



# How to build a good consortium for EU funded projects

Eeva Viinikka, 20.8.2025

# Solving global challenges together

## Spinverse is the Nordic leader in innovation consulting

We drive our customers to growth and solving global challenges with innovations. We help our customers ideate, collaborate, get funding and achieve impact with their innovative projects.

**€2.5+ billion**  
Funding for our customers

**5 000+**  
Organisations engaged in our projects

**100+**  
Team of experts in our offices in Finland and Sweden



11.08.2025

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Spinverse team

# Our expertise & competence

**Spinverse experts bring a unique combination of innovation consulting, funding and project management skills coupled with vast industry and technology knowledge.**

We are a diverse team of over 100 international professionals, boasting more than 20 doctorate degrees and over 15 different nationalities.



Bioeconomy



Energy



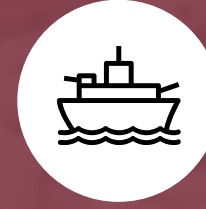
ICT



Built  
environments



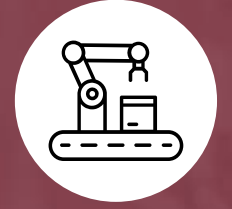
Smart cities &  
mobility



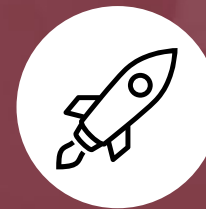
Maritime



Health



Manufacturing



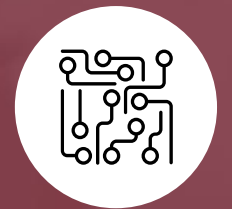
Space



Defense



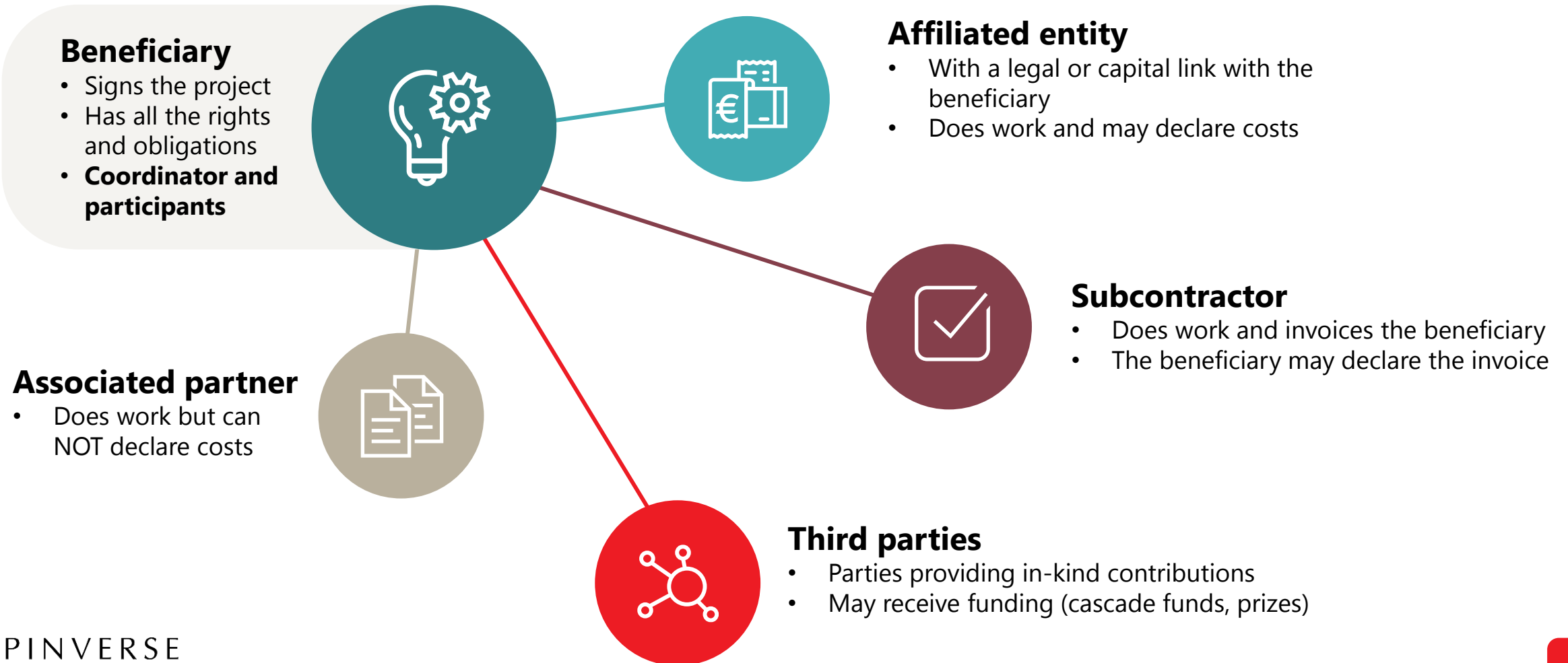
Mining



Electronics & AI

# Different roles of the consortium members

You need in minimum 3 partners from 3 different countries, typically 8-15 from 4-5 countries



# EU project consortium building key steps



Read the call text and list the contributions and partner types needed – deliver every sentence!



List the things you (and your core partners) could/want to do, to identify what contributions are still needed



Check the max grant and consider how many partners does it allow – min 1 FTE/partner



Consider country balance – aim for max 40% of budgets to one country



Aim for building a value chain: Invite current and potential clients and suppliers!



Agree the consortium building process with people involved – roles and decision making



Check your networks and your partner's networks

## How to find a missing partner?

- Firstly, utilize networks, both your own and your first partners'!
- Check Call page/Partner search
- Check EEN network and brokerage platforms
- Call Business Finland for advice
- Check Cordis for relevant earlier EU projects and their partners
- Use LinkedIn for approaching new people
- If you use a consultant, use their help & networks



# Start by defining the roles which you need to fill, then ideating who could do it

Role, based on call text	Partner candidate	Organisation type	Country	How to reach?
Coordinator, sensor fusion and edge computing	Large International Digital Ltd	LE	Nl	Onboard 😊
Develop API for data interfaces	Option 1: Small Company Oy	SME	Fi	Eeva knows them, will call
	Option 2: Svensk Firma AB	LE	Swe	Eeva asks if Martin could help
Develop Digital Twin	Ddigital GmbH	SME	Ge	Anssi contacts
Develop standardisation	Option 1: Ddigital GmbH	SME	Ge	Anssi to check if they do this
	Option 2: BuonRTO	RTO	It	Pekka contacts
Dialogue with NGOs etc	???	???	??	Eeva to review call website for potential partner etc
System integration and Demo	LargeUser SAS	LE	Fr	Coordinator to contact, its their potential client

# Build a value chain in the project consortium

Provide a trustworthy track to real exploitation of the results

Building a logical and coherent structure for developing a technology, process, product or service (even in RIA)

- Strengthens the expected impact and hence increases the likelihood of success
- Develops potential future collaboration and business relations

## Raw material / feedstock / inputs

- Large corporations
- SMEs

## Process / technology developer

- Large corporations
- SMEs
- RTOs

## Pilot / demo producer

- Large corporations
- SMEs
- (RTOs)

## Off-taker / Market validator

- Large corporations
- SMEs

## End-of-life/ recyclability assessment

- SMEs
- RTOs

## LCA / SSbD / other studies

- SMEs
- RTOs

## Materials and deep tech

- Large corporations, SMEs
- RTOs

## HW and SW components

- Large corporations, SMEs
- RTOs

## System integrators

- Large corporations, SMEs

## Vehicle, robotics and mobile platform developments

- Large corporations, SMEs
- RTOs

## System level integration and demonstration and validation

- Large corporations, SMEs
- RTOs

# To invite partners, create a project one-pager

The people you contact will need to discuss it internally and maybe apply for internal permission to join the consortium

One-pager makes the next steps straightforward for them.

Don't make it too long!

<b>Proposal name</b>	<b>NICENESS</b> <b>- New Innovative teChnology platform for Enormous NEw busineSS</b>
<b>Call reference &amp; name</b>	HORIZON-CL3-2025-01-DRS-04 Advancing autonomous systems and robotics for high-risk disaster response, strengthening disaster resilience in conflict-afflicted crisis zones
<b>Schedule</b>	Deadline 12.11.2025, if successful the project kick off 06..08/2026, targeting 36 months project
<b>TRL focus</b>	At kick off TRL5 -> TRL8 when the project ends
<b>Funding</b>	Max 5 M€ grant, 70% funding rate for for-profit and 100% for non-profits
<b>Project idea</b>	<ul style="list-style-type: none"><li>Describe here in a few bullet lines</li></ul>
<b>Target RDI activity</b>	<ul style="list-style-type: none"><li>Describe the planned R&amp;D activity in a few bullet lines. Check that your idea matches the call text!</li></ul>
<b>Target results &amp; novelty</b>	<ul style="list-style-type: none"><li>Describe the main expected results here in a few bullet lines. Check that your idea matches the call text!</li><li>Define what are the elements that bring novelty and BSotA</li></ul>
<b>Target impacts</b>	<ul style="list-style-type: none"><li>Describe the main impacts e.g to industrial partners businesses here in a few bullet lines. Check call text!</li></ul>
<b>Known and wanted partners</b>	<ul style="list-style-type: none"><li>Coordinator: OurCompany Oy (SME, Finland)</li><li>MainPartner AB (LE, Sweden, in discussion)</li><li>1-3 other partners for developing XX and testing and validating YY (1 RTO)</li></ul>
<b>Budget &amp; Target consortium</b>	<ul style="list-style-type: none"><li>Target budget 4,28M€ with 3M€ grant. Coordinator budget XX, max XX to other Finnish partners. Max number of partners 5.</li></ul>
<b>Contact, further information</b>	<ul style="list-style-type: none"><li>Dr. Smart, XXX</li></ul>



# Monitor consortium status, but also country balance!

A consortium of 7 Finns, 1 Swedish and 1 German is not likely to win

Country	Large Companies	SMEs	RTOs
AT	Committed partner	Interested	
Be		Committed partner	Committed partner
Ch		Interested	
De		Committed partner, Committed partner	Committed partner
FI	Interested	Interested	
Ge		Committed partner	
Ir			Committed partner
It	Interested		Interested
LV			Committed partner
NL			discussion
Se	discussion	discussion	discussion



# Do & Do not

## Do

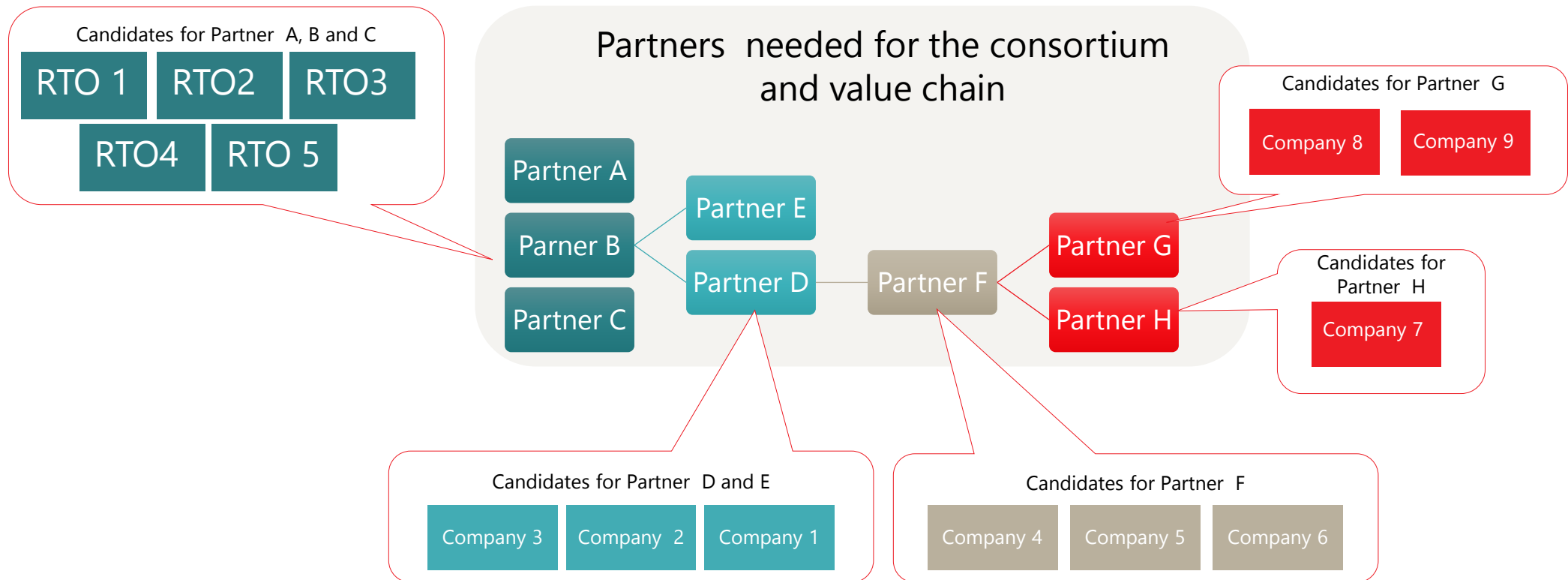
- Plan the consortium so that it can deliver every sentence of the call text
- Build a value chain
- Define who makes decisions on partners and manages onboarding a new partner
- Discuss willingness for WPL or TL roles
- Discuss expected budget shares right away
- Start asap! It takes more time than you think.
- Define when the consortium is closed

## Do not

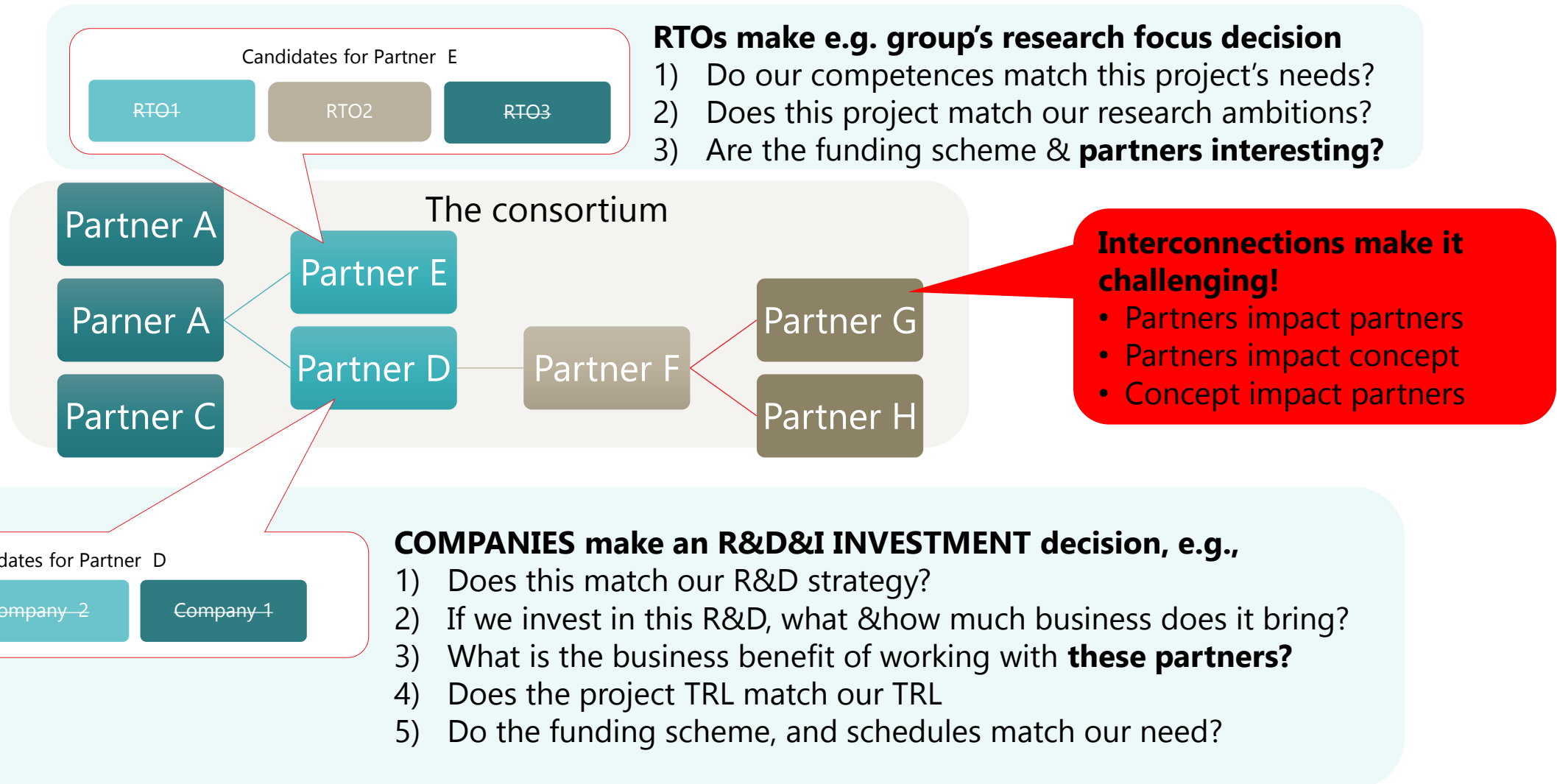
- Invite organisations who don't have a role vs call text (consumes budget, does not help in evaluation)
- Allow every partner to bring onboard whoever they want, not coordinating it
- Invite competing companies without asking consent on both sides
- Invite more than 1-2 Finns unless the budget is very big (country balance)

# Jigsaw puzzle: Matching partners with each other and the project idea

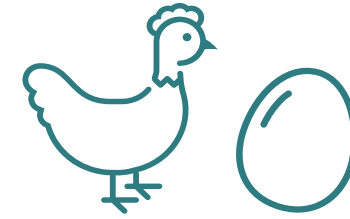
The call text defines what the consortium needs to deliver i.e., what kind of partners you need onboard  
Ideate more than one candidate for each role!



# When invited to join, partner candidates assess not just the project, but also other issues



# Consortium building is often stuck because of chicken/egg problems



- **Partners can't commit to project if there is no concept**
  - The concept is poor if you don't know who should be onboard, what are the partners' capabilities and interests
- **Partners can't commit if there are no end users**
  - End users can't commit if they can't see matching expertise onboard
- **Partners can't commit if they can't see winning consortium**
  - There is no winning consortium without committed partners

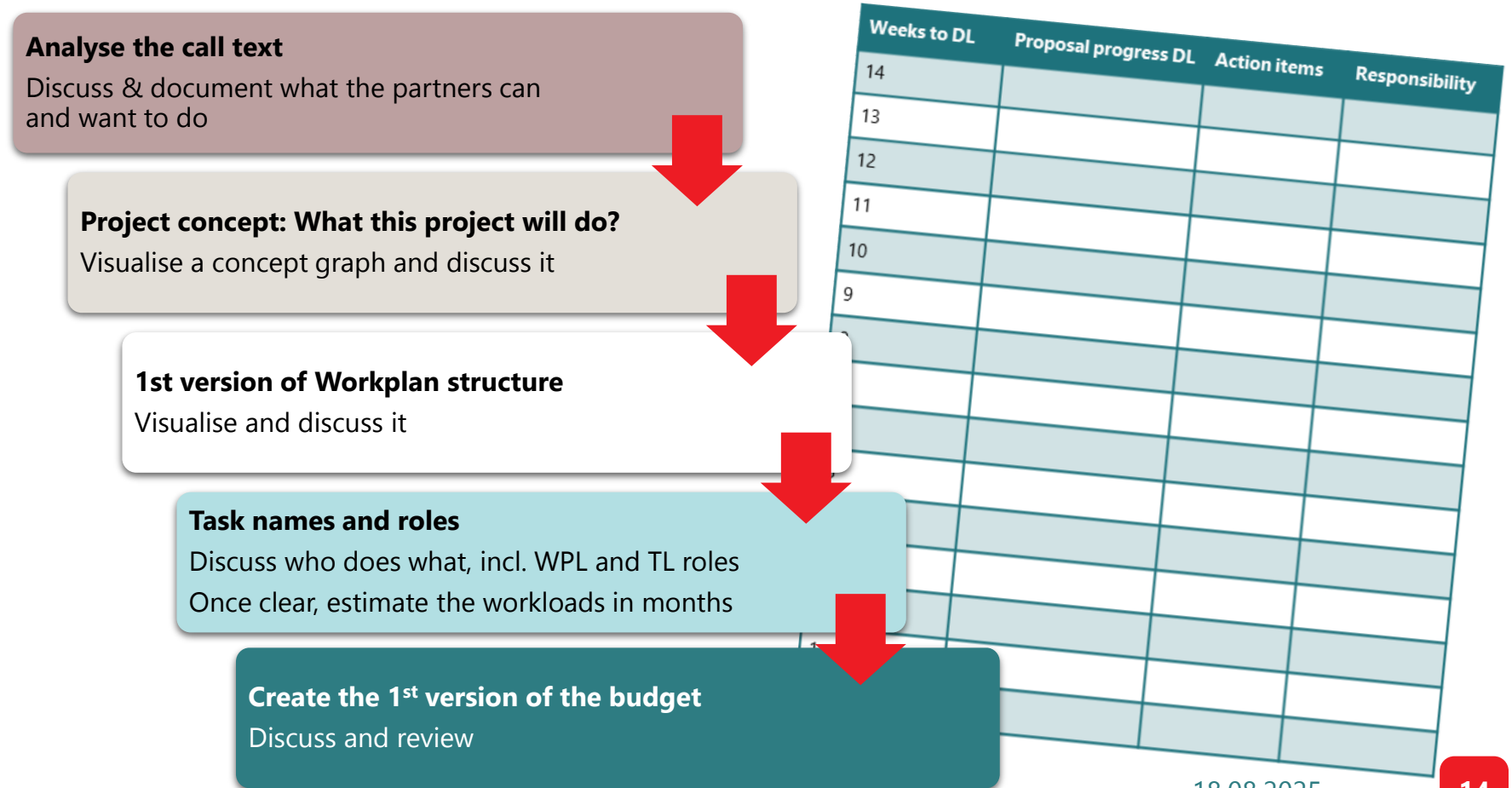
## How to break the chicken/egg loop?

- Develop and update basic info
  - "Project in short" ppt
- Clarify what's in it for them, incl. budgets.
- More elaborated is more attractive.
  - Visualise concept, WP structure draft, sharing of roles, your own innovation
- **Identify focus on critical partners first**
  - e.g. partners with specific know-how needed to match the call text
- It should be love at first sight – if no clear interest, look for others, DL is coming

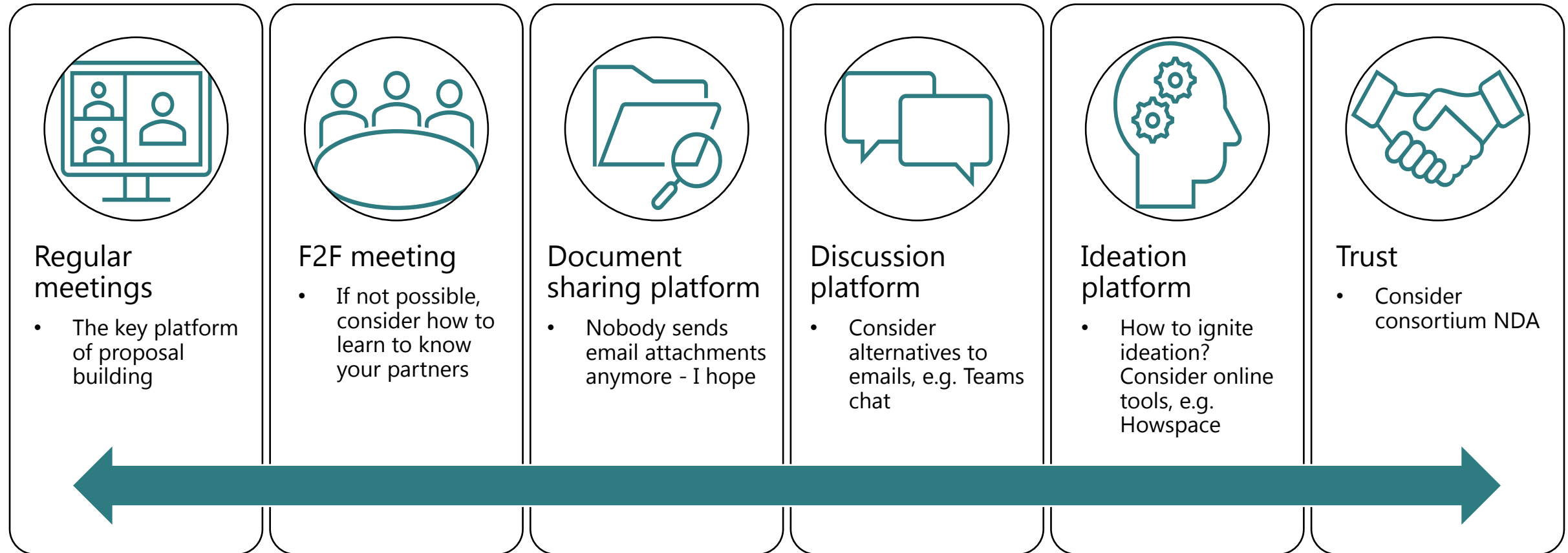


**Partners don't make decisions about joining?  
Communicate critical path, schedule, actions needed  
and closing date of the consortium**

- Communicate what needs to happen so that you get the outcomes needed in time
- Visualise the working days to deadline and what needs to happen before that
- Emphasise that you need to reserve enough time for final polishing! The logical mistakes and missing parts you can only identify once the proposal is almost ready.



# Smooth communication with the consortium is the key to reach critical mass





**Thank you!**



**For further questions:**

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