

Strategies for success in the European Union: tenders and projects in practice

Onsite sessions held in English

2nd and 3rd December 2026 from 9:00 to 12:00

Introduction

The European Union offers numerous business opportunities through tenders and direct funding programmes, but successfully accessing them requires more than just technical knowledge: it demands strategy, positioning and a clear understanding of the evaluation criteria.

This intensive course, taking place on **Wednesday 2 and Thursday 3 December 2026, from 9.00 am to 12.00 pm**, at the **Spanish Chamber of Commerce in Belgium and Luxembourg (Brussels)**, is designed to help companies and organisations take the next step: identifying opportunities with real potential, preparing competitive proposals and increasing their chances of success.

With a practical and results-oriented approach, the course will cover both European tenders and direct funding projects (Horizon Europe), incorporating recommendations based on experience, real evaluation criteria and common mistakes to avoid.

What will this course offer you?

- A clear vision for identifying European opportunities with real potential for your organisation
- Practical criteria for deciding which calls for proposals and tenders are worth participating in
- A better understanding of how European institutions evaluate proposals and what makes the difference
- Specific tools to enhance the quality and competitiveness of your proposals
- Key factors for defining a sound financial strategy in highly competitive environments
- Greater confidence in managing European projects and fulfilling your obligations
- Practical guidance on maximising the impact, visibility and exploitation of results

Programme

Session 1 – Wednesday 2 December 2026 (9:00 – 12:00): Strategy and positioning in European tenders

1. Identifying opportunities with real potential

- Types of European tenders and which ones suit each business profile
- Strategic differences between external action and institutional procurement
- Where to look and how to filter opportunities (TED, Funding & Tenders Portal)

2. How to interpret tender documents with a strategic perspective

- Effective reading of documentation: what evaluators are really looking for
- Award criteria and scoring logic (MEAT - Most Economically Advantageous Tender)

- Key indicators for deciding whether or not to bid

3. Designing a competitive technical proposal

- How to structure a bid geared towards the evaluation
- Practical analysis of the Terms of Reference (ToR)
- Using the logical framework as a strategic tool

4. Financial strategy and positioning of the bid

- Consistency between the technical and financial proposals
- How to set competitive prices without compromising viability
- Key factors for optimising the economic score

5. Critical success factors in European tenders

- Building effective consortia
- The importance of prior positioning and visibility
- Practical recommendations: what to do and what to avoid

Session 2 – Thursday 3 December 2026 (9:00 – 12:00): European projects (Horizon Europe): from proposal to implementation

1. How to build a winning proposal in Horizon Europe

- Evaluation criteria and keys to standing out
- Strategic configuration of the consortium
- Proposal structure and differentiating factors

2. The Grant Agreement: key points for sound management

- Essential aspects every beneficiary should be aware of
- Most common legal and financial risks
- Types of funding and contractual obligations

3. Effective project management and reporting

- What the European Commission expects during implementation
- Work organisation, deliverables and reporting
- Common mistakes and how to avoid them

4. Exploitation, impact and visibility of results

- How to maximise the project's impact
- Dissemination strategies aligned with European requirements
- Visibility platforms and tools

5. Intellectual property and exploitation of results

- Rights to results and access to knowledge
- Protection, confidentiality and agreements between partners
- From results to the market: practical approaches

Speaker: Karine Brück, founding partner of **KBK International**, is a specialist in European programmes and projects with over two decades' experience in managing initiatives funded by the European Union. Throughout her career, she has advised public administrations, universities, technology centres and SMEs on the design, formulation and implementation of international projects. Her work focuses particularly on the **Horizon Europe** framework, with in-depth knowledge of participation procedures, the contractual obligations arising from the **Grant Agreement**, and strategies for communication, dissemination and exploitation of results. She combines her consultancy work with teaching and specialised training in European funding, and is a **regular contributor to the Spanish Chamber of Commerce in Brussels** on training programmes aimed at companies and institutions interested in taking advantage of the opportunities offered by the European Union. Her approach combines technical rigour with practical application, offering a comprehensive and realistic view of how European programmes operate.

Registration and conditions:

The course includes support materials, practical documentation and a certificate of attendance issued by the Spanish Chamber of Commerce in Brussels. Places are limited and will be allocated on a first-come, first-served basis.

Fees: €400 (members)/€450 (non-members) for both days. Option to register for a single session: €250 (members) / €285 (non-members).