

POLIMI GRADUATE  
SCHOOL OF  
MANAGEMENT



ayming

ONLINE PROFESSIONAL  
PROGRAM

# FINANCING R&D AND INNOVATION

STRATEGIES, TOOLS AND  
INNOVATIVE APPROACHES

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WHO WE ARE

Management Academy

POLIMI Graduate School of Management

Politecnico di Milano

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# THE PROGRAMME



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## KEY FACTS

Format

**9 online modules,  
2 hours each**

Length

**16 hours**

OCTOBER - DECEMBER

Language

**English**

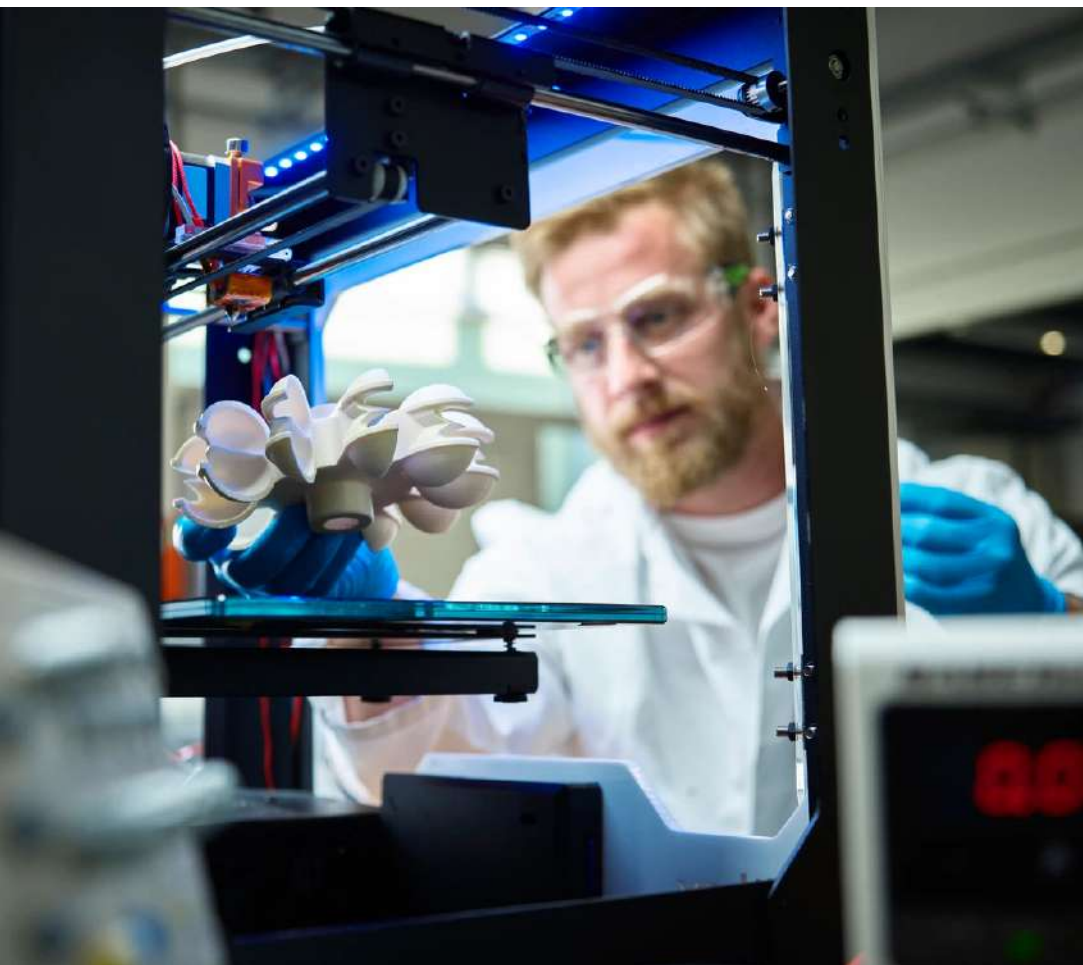
## TARGET

The course is designed to facilitate the understanding of the mechanics of public funding for all C-levels (CEO, CFO, CTO, COO) and future C-levels. It is as relevant for finance (Tax Managers, Financial Controllers, Accountants) as for engineers (Industrial Managers, Project Management Officers, Program Leaders, IT Managers).

- **Any field of activity:** Automotive, Construction, Digital, Banking, Finance & Insurance, Healthcare, Food, Pharmaceuticals, Chemistry, Defence, Aerospace, Entertainment, Luxury Goods, Cosmetics, Rail, Retail, Consulting, Engineering.
- **Any size of business:** Start-ups, SMEs, Mid-size, Large Multinationals.



VALUE PROPOSITION



This certification is intended for C-levels or future C-levels who require a fine knowledge of all financial tools for industrial investment, product / process development, with a simple motto: leveraging Innovation and R&D to the best performance. Delivering ROI allows growth its best performance. If Innovation used to be considered as a costs centre, it can be turned into a consequent source of revenue to improve profitability and EBIT.

Our five speakers are professionals in public and equity funding, each with over a minimum of 15 years of experience in consulting. They cover the full expertise of Innovation funding with skills in science, taxes and business. This course is designed for businesses involved in innovation that need to leverage the full potential of public funding to finance their growth.

Why choose this programme

Even though public institutions and private companies have for a long time understood the necessity of innovating, recent history has shown that it is difficult to maintain R&D and Innovation budgets in a crisis. As we entered the new millennium, most governments had introduced direct funding (such as grants and loans) or tax incentives (such as superdeductions and tax credits) to support private R&D. If the proliferation of schemes has helped entrepreneurs to reach performance, it has also complicated the landscape.

To anyone in private business who needs to increase R&D capacity, the first lever is of course self-financing, with a share of the revenue. Fluctuations in income (especially during a crisis) are a threat to R&D budgets, which can be mitigated using external sources. But the nature of the funds, the schedule, the location, the origin of the funds (regional, national, European) are complex, and the combinations of tools often underestimated.

- This programme covers the landscape of global innovation funding, (re!)placing Innovation at the heart of growth:
- in all sectors (industry, digital, finance, services)
  - in all business sizes (start-ups, SMEs, Large Co.s and Multinationals)





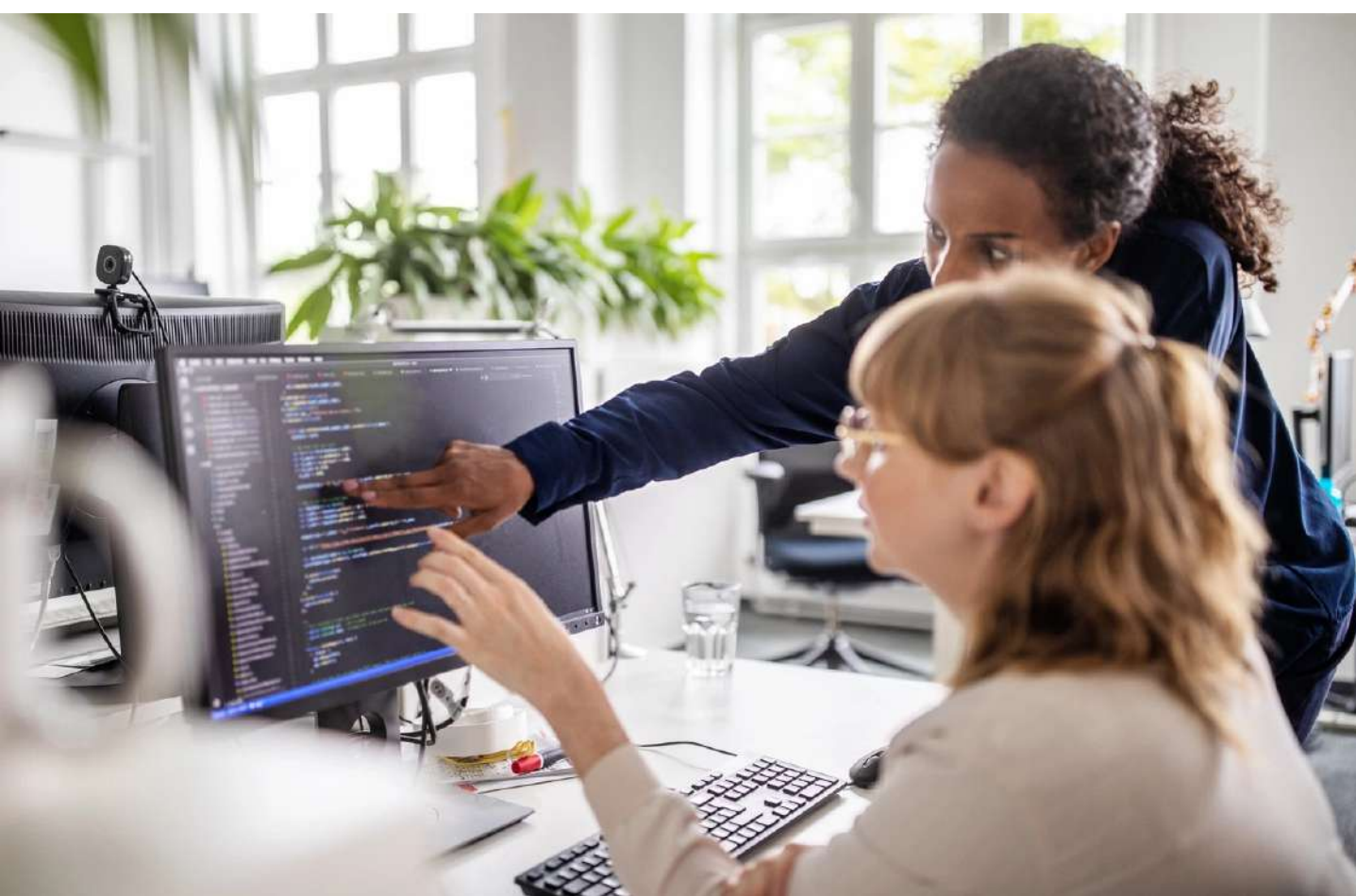
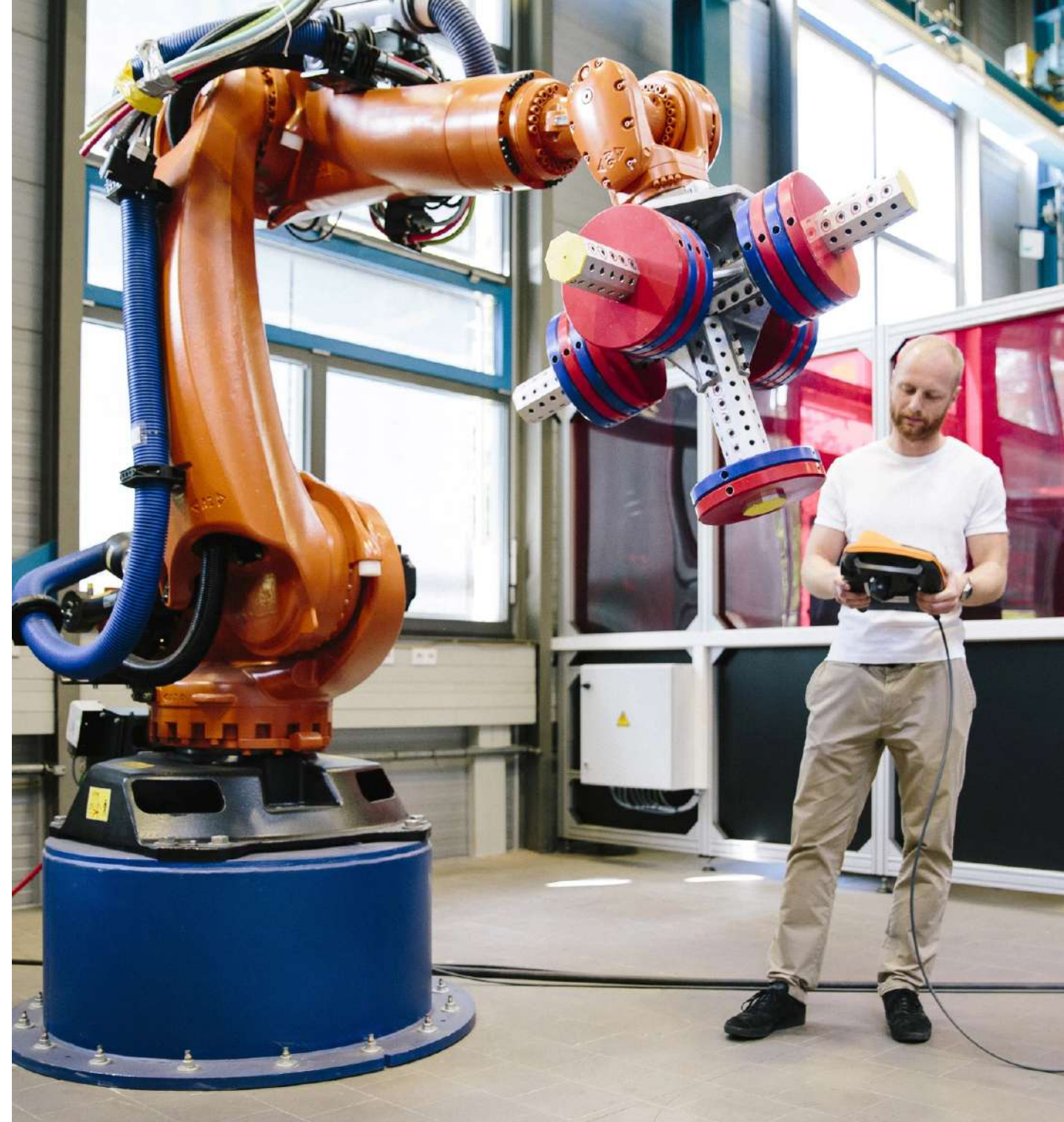
## PROGRAMME OBJECTIVES

The programme delivers the fundamental knowledge for accessing public funding in Innovation and R&D, and the keys to reach the best performance.

Combining self-funding, direct funding (grants for R&D or capex investment), indirect schemes (tax incentives for R&D and Innovation opex) requires an upfront knowledge of each tool, then a strong strategy for leveraging those sources that can be contradictory, unsynchronized, exclusive, overlapping, etc.

Completing the programme will provide to C-levels and future C-levels with:

- Fundamentals for capturing quick-wins and structural funding, with the ability to measure ROI
- Strategy for defining roadmaps and KPIs with a budget and a schedule
- Growth acceleration by integrating public funding in the company culture, making systematic the use of public support for business development



Whatever the size of a business, from local start-up to large global corporation, understanding the ecosystem of innovation requires detailed knowledge of those funding schemes with a mindset of performance. External or internal growth is then driven by including public funding:

- For budgeting growth, improving margins and cash
- For accelerating profitability from innovation
- For investing with a clear measurement of leverage
- For designing budgets, business plans, recruitment plans, ROI measurement
- For increasing development budget with additional external financial resources
- For business development, exploring new technological fields

CONTENT OVERVIEW

DURATION

OCTOBER - DECEMBER

MODULES





# UNDERSTANDING INNOVATION: FROM THE MAJOR BREAKTHROUGHS OF THE FIRST INDUSTRIAL REVOLUTION TO MODERN INNOVATION

SPEAKER	DURATION	
Fabien Mathieu, Guillaume Lavoix	2 hours	This module focuses on detecting innovation, covering its history and basics. It explores the innovation trend since the first industrial revolution, the modern innovation landscape, and the difference between small victories and major breakthroughs in a technological company. By the end of this module, you'll gain a solid understanding of the funding landscape and how to effectively detect innovation.
DATE		
October 3rd, 2023		



# INVESTING IN INNOVATION: IDENTIFYING INNOVATION FROM THEORY TO PRACTICAL CHARACTERIZATION

**SPEAKER**

Fabien Mathieu,  
Guillaume Lavoix

**DURATION**

2 hours

In this module, we will cover the most significant global data related to innovation, including global definitions. This will help you learn how to effectively characterize and classify innovation. Additionally, we will share Ayming's Benchmark on the world of innovation, providing valuable insights and practical examples.

**DATE**

October 10th, 2023

GLOBAL LANDSCAPE OF INNOVATION FUNDING:  
LOCAL COMPLEXITY, GLOBAL PERFORMANCE, THE  
ART OF LEVERAGING JURISDICTIONS

SPEAKER	DURATION	
Fabien Mathieu, Guillaume Lavoix	2 hours	In this module, you will gain a comprehensive understanding of direct and indirect public funding. You will also learn how to activate the right funding levers for a given type of innovation, ensuring that you have the tools and knowledge needed to successfully fund your projects.
DATE		
October 17th, 2023		



# NORTH AMERICA: WHERE THE GAFAM PLAY AT HOME, GOALS AND AMBITIONS UNDER FEDERAL GOVERNANCE

SPEAKER	DURATION	
Thomas Folsom	2 hours	<p>The USA is still a giant of R&amp;D, despite losing its first place. Digital, defence, automotive sectors, have for too long been the top priorities of economic policies and public investment. As a consequence, the heart of Innovation has been neglected, and the champions have lost ground. Where other OECD members were racing for the most attractive schemes, the USA was still trying to fix its innovation.</p> <p>And all of a sudden, the USA joins again the global contest, with a reshaped scheme.</p> <p>But in the land of self-funded Innovation, rectifying the lag in public funding has consequences. A new scheme with its starting hesitations is always hard to use, as C-Levels do not see the benefit as it is. The impact on EBITDA, lifecycle of tax credits, this module decrypts the features of an R&amp;D tax credit for neophytes, highlighting how all other schemes around the world have to adapt to the new economy.</p>
DATE	October 24th, 2023	

# EUROPE: THE OLD WORLD RESISTING THROUGH INNOVATION, WHERE INDUSTRY AND DIGITAL COUNTS ON THE GLOBE

SPEAKER	DURATION	
Mark Smith	2 hours	<p>In the global Innovation race, Europe is represented in all sectors. Agriculture, Industry, Automotive, Aerospace, Digital, Services, Health, Engineering: they have resisted emerging threats from the USA and Asia. One of the reasons is that over three decades ago, European governments started to introduce local R&amp;D incentives (through taxes or through subsidies), followed by the European Commission. The ultimate proof of efficiency, Germany, the last bastion last bastion of “grants-only” model has, has finally succumbed.</p> <p>Available now in almost all European countries, those schemes have been copied, duplicated, enhanced, revived all around the globe. They have become so essential that it has become almost impossible for a C-Level to ignore them in their strategy for growth and investment.</p> <p>This module follows the European model that has always kept its target very close to market, allowing all businesses to access performance in Innovation investment.</p>
DATE	November 7th, 2023	



# FINANCING TOOLS: A COMPREHENSIVE TOOLBOX FOR FINANCING INNOVATION. INCLUDING PATENTS, GRANTS, TALENTS AND TAX INCENTIVES

SPEAKER	DURATION	
Fabien Mathieu, Guillaume Lavoix	2 hours	Combining funding tools is crucial for C-level executives seeking to stabilize innovation budgets. With such a wide range of funding opportunities available, finding the best option can be complex. In this module, we will cover the main categories of public funding and their specificities.

DATE  
November 14th, 2023

# INNOVATION STRATEGY: BALANCING INNOVATION AMBITIONS AND FUNDING OPPORTUNITIES

**SPEAKER**

Fabien Mathieu,  
Guillaume Lavoix

**DURATION**

2 hours

Effective innovation requires alignment between financial and technical stakeholders, with clearly defined key performance indicators (KPIs). Overestimating funding possibilities can be a costly mistake for C-level executives, while missing out on opportunities due to lack of anticipation can also be detrimental. This module provides an overview of the fundamentals of public funding, including the basic metrics required to make informed decisions.

**DATE**

November 21st, 2023



A COMPLEX WORLD: INNOVATION AS A PROFIT CENTER, AND AT THE SAME TIME THE MOST POWERFUL LEVER TO SAVE THE PLANET

SPEAKER	DURATION	
Fabien Mathieu, Guillaume Lavoix	2 hours	A clear methodology and benchmarking can demystify public funding for innovation. It is the responsibility of everyone, including C-level executives and scientists, to understand funding opportunities. In today's global market, integrating public funding into everyday business and cultivating an innovation culture is essential for success. This module provides a comprehensive overview of innovation's role as a growth accelerator in a fast-moving and highly competitive business landscape.
DATE	November 28th, 2023	

BONUS MODULE

CAPTURING CURRENT FUNDING OPPORTUNITIES IN ITALY

SPEAKER

Chiara Galletta

DURATION

2 hours

The ability of Italy to spend public funds is still limited. In fact, among European countries, Italy usually absorbs less than 50% of the total available funds. The panorama of governmental incentives is wide, but the figures suggest that a lot of opportunities remain unexploited, especially when it comes to innovation incentives. R&D and Innovation are often seen as options, but the unveiled truth is that they are strategic to guarantee competitiveness of enterprises and, consequently, of whole countries.

DATE

December 5th, 2023

To guarantee growth, states and the European Union allocate huge resources to sustain R&D expenses and industrial investments. In this frame, a plethora of instruments are available for Italian companies, among tax reliefs, grants and soft loans.

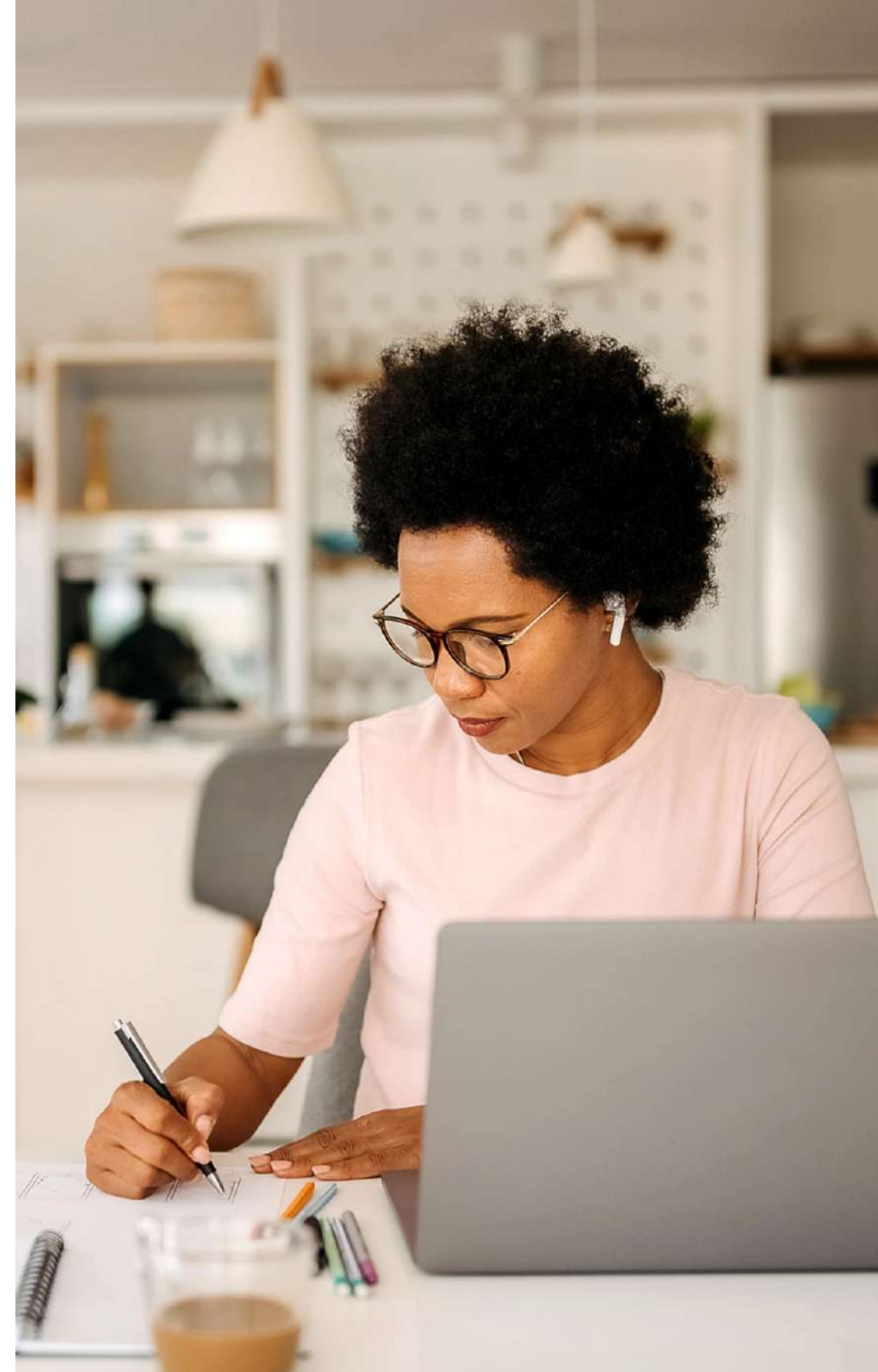
This module aims at illustrating in a simple but clear way how the top management of Italian large companies and SMEs could scout and use the right mix of incentives to cover R&D expenses and CAPEX to stay competitive.

## OPEN BADGE

**At the end of the program, each participant will obtain an Open Badge with which they can enhance their profile and certify the skills acquired in a practical, verifiable and professionally marketable way at international level.**



Open Badges are digital certificates that allow you to demonstrate the knowledge and skills you have acquired through specific training programs. As they use open technology standards, they are easily readable by any system that supports the Open Badge Infrastructure (OBI) standard. Represented by a distinctive graphic detail, Open Badges contain within them a series of metadata relating to the descriptive information that the badge itself represents: the organisation providing the course, the identity of the person to whom the badge has been assigned, the skills and expertise acquired, and the objectives achieved. The badges can be incorporated into your electronic CV, making the skills guaranteed by the body issuing the certificate more marketable; they can be included on your social profiles to give concise, certifiable evidence of your achievements to the community, and in general terms, you can post them on your websites and keep them in your personal wallets.



SPEAKERS



**FABIEN MATHIEU**  
**Partner & Managing Director**  
**Ayming France**

Fabien Mathieu is a partner at Ayming, based in Paris, responsible for finance, innovation and operations practices. As a former VP at Bosch and project leader at BCG, he has worked globally at the cutting edge of innovation and sustainability, primarily in the automotive and energy sectors. Being both a Business Leader and an Advisor, he has mainly focused, for two decades, on leading people through cultural, structural and transformational changes within complex international and disrupted environments. He holds an MBA from INSEAD and a Master of Engineering from Supélec. He also is among the authors of the Ayming Institute book “Profit and Planet”.



**THOMAS FOLSOM**  
**Partner & Managing Director**  
**Ayming USA**

For over fifteen years, Thomas has advised companies in all facets of the U.S. &D credit including qualification and quantification, tax policy, litigation and audits. In his work Thomas draws on his knowledge gained from conducting literally countless R&D tax credit studies, as well as R&D state and federal audits in industries ranging from food processing, manufacturing, technology and pharmaceuticals, to agribusiness and engineering services. Summed up his experience ranges from lollipops to lasers in Fortune 500 to family-own start ups. Some highlights during his distinguished career include serving as a legal strategist for central cases in US R&D law that influenced the updated code and regulations that expanded the qualifications. Today, Thomas leads a country-wide team of experts as the Managing Partner and Country Manager of Ayming USA.



**GUILLAUME LAVOIX**  
**Head of International Operations**  
**Ayming France**

Guillaume is a graduated engineer in telecommunications (ECAM-EPMI 2004) and a MSc in signal processing (Staffordshire University 2003). He has been advising clients at Ayming in their Innovation Financing Strategy since 2005, ranging from high-tech start-ups to large international groups, covering all scientific and technical domains. He now pilots services for multinational companies seeking for global performance, with specific needs for coordinating local projects under international governance.



**MARK SMITH**  
**Partner Ayming UK & Ireland**

Mark Smith is a partner at Ayming, based in London and specialising in innovation incentives. He joined Ayming in 2018 and leads the Innovation practice, which primarily focuses on R&D Tax and Grants. In 2006, he started his career at KPMG, where he became qualified as a Chartered Accountant and Chartered Tax Advisor. Following an experience in the North West office, he moved to the London office, focusing on large financial services, chemical, manufacturing, energy clients.



**CHIARA GALLETTA**  
**Innovation Manager - EIT**  
**Manufacturing South**

Chiara has been working in the field of public funding since 2014, getting a wide knowledge of both grants and tax incentives. She has supported large companies and SMEs in finding the right mix of incentives to optimise the coverage of investments and R&D expenses. She has managed international innovation projects, fostering collaboration between industry and academia, embracing the open innovation paradigm.



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# ENROLLMENT AND PRICING



## ENROLLMENT AND PRICING

# ENROLLMENT

1.1

To enroll in the Online Professional Program in Financing R&D and Innovation go to the ecommerce website **E-Commerce POLIMI GSoM** →

# PRICING

2.1

Online Professional Program in Financing R&D and Innovation: €1,200+ VAT

# SPECIAL TERMS

3.1

A 10% discount will be applied to the program for enrollments received 60 days prior to the course start date.

For more information, contact us:  
Ph. +39 340 8474281  
[executive@gsom.polimi.it](mailto:executive@gsom.polimi.it)

If you're interested in training corporate resources contact:  
Ph. +39 3495800914  
[corporaterelations@gsom.polimi.it](mailto:corporaterelations@gsom.polimi.it)

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# WHO WE ARE





## MANAGEMENT ACADEMY

Our Management Academy provides a solid and flexible educational offer. It is solid, as it is built on advanced subject content of the highest standard taught by university professors and eminent professionals. It is flexible as, by drawing on an extensive offer, modularity and many formats, it proposes fully-customised programmes.

**The Management Academy catalogue is evolving continuously, and now includes over 250 courses in 16 thematic areas.**

This unique educational offer, delivered in Italian or in English, with various attendance options, is designed for professionals, entrepreneurs and managers who wish to develop or update their skillset in key management areas to face the new market challenges, while maintaining their work commitments.





POLIMI GRADUATE SCHOOL OF MANAGEMENT



**We create meaningful paths for future business leaders and the businesses they will lead, guided by the over-arching belief that we have an important role to play in shaping a better world for all. We believe that education is key to preparing future leaders, equipping them with the hands-on experience and practical skills they will need in order to meet the challenges society will be facing in future.**

Based in Milan, Italy's main business centre, our school was created over 40 years ago as MIP Politecnico di Milano and today it is a not-for-profit Consortia Limited Company composed of the University and a group of leading Italian and multinational companies. We offer more than 40 masters degrees, including MBAs and EMBA's, and a catalogue of over 200 open programmes, along with customised training for companies. We continue to innovate, and our digital learning systems allow us to seamlessly integrate personalised and continuous learning experiences into our programmes and have placed us amongst the top-ranked Online MBA rankings globally. As part of the School of Management of Politecnico di Milano, we are among the few "Triple Crown" accredited schools across the world.

With over 15,000 alumni and 3,000 students every year we are an innovative and entrepreneurial community made up of diverse people and partners. We see the power of relationships as a constant source of enrichment, innovation and inspiration, personal and professional. At POLIMI Graduate School of Management we believe in creating strong networks and actively work and partner with national and international companies as well as other European business schools. These fruitful relationships enable us to enrich our master's degrees and courses with practical experience and expertise – additionally opening up future career opportunities for our students.

While we're firmly rooted in Milan, our campuses are not restricted and include several locations in the city, and we actively encourage students to engagement with the city itself as part of the experience. Our combined campuses, located in the academic centre of excellence that forms part of Politecnico di Milano, Bovisa, and our new campus in Milan's thriving south-central neighbourhood, Navigli, are at the heart of Milan's creative, cultural and scholarly centres, where our students can enjoy an innovative and entrepreneurial atmosphere to inspire and connect them with each other and the city. We also have several valuable partnerships across Italy and internationally that add to our students' experiences and exchange options.

At POLIMI GSoM we take sustainability seriously and continue to work towards a better, more conscious future. We work by actively seeking to maximise our positive impact on society through constructive projects and initiatives, and in 2020 we were the first European Business School to become a B Corp certified business.

We feel that any business leader, and any business on the planet, through innovation, creativity and purpose, can play a key role in shaping our future. At POLIMI GSoM we are proud of our passionate belief in creating a better future for all.



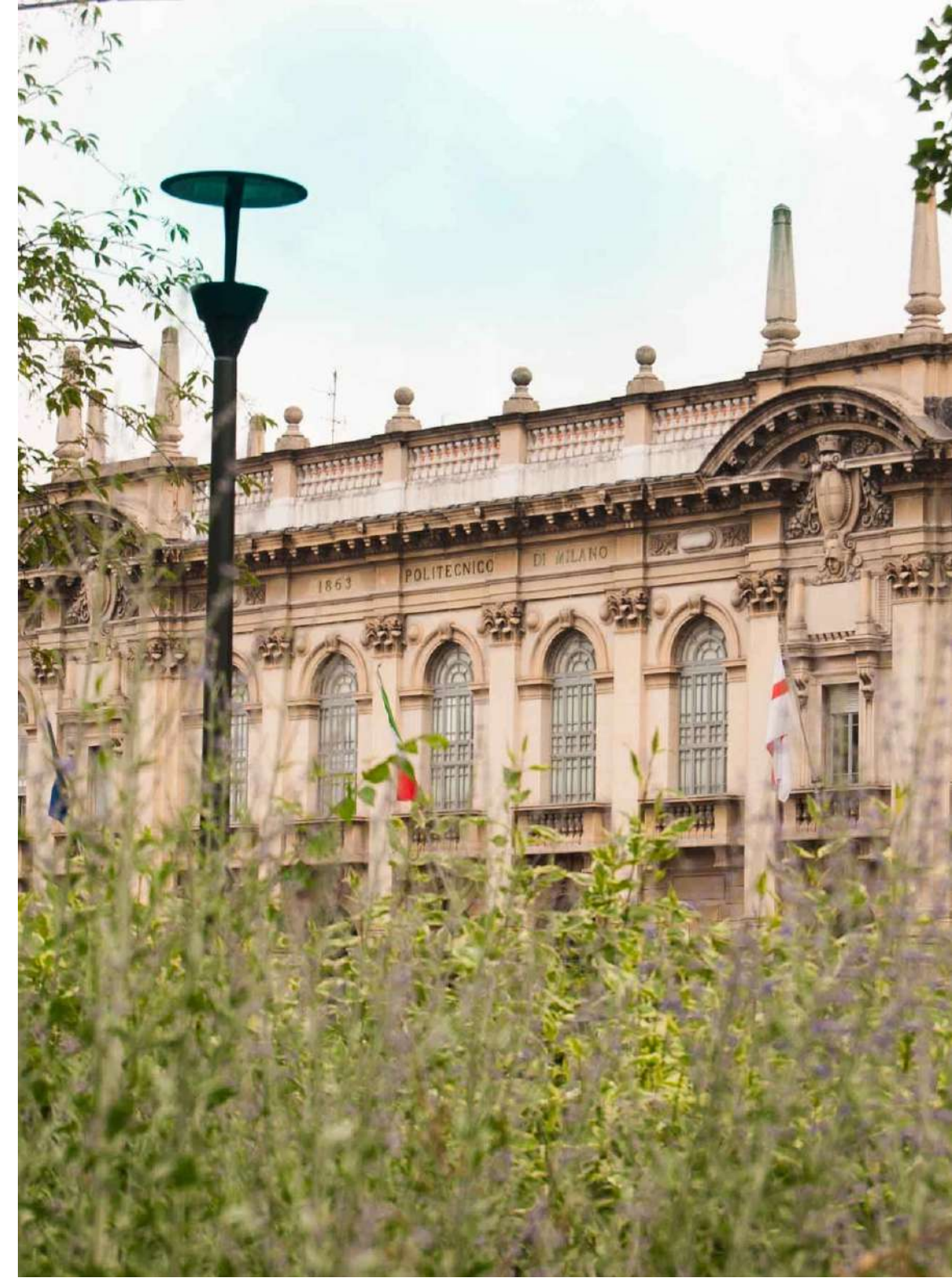


## POLITECNICO DI MILANO

**Politecnico di Milano, founded in 1863, is the largest school of Architecture, Design and Engineering in Italy, with two campuses in Milan and five more in Northern Italy.**

It is one of the most outstanding universities worldwide, ranked 18th in the world, 7th in Europe, and 1st in Italy according to the QS World University Rankings by Subject 2023 – Engineering & Technology. Its excellent reputation is built on the quality and innovation of its teaching and research, which are strongly connected and benefit from a fruitful relationship with businesses and the world of production. Politecnico di Milano has more than 300 research centres and labs, a worldwide network of over 200,000 alumni and an

Innovation District & Startup Accelerator – PoliHub – which is globally renowned. POLIMI Graduate School of Management is a proud part of Politecnico di Milano's ecosystem. This means that students can benefit from this inspiring and energetic environment, from an internationally renowned Faculty and from an analytical and data-driven approach to problem setting and solving, typical of a technical university.



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