nonetheless you will still find it helpful to at least understand the basics of what steps are being taken, in order to strengthen your case.

## 5) STEP 5 – LEARN TO ARTICULATE YOUR INNOVATION

The way you describe your idea is often called an **elevator pitch**. If you have to describe your idea to someone in an elevator within 30 seconds – could you do so? (note: you should assume this person is a lay person and knows nothing about you or your field). If you cannot then you clearly haven't thought through the proposition enough and haven't summarised effectively. Once you have developed a full business plan, you then have to summarise the business plan in just 2 or 3 pages, which is then called the Executive Summary. The first statement in the executive summary might well be your elevator pitch.

In your summary, you must describe the innovation. What type of innovation is it? (eg a service, a medical device, software, a diagnostic or a therapeutic). Who is it for? (eg is it for diabetics, elderly patients, adolescents etc); State the stage of development (eg is it a concept, at prototype stage or alpha (product undergoing internal testing), beta (product in clinical trials), a pilot study or is it in production.); State the stage of the project (are you pre-incorporation, a private company or a more advanced business?) and whether part of a much wider business (eg a programme within a PCT).

**Some examples of good elevator pitches include:**

### **For an early stage technology:**

*This innovation is a medical device used for treating venous ulcers. A UK patent has been applied for. The innovation is at a concept stage and the business is pre-incorporation. The global market for wound care products was in excess of \$5.8 billion in 2002 and continues to grow, largely driven by aging of the population, increased incidence of diabetes and continued advances in technology. Our innovation is.....*

### **The same technology in a more advanced format:**

*This innovation is a medical device used for treating venous ulcers. Patents have been granted in four countries. The innovation is at a Beta stage of development and the team have formed a private company to be used as the sole vehicle for commercialisation of the technology. The company has raised £150,000 to date from private sources and is now looking to raise a further £1m. The global market for wound care products was in excess of \$5.8 billion in 2002 and continues to grow, largely driven by aging of the population, increased incidence of diabetes and continued advances in technology. Our innovation is.....*

**Very few entries used a clear opening statement like this.**

### **An unfocused entry for the same idea would be as follows:**

*Venous ulceration represents a major problem for diabetic patients and accounts for more days in hospital than any other diabetic complication. Lower limb amputation is much commoner amongst the diabetic than the non-diabetic population, and both this and foot ulceration are frequently due to diabetic neuropathy. The pathophysiology of diabetic neuropathy is complex and is often preceded by external trauma on top of sensory loss and biomechanical changes. The prevalence of venous ulcers in the NHS is very high and can be a significant drain on NHS resources both in terms of nursing time and cost of dressings, and are very burdensome to the individual patient. I am a researcher working for a hospital in Neverland and in 1999 we decided to try to invent a new treatment for ulcers as in a paper published in the Journal of Venous Ulceration and Diabetes it was stated that "there is a need for new therapies". Our innovation is.....*

You can see why the latter, despite it being very useful information, really takes an eternity to "get to the point". The summary in this case is very poor, even if it gets there in the end.

## 6) STEP 6 – SOURCES OF FUNDING

There are many sources of funding to take your idea forwards, including grants and awards; getting cash from friends and family through to bank loans and private equity investment or Venture Capital (VC).

Fund raising can often be an eternal maze in which many people get trapped. In the first instance there are literally hundreds of sources of grants and the novice often gets completely confused as to which type they should apply for and then completely overwhelmed by the sheer volume of paperwork that one needs to fill in. In the enclosed appendix you will find a wealth of information to help you find the right source of research grants. For later staged companies, you might be looking for private equity. If this is your first encounter with the investment community you might think they appear to speak a different language. For example, if you thought a BIMBO was a vacuous woman, think again, as to a VC it would be a buy-in management buy-out. Investors use terms like anti-dilution provisions, liquidation preferences and ratchets to turn what sounds like a perfectly sensible investment agreement into what may appear to you as an illegible foreign transcript. Going through a financing round, for the first time can be a hair raising experience, but once you have been through it, you will feel a lot better for the experience!

You need to understand the appropriate sources of funding and which ones are most applicable for you before you embark on pursuing such a course of funding. You also need to develop a plan for raising the finance.

One thing is clear. There are very few sources of risk capital. That means money to support inspirational people with great ideas. Medical Futures has teamed up with UnLtd to offer awards to do just that. Further details are available on request.

If you are an academic or employed in the NHS, we recommend that you speak to your University Technology Transfer group or Innovation Hub as they should be able to offer you assistance and guidance. You will need to develop your own bespoke road map and don't be afraid to seek help at every stage along the way. Its OK to ask, its OK to say I don't know. Its not OK to make decisions without knowing what the consequences mean for you, especially if there are promises of millions in the equation somewhere.

Your idea can genuinely change peoples' lives. But only if you do something about it....

*Medical Futures*

## **FURTHER INFORMATION**

### **The Medical Futures i2 Event**

This event, is a one day idea and innovation conference and exhibition. Register for the 2007 i2 at [www.i2event.co.uk](http://www.i2event.co.uk) for details.

### **The Medical Futures Innovation Awards 2007**

The 2007 Awards will accept entries between November 2006 and January 2007. see [www.medicalfutures.co.uk](http://www.medicalfutures.co.uk)

### **The UK Patent Office**

The Patent Office, Concept House, Cardiff Road, Newport, South Wales, NP10 8QQ

Tel: (0)1633 813930 or 08459 500 505

Fax: (0)1633 813600 <http://www.patent.gov.uk>

### **European Patent Offices (EPO)**

This European cooperation was established to organise a uniform patent system in Europe. The [esp@cenet](mailto:esp@cenet) link is excellent for doing your own quick patent searches. <http://www.european-patent-office.org/>

### **World Intellectual Property Organisation (WIPO)**

<http://www.wipo.int/>

### **The British Library**

Patents Information, 96 Euston Road, London NW1 2DB

British Patents Tel: (0)20 7412 7919

Foreign Patents Tel: (0)20 7412 7902

Email: [patents-information@bl.uk](mailto:patents-information@bl.uk)

### **Medicines and Healthcare products Regulatory Agency (MHRA)**

This is part of the department of health. Any medical products or devices will need to go through the MHRA at some point. <http://www.mhra.gov.uk/>

### **Your local University Technology Transfer Office**

Most universities have an in house technology transfer unit. They offer a range of services to help inventors commercialise and spin out their ideas. Contact your organisation and ask for the local technology transfer group and find out what they can do for you.

### **Your local NHS Innovation Hub**

NHS Innovations was formed in 2002 with DTI, DH and Regional Development Agency funding. Its purpose was to identify, develop, and, if appropriate, protect and exploit novel ideas from NHS staff for the benefit of the patient. There are nine regional Innovation Hubs around England that offer a range of services to NHS Trusts and their employees. <http://www.innovations.nhs.uk>

### **Department of Health Research Funding Route Map**

These web pages are intended to provide a comprehensive overview of the available sources of UK public funding for undertaking genetics research. There are 3 linked simple flow charts or 'Maps' supported by short summary boxes.

<http://www.genres.org.uk/fundingmap/index.htm>

### **The Regional Development Agencies**

Regional Development Agencies (RDAs) were set up by Government to promote sustainable economic development in England. They are business led. Their main tasks are to help the English regions improve their relative economic performance and reduce social and economic disparities within and between regions. There are 9 RDA's:

Advantage West Midlands - <http://www.advantagewm.co.uk>  
East of England Development Agency - <http://www.eeda.org.uk>  
East Midlands Development Agency - <http://www.emda.org.uk>  
London Development Agency - <http://www.lda.gov.uk>  
NorthWest Development Agency - <http://www.nwda.co.uk>  
One NorthEast - <http://www.onenortheast.co.uk>  
South East England Development Agency - <http://www.seeda.co.uk>  
South West of England Regional Development Agency - <http://www.southwestrda.org.uk>  
Yorkshire Forward - <http://www.yorkshire-forward.com>

#### **Scottish Enterprise**

Their mission is to help the people and businesses of Scotland succeed.  
<http://www.scottish-enterprise.com>

#### **Welsh Development Agency**

Their mission is to help the people and businesses of Wales succeed.  
<http://www.wda.co.uk>

#### **Business Links**

Business Link is a business support, advice and information service managed by the DTI. They have a local presence across England and can identify business support services from across the government, voluntary and private sectors.  
<http://www.businesslink.org>

#### **The Biotechnology Exploitation Platform (BEP)**

Provides opportunities for the exploitation of intellectual property arising from publicly funded bioscience research in the UK.  
<http://www.bbsrc.ac.uk/business/ip/bep.html>

#### **Medical Research Council (MRC)**

A government funded body that promotes research into all areas of medical and related science with the aims of improving the health and quality of life of the UK public and contributing to the wealth of the nation. There are a host of different grants available. <http://www.mrc.ac.uk>

#### **The Wellcome Trust**

They support research in universities and other academic centres in the UK and in overseas locations as well as manage their own projects and initiatives. <http://www.wellcome.ac.uk>

#### **CORDIS**

This is a service from the European Commission that gives access to information on EU research and exploitation opportunities.  
<http://www.cordis.lu/en/home.html>

#### **R&D Info**

A database providing information on over 1000 funding bodies supporting health-related research. <http://www.rdinfo.org.uk>

#### **Action Research**

One of the UK's leading charities involved in medical device research. <http://www.action.org.uk>

#### **Collaborative Research Funding Schemes**

*The following list tries to help identify sources of joint private/public funding.*

- 1. DTI Collaborative Research and Development funding**  
Government money to promote collaborative academic/industrial research to accelerate the commercial exploitation of pre-competitive research. The research must involve collaboration between at least two partners; the partners can be from industry alone, or from industry and the research base. <http://www.dti.gov.uk/crd/>
- 2. The Scottish Executive ScoRe Programme**  
Support R&D projects jointly undertaken between public sector research bodies (such as Higher Education Institutes (HEIs), Research Institutes, NHS Trusts) and Scottish SMEs. Scottish public sector bodies are preferred. Financial support is available at 50% eligible project costs to eligible partnerships in order to undertake an R&D project, up to a maximum grant of £35,000 per project. <http://www.scotland.gov.uk>
- 3. BBSRC Industrial Partnerships**  
BBSRC gives priority to grant applications to its funding schemes already recommended for funding on their scientific merits whose strategic relevance is demonstrated by a financial contribution of 15% or more from industry. <http://www.bbsrc.ac.uk>
- 4. Medical Research Council (MRC) Collaboration grants**  
The Collaboration grant is a pilot that will be evaluated after 2 years (end 2005). Available to holders of MRC Research Grants, Career Establishment Grants and Senior Fellowships who wish to promote collaborations between themselves and other researchers working in complementary research. A collaboration grant is not intended to fund actual research but rather facilitate research such as supporting co-operative research. A collaboration grant may be awarded for any period between two & five years. Collaborative Grants can be anything from £50k to £1million. <http://www.mrc.ac.uk>

5. **Research Council Discipline Hopping Awards**  
 Discipline Hopping awards encourage novel imaginative exploratory ways to use physical science techniques or expertise to tackle biological, medical or medically related problems. The awards are not intended to support fully formed research proposals or interdisciplinary training programmes. The maximum grant is £60,000. Discipline Hopping awards are open to researchers who can demonstrate a proven research track record and are working in a UK higher education institution. Application deadline is September. [http://www.bbsrc.ac.uk/funding/news/04\\_21\\_04\\_hopawards.html](http://www.bbsrc.ac.uk/funding/news/04_21_04_hopawards.html)
6. **Natural Environment Research Council (NERC) Consortium & Connect Grants**  
 Consortium grants require a minimum of three eligible institutions. Consortium grants provide funding for up to 5 years with cost ranging as required by the research from modest sums up to an overall limit of £2 million. The Connect Scheme's objective is to facilitate and promote new interactions between researchers and those who can make use of the results of research e.g. industry, commerce, business or public sector agencies. The Scheme provides a maximum of £5k for proof of concept ideas, with a high degree of technical risk. Connect B is for research applications on which a public sector partner agrees to commit half of the funds. <http://www.nerc.ac.uk>
7. **MRC-NERC Initiative in Environment and Health**  
 This programme is intended to determine how environmental factors possibly in conjunction with biological factors (eg genetic) affect human health. Joint bids from environmental and medical scientists are encouraged to form collaborations to establish whether there is a casual link between environmental variation and health outcome. Applications up to July 1 and December 1 are reviewed by NERC in October and March each year respectively. The duration and amount of funding is unspecified. Applicants should consult the MRC programme manager (Dr Matthew Wakelin, [matthew.wakelin@headoffice.mrc.ac.uk](mailto:matthew.wakelin@headoffice.mrc.ac.uk)) before submitting an outline.
8. **Knowledge Transfer Partnerships**  
 KTP enables collaborative partnerships between the bioscience base and industry to transfer and embed knowledge from academia to industry and at the same time develop graduate and postgraduate personnel for industrial careers. Graduates and postgraduates (known as KTP Associates) are recruited to research projects within industry and are jointly supervised by the participating industrial and academic partners. The participating company is expected to contribute between £16k and £27k per associate per year depending on the size of the company. <http://www.ktonline.org.uk>
9. **Royal Society Industry Fellowships**  
 These fellowships promote collaboration between researchers in academia and industry by providing funding for academic scientists to carry out basic or applied research in an industrial environment or industrial scientists to conduct research in academic centres. Applicants should be PhD qualified or have equivalent relevant experience. The exchange must be between a UK research institution & a UK company. Applications are invited twice a year (June & Sept). [http://www.royalsoc.ac.uk/funding/fell\\_ifs.htm](http://www.royalsoc.ac.uk/funding/fell_ifs.htm)
10. **European Union Framework 6**  
 Applications often need to contain a minimum of 3 partners from 3 different countries. There are Integrated Project Grants, Specific Targeted Research Project Grants and Specific Support Action Grants. Funding can be in the tens of millions of Euros, and there is no minimum threshold. They aim at improving European competitiveness or meeting the needs of society or community policies. [http://www.cordis.lu/fp6/sp1\\_wp.htm](http://www.cordis.lu/fp6/sp1_wp.htm) Advice from: DTI Biotech Contact point email [biotech@fp6uk.co.uk](mailto:biotech@fp6uk.co.uk), tel 0870 191 0111.
11. **International Fund for Ireland Newradiane Scheme**  
 Newradiane helps Northern Ireland companies of any size undertake product and process development projects in partnership with another company. The partner-company can be in the rest of the UK, EU, Canada, USA, Australia, or New Zealand. The programme provides support of up to 50% of eligible costs incurred by the Irish partner. There are five application dates per year advertised in the local press. [http://www.newradiane.com/documents/Application\\_Guidance\\_Notes.pdf](http://www.newradiane.com/documents/Application_Guidance_Notes.pdf)
12. **Eureka**  
 EUREKA is an initiative for encouraging near market, collaborative R&D projects which lead to the development of advanced products, processes or services. It is not an EU programme. In the UK the scheme is administered by the DTI. Projects must involve a minimum of two independent organisations from two member countries. A project can be in any technological area chosen by the participants. Any UK-registered company, research organisations or HEI can apply. <http://www.dti.gov.uk/support/eureka.htm>