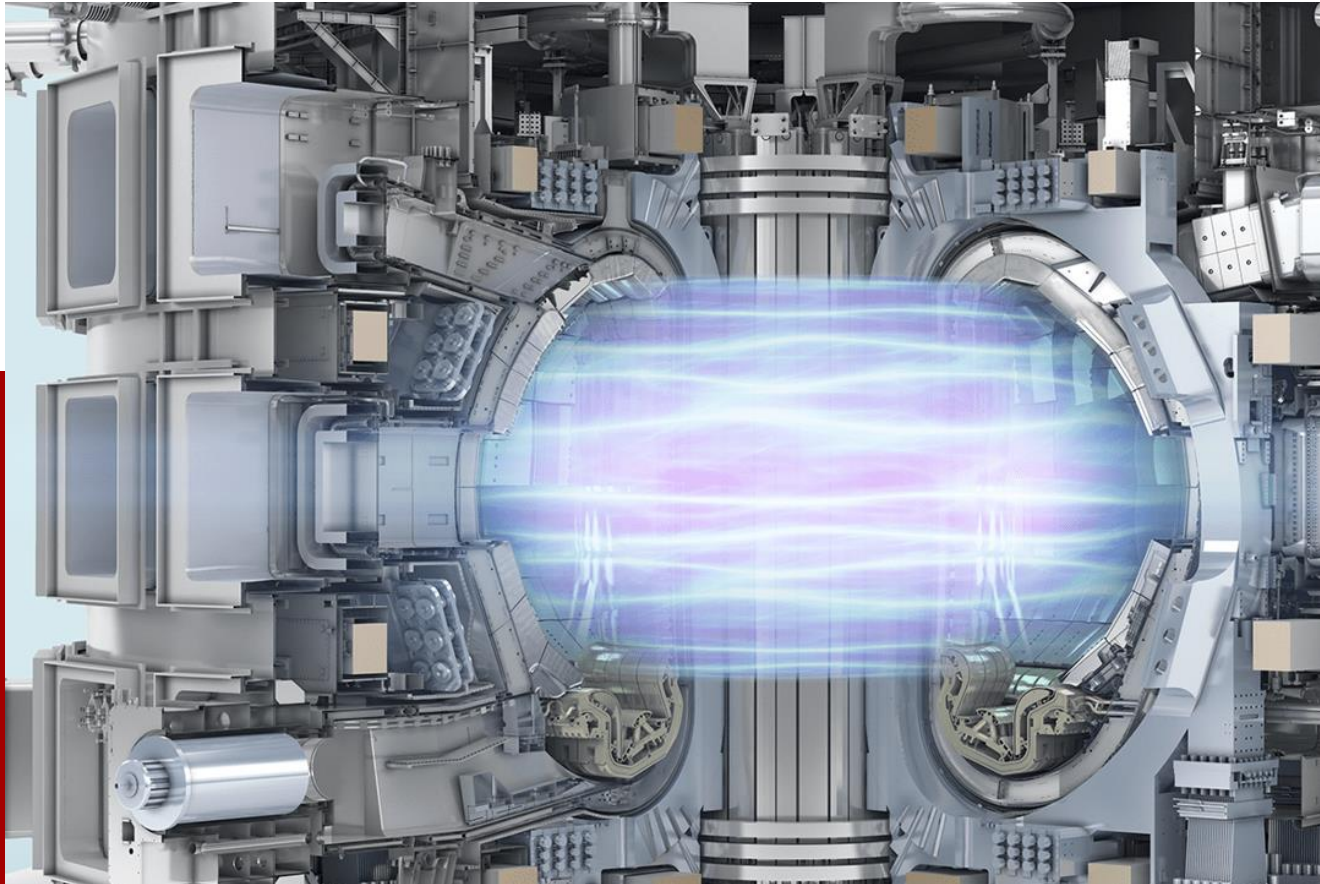


INPROCAP

Webinar 6
Pre-Commercial
Procurement - Phases,
Cases and Practice



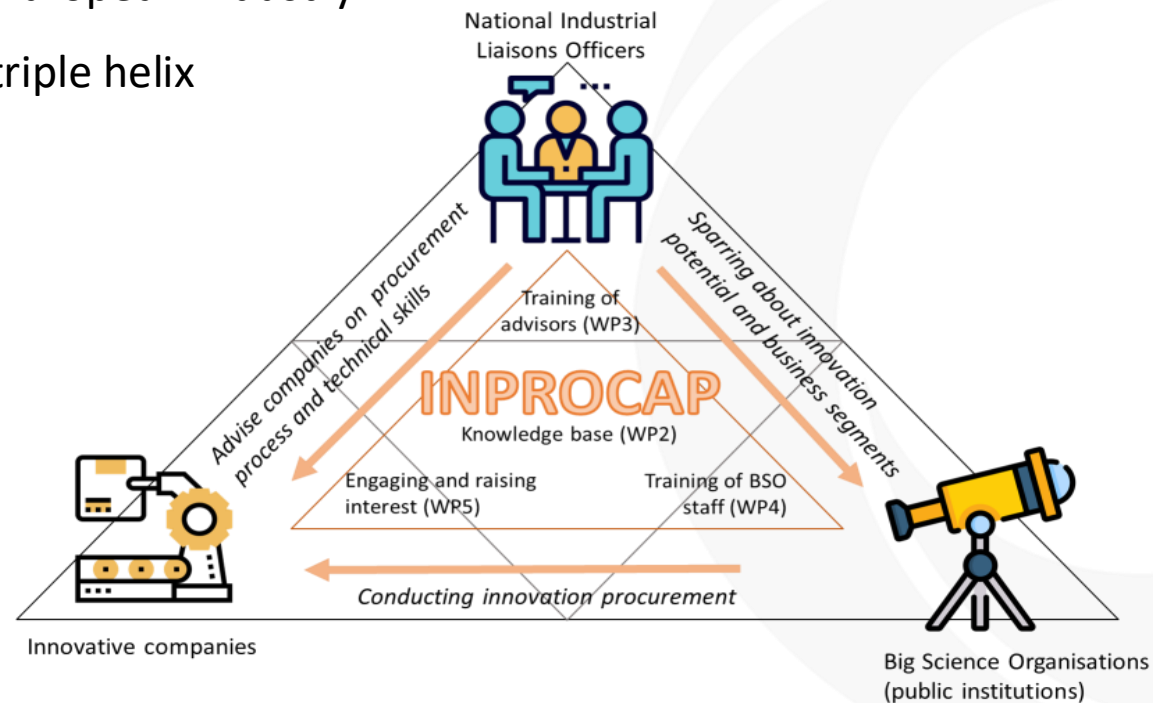


Welcome and agenda

Jozef Kubinec, INPROCAP

Objective of INPROCAP

- Build specialist advisory services on **innovative procurement** amongst national Industrial Liaison Officers (ILOs) to Big Science Organisations (BSOs).
- Innovation procurement is an underused mechanism in the BSO value chain, has potential to transform BSO public spending into innovation for use in European industry
- Involve three main stakeholders in triple helix



Four European Hubs - Seven Partners



Agenda for today

Time	Session	Key points
10:00-10:30	Welcome, housekeeping, session objectives, recap	<ul style="list-style-type: none">• Speaker: Jozef Kubinec, INPROCAP
10:30-10:50	PCP Mechanism: Phases, Legal Framework and Opportunities	<ul style="list-style-type: none">• Speaker: Lieve Bos
10:50-11:20	Case study: CERN QUACO project	<ul style="list-style-type: none">• Speaker: Isabel Bejar Alonso
11:20-11:30	short break	
11:30-11:50	PCP in practice: presentation from CDTI	<ul style="list-style-type: none">• Speaker: Manuel Moreno Ballesteros
11:50-12:00	Q&A and next steps	<ul style="list-style-type: none">• Summary, questions and invitation for next training

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"What is the FIRST word that comes to mind when you hear 'Pre-Commercial Procurement'?"

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Welcome & Introduction

- Recording:** Yes, available afterward
- Questions:** Use chat function or raise hand

Learning Objectives

By the end of this webinar participants will be able to:

Objectives

- ✓ Understand the full PCP cycle and the logic behind each phase
- ✓ Learn how PCP was applied in a real Big Science context (CERN QUACO)
- ✓ Gain a practitioner's perspective on running PCP from CDTI
- ✓ Build confidence in evaluating when to use PCP

Today's speakers



Lieve Bos, DG RTD, EC

- a telecommunications engineer that worked in industry for 7 years on research and innovation projects, including also for public sector customers.
- After having experienced the barriers to innovation procurement from the private sector side, Lieve started working on public procurement policy from the public sector side.
- Since 2005 she works in the European Commission, in the past in DG CONNECT (DG Communication Networks, Content and Technologies) and now in DG RTD (DG research and innovation) as policy officer for innovation procurement and experimentation spaces.
- In this function she has developing policy initiatives to reinforce innovation procurement across Europe.

Today's speakers



Isabel Bejar Alonso, CERN

- holds a degree in Physics from the University of Barcelona.
- postgraduate degree in Industrial Quality and an MBA in Management of Technology (MoT) from the École Polytechnique Fédérale de Lausanne (EPFL) and the McCombs School of Business, U.T. (Texas).
- She has worked both in the scientific field and in resource, contract and project management.
- A specialist in change management and industrial transfer, she led projects such as the technical infrastructure of the ATLAS detector, the re-installation of the LHC cryogenic line or the technical coordination of CERN's flagship, the HL-LHC.
- She has led several technology groups, has been advisor to the Director General of CERN and is currently leading a technology reindustrialisation project.

Today's speakers



Manuel Moreno Ballesteros, CDTI

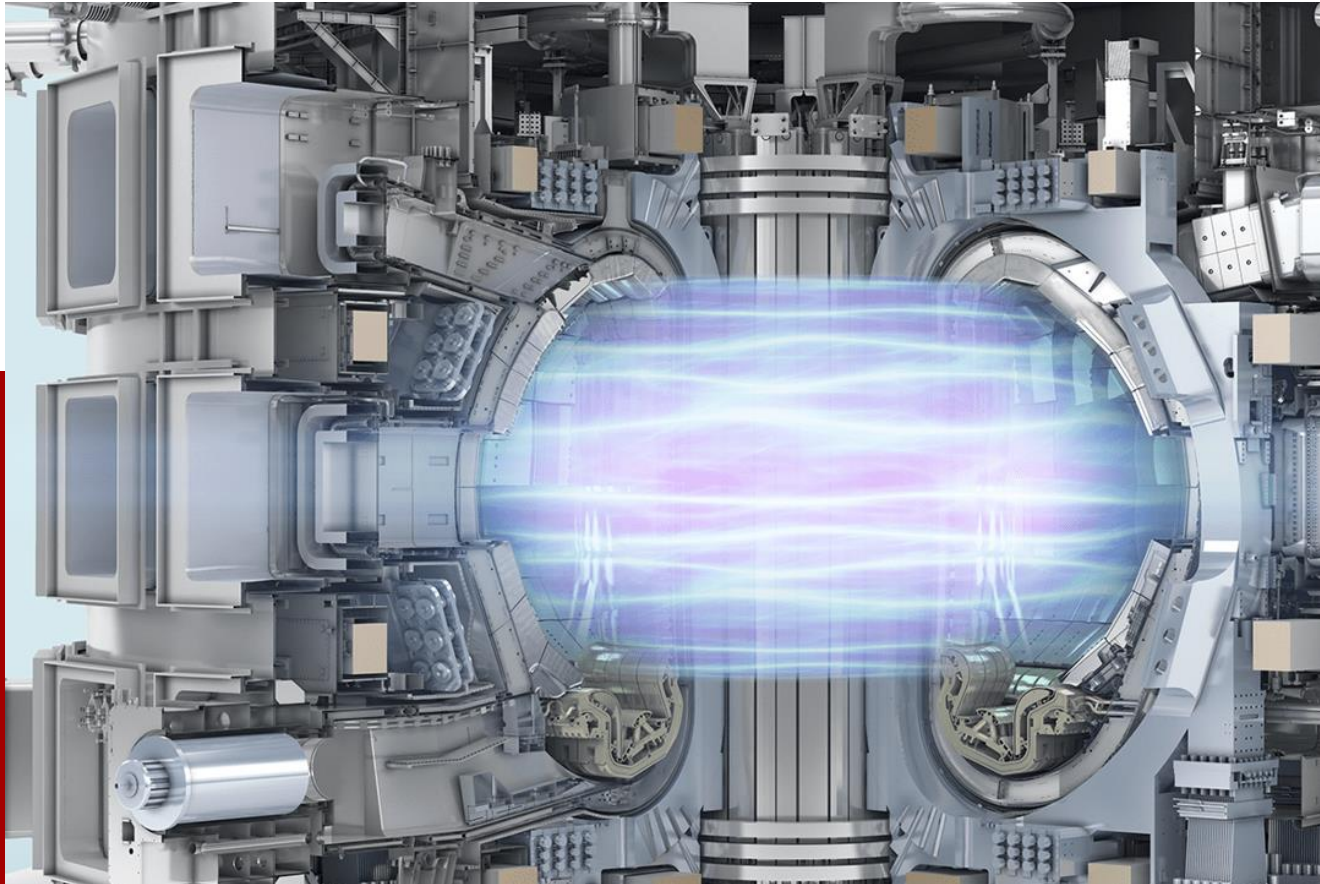
- is an aeronautical engineer and has a degree in physical sciences.
- He works at the CDTI.
- He is the Spanish liaison for Spain (ILO) in particle physics at CERN, the ESRF, and the ILL, and a member of the Spanish delegation to the Finance Committee of CERN and the ESRF
- He will present the example of PCP conducted by CDTI with the focus on his experience as evaluator and member of evaluation committee in the PCP conducted by CDTI

Today's speakers



Jozef Kubinec, Keennovate

- Innovation procurement expert
- INPROCAP trainer responsible for trainings manual and ILOs and BSO staff innovation procurement trainings
- Member of CERIS – Community for European Research and Innovation for Security
- Ministry of Interior Slovakia procurement experience
- SHIELD4CROWD, PROTECT, PCP WISE, SHIELD PCP, multiple EU projects



RECAP: Innovation Procurement Training Journey

The INPROCAP Training Pathway

- Introduction to INPROCAP and training pathway

1. Intro and training manuals (Webinar · 17 October 2025)

2. Needs Assessment (Webinar · 21 November 2025)

- Identifying, structuring & prioritising procurement needs
- A well-defined need is the foundation of every successful innovation procurement.

- SOTA analysis, supplier identification & landscape mapping
- The gap between what exists and what you need justifies innovation procurement.

3. Market Analysis (Hybrid Training · 9 December 2025)

4. Open Market Consultation (Webinar 24 February 2026)

- Legal basis, methods, formats & best practices
- Equal treatment and documentation are non-negotiable.

- We worked through an **OMC exercise** using real BSO procurement scenarios
- We then tackled the **business case** — what does it take to justify innovation procurement to management?

5. OMC & Business Case exercise Onsite Training · 23 March 2026)

From foundations to procedures

- ❑ The first five sessions built the **strategic foundation**: needs assessment, market analysis, OMC, and business case.
- ❑ Now we move into the **procurement procedures themselves**
- ❑ Starting today, each session dives into a specific procedure — what it is, how it works, and when to use it. This is where training becomes directly actionable for procurement staff.

Date	Title	Priority Audience
23 rd of April 2026	Pre-commercial procurement	BSO Priority + companies
11 th of May 2026	Innovation partnership	BSO Priority + companies
30 th of June	Onsite training for BSO staff on innovation procurement procedures	BSO priority /ILOs
18 th september 2026	Competitive dialogue	BSO Priority
20 th October 2026	Competitive procedure with negotiation	BSO Priority
11 th November 2026	Management of Intellectual Property Rights	BSO Priority

Pre-commercial procurement (PCP)

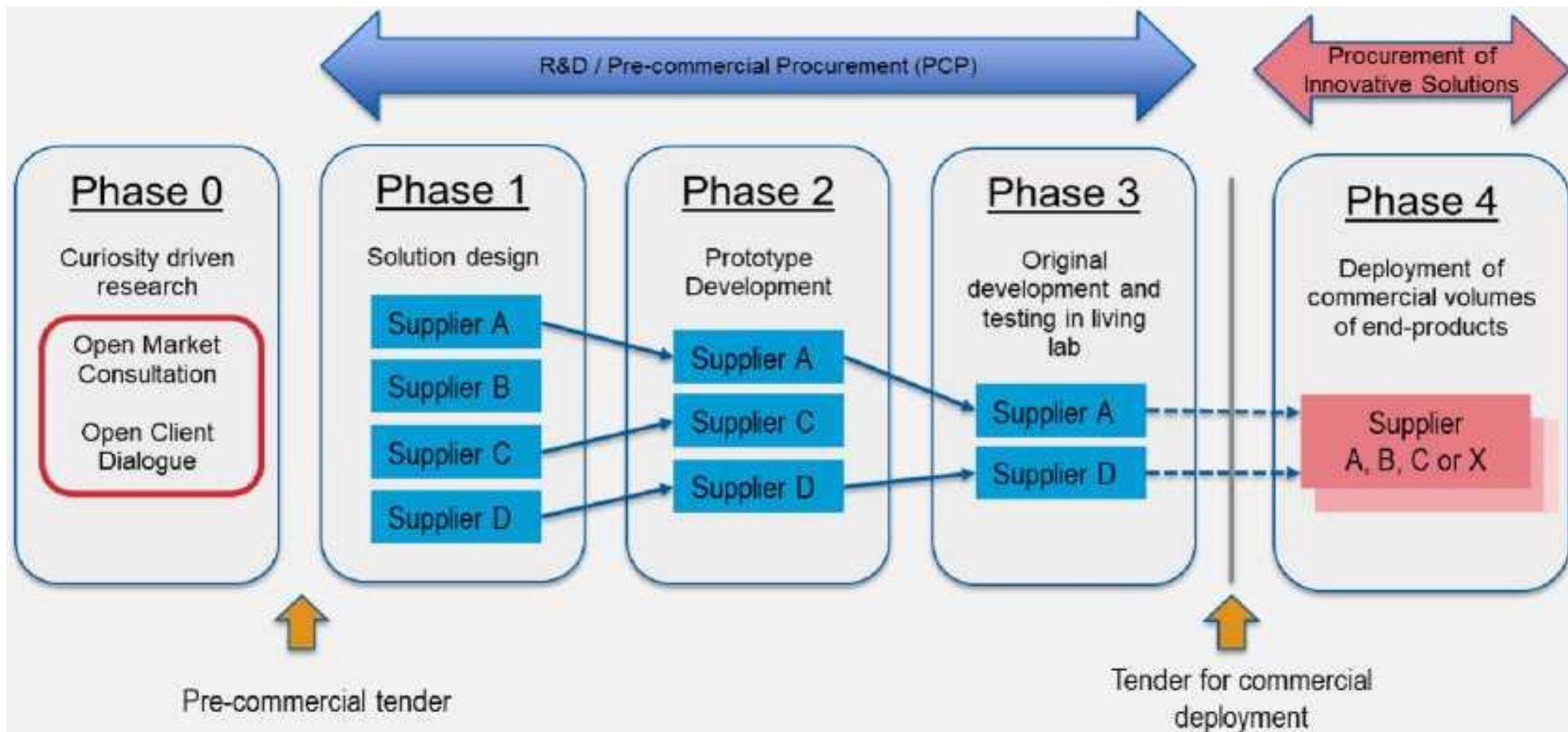


PCP is a specific approach to procuring R&D services. It involves competitive development in phases and a clear separation between the PCP and procurement - potential follow-up PPI.

Pre-commercial procurement

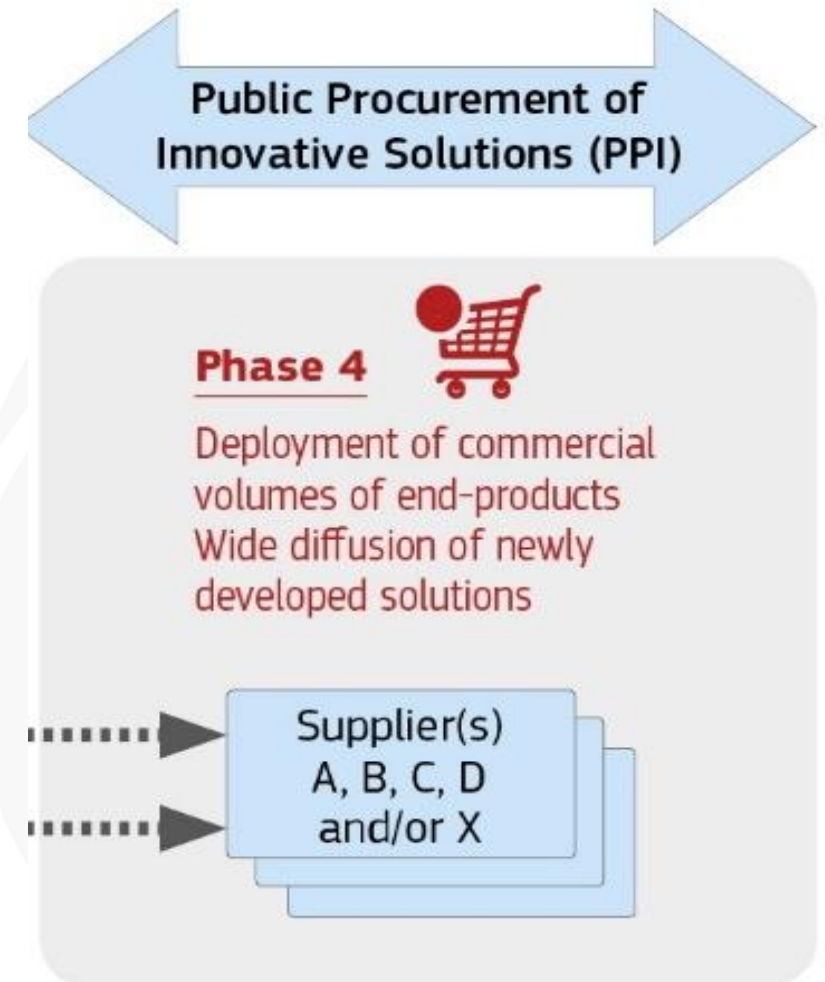
- R&D is **split into phases**
 - 1st phase - solution design,
 - 2nd phase - prototyping, original development
 - 3rd phase - and validation/testing of a limited set of first products
- with the number of competing R&D providers being reduced after each R&D phase.
- **Exempted** from public procurement rules
- **IPR ownership rights are kept by the participating R&D providers**, while the public procurers keep license free rights to use the developed solutions

Pre-commercial procurement



Public procurement of Innovative solutions (PPI)

- After the PCP procedure, the public procurer may decide to **start PPI procedure** to purchase a commercial solution for the same challenge that was addressed through the PCP.
- The PPI must be conducted in **compliance with the public procurement legal framework**
- contracting authorities act as a **launch customer of** innovative goods or services



Innovation partnership vs. PCP (PPI)

	Two separate PCP - PPI procurements	Innovation Partnership procedure
Can be used in which cases?	<ul style="list-style-type: none">• where the procurer needs a solution that is not so unique or specialized that it has to be developed exclusively for him, but instead there is a wide range of potential customers for the solution beyond the procurer.• Typically many providers are interested to develop solutions for wide markets	<ul style="list-style-type: none">• when the procurer needs products or services that are so unique / specialised that the procurer is the only potential customer for the solution and there are no other potential providers on the market outside of the innovation partnership, that could be disadvantaged• When the procurer is the only customer, he has no other choice but to keep himself the IPR

When to use PCP

✓ PCP is the right instrument when **no existing market solution** can meet your need and you want to fund the development — without being locked into a single vendor from the start.

✓ PCP is suitable when:

The need is clear but **no off-the-shelf solution exists**

Technology is not yet commercially validated at the required scale

Multiple R&D approaches are worth exploring in parallel

You want to **stimulate the market** and create a new supply base

⚠ PCP is less suitable when:

A solution already exists → use **standard procurement**

You need a finished product now → consider **PPI or competitive dialogue**

The need is still unclear → go back to **Needs Assessment and OMC** first

PCP in the BSO Context

For Big Science Organisations, PCP is particularly relevant when:

- Cutting-edge **scientific instruments or components** are needed that no supplier currently offers at scale
- **Niche technical requirements** (e.g. cryogenics, high-temperature superconductors, specialised detectors) go beyond standard market capabilities
- BSOs want to **engage SMEs and innovators** who cannot respond to a traditional tender
- There is a **strategic interest** in stimulating a new industrial capability in Europe

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What unmet needs/challenges could be tackled
by Pre-commercial procurement

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